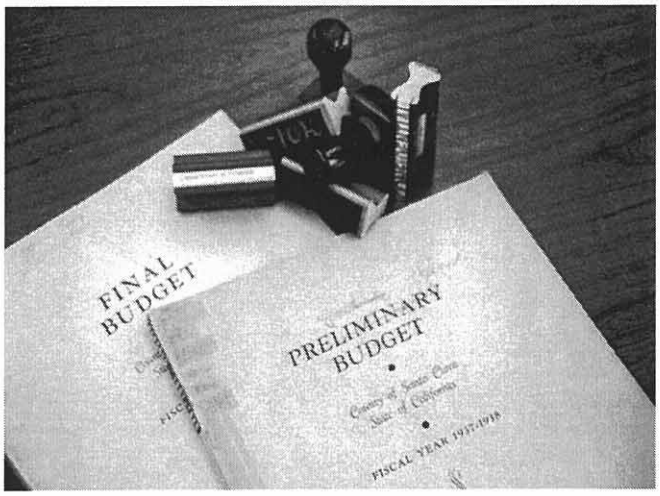
Fiscal Year 2002 Recommended Budget



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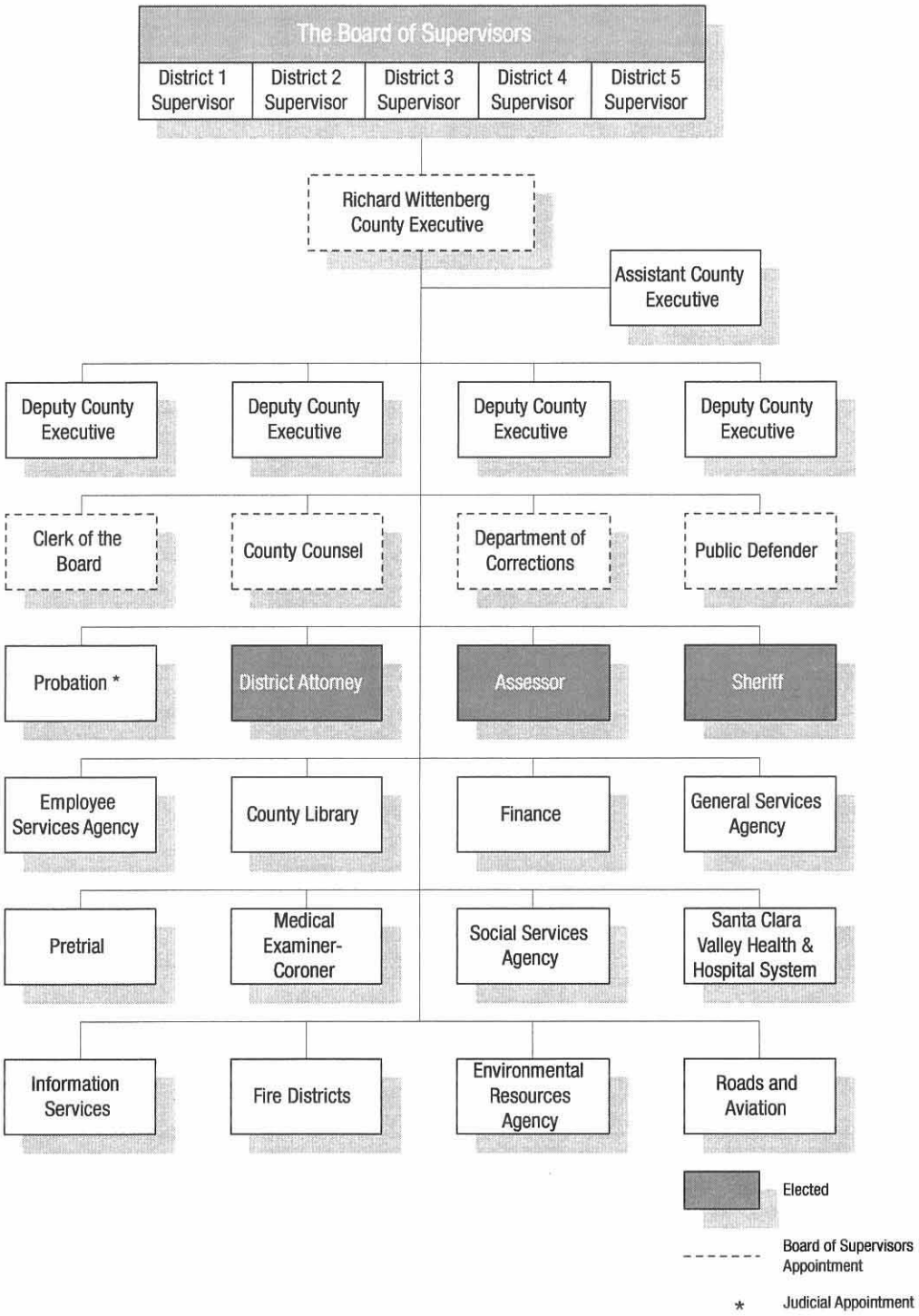

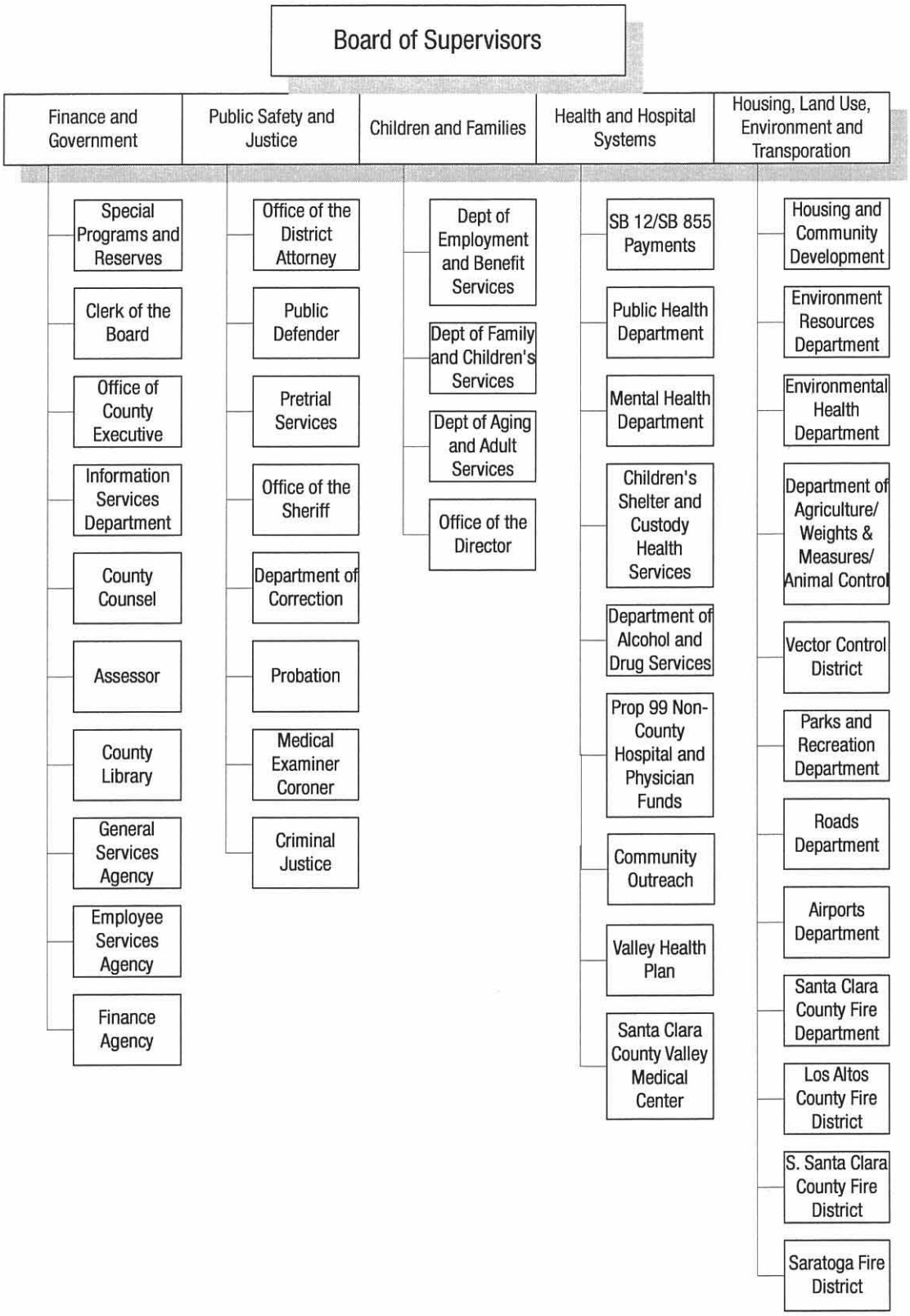
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Introduction

County Executive's Budget Message

April 27, 2001

TO: Board of Supervisors

FROM: Richard Wittenberg,
County Executive

SUBJECT: FY 2002 Recommended Budget

As we send this budget to print, our outlook for the future has changed dramatically. The change is not in how strong or weak our economy has become but how **uncertain** our financial future appears at this time. We have struggled to develop a financial plan that we can be confident will hold true for the next twelve months. Logic tells us that the dramatic decline in the financial markets, coupled with the poor financial performance of many large corporations and the impacts of the energy crisis would lead to a weakening of the economy and a significant reduction in the growth of our discretionary revenues. As we submit this document for your review and consideration, we have not seen clear-cut evidence that this scenario is coming to fruition.

This puts us in a very difficult position as we must be cautious and conservative yet we do not want to overreact and provide your Board with an overly pessimistic outlook. With these factors in mind, we are predicting that many of our discretionary revenues **will** continue to grow. In most cases, our estimates for revenue growth are modest in nature but some revenues, such as property taxes, which incorporate a significant lag from the time of the transaction to the collection of the revenue, will continue to experience double digit growth in the near future. In order to recognize the increased risks over the next year, we are recommending that a significant percentage of our available balances be allocated to reserves. This approach will provide protection to current general fund service levels if our financial condition takes a serious downturn and allow all of us the necessary time to determine the direction of our financial future.

Context of the FY 2002 Recommended Budget

Last year at this time we marveled at the strength of the local and statewide economies. The state enjoyed a $13 billion surplus for FY 2001 while the initial projection for FY 2002 exceeded $10 billion. Unfortunately the powerful statewide economic engine that has generated needed discretionary revenue growth for local governments over the past three years is **slowing rapidly**. What has been difficult to predict is the impact of the slowdown on different sectors of the economy and on different regions within the state and nation. Our major concern has been the decline of the "dot.com" and technology sectors and how this aspect of the slowdown will affect the Santa Clara County and Bay Area economies. Our economy has enjoyed unprecedented growth over the past three years but could now experience a reversal of equal magnitude.

Over the past four months we have carefully reviewed economic data and trends and revenue collection information. We have consulted with other jurisdictions in an attempt to create a series of revenue and expenditure estimates that will provide the Board with the most accurate picture of our financial status. We have been consistently

surprised by the **erratic nature** of the data we have received over the past three months. The examples presented below illustrate this situation:

- The Purchasing Manager's Index (PMI), which measures the performance of the manufacturing economy, fell to 41.2% in January the lowest reading in over 10 years. A PMI at this level indicates a recession is likely. The index in March, however, rose to 43.1% above the level where a recession is indicated.
- The Real Property Transfer Tax is a major lead indicator of future property tax collections. Over the past few months, revenue collections in this account have been dramatically different. In December 2000 collections showed no growth over the prior year, in January 2001 collections were 50% higher than the prior year. In February collections again showed no growth over the prior year and in March collections were 20% lower than the prior year.
- The Public Safety Sales tax is one of our most important revenues in the general fund. Sales tax, in general, is one of the most economically sensitive revenues and for that reason we have grave concerns regarding collections in this account over the next eighteen months. The latest economic news including corporate performance leads us to believe that sales tax growth could slow rapidly. The City of San Jose is actually projecting a decline in their sales tax revenues for FY 2002. The latest quarter of sales tax collections for Santa Clara County as of 12/31/00 showed a 23% increase over the prior year. Our share of statewide collections of sales tax continues to show double digit growth.

The inconsistent nature of the economic data presented above makes it very difficult to predict with any confidence what the future holds for Santa Clara County and the State of California. We are concerned, however, that the most recent caseload and economic information suggests your Board will have much less flexibility during the FY 2002 budget hearings than you have experienced over the past three years.

On the expenditure side, Santa Clara County continues to experience larger increases in salary and benefit costs than we have seen over the past ten years. Although inflation is still at a reasonable level, the tight labor market and increasing costs in the health care marketplace are putting significant upward pressure on our costs to maintain the current level of service. The current pattern settlement for our various collective bargaining agreements calls for a 5% cost of living adjustment that translates into a $25 million increase in general fund salary costs. This cost is the "major driver" in determining total salary and benefit costs that will increase by $55 million or 8% in FY 2002. Another major increase is health insurance premiums. For the second year in a row, premiums are expected to increase by over 7% adding an additional $3.7 million in general fund costs.

The strong economy of the past three years has also impacted our service and supply costs. Even though the Board has a policy of moving direct services from leased to County-owned space, there are still an insufficient number of County-owned facilities to house program staff.

Over the past three years available resources have allowed the Board to fund a wide variety of important programs and priorities. Since FY 1998, the number of positions supported by the general fund has increased from 8,600 to over 10,500, **an increase of 22%.** This increase in staff has created overcrowding in several existing County facilities and has forced the Administration to increase our utilization of leased space, which has translated into a significant increase in lease costs. In FY 2002 we are estimating that our general fund lease costs will increase by $6.4 million to $37.5 million. This is an increase of 20.6% over the prior year

Major Risks to the General Fund

In recent years we have always focused your Board's attention on the major financial risks we are facing. Even during periods of strong economic growth we must face the reality of our **reliance on the State and Federal governments for over 63% of our general fund revenues.** We have been especially concerned about health care financing as our contribution to support Valley Medical Center has increased over the past few years.

In FY 2002 we are seeing a shift in our risk profile. Valley Medical Center has experienced a significant improvement in their financial condition. The new hospital facility has provided us with many opportunities to become more competitive with the private sector and reduce the growth rate of the general fund subsidy. We have seized these opportunities, forged new public-private relationships, improved the payor mix and ultimately the bottom line of the hospital's enterprise fund. The FY 2002 Recommended Budget will increase reserves and begin to **reduce VMC's reliance on one-time funds**. The requirements of the hospital over the years have not allowed us to eliminate the use of prior year balances to support ongoing operations but our goal over time will be to reduce that reliance.

While the financial circumstances have improved, there will always be substantial risk in operating a full service public hospital. This is why so many County Public Hospitals in California have closed. We are still reliant on disproportionate share revenues as the FY 2002 budget assumes VMC will receive $82 million in net matching funds from the Federal Government. The Federal government in the past has targeted disproportionate share/intergovernmental transfer expenses although at the current time the pressure to reduce this program has declined.

The more immediate risk in FY 2002 revolves around the **economy** and the **energy crisis**. As indicated previously current overall trends are insufficient to provide a realistic picture of where our local and statewide economies are heading in the next eighteen months. The steep declines of the financial markets will impact the discretionary income available to fuel our local economy while layoffs and restructuring will compound the negative affects. If the downturn is brief and shallow the relative impacts will be minor. If the downturn is for an extended period of time with broad and serious repercussions, our ability to maintain the current level of service may be jeopardized.

Potential Impacts of the Energy Crisis

The energy crisis presents a far more **immediate threat** and could impact Santa Clara County in several ways. The lack of reliable power is a major concern to local employers and may affect decisions to expand operations in Santa Clara County and the state as a whole. If employers choose to cancel expansion plans or even move out of the state, the economic impacts on the county and the state could be significant.

A second area of concern is the **cost of power**, which is a major factor in the FY 2002 current level budget. In the general fund we are assuming a 47% or **$5.2 million increase in our utility costs.** This will require an allocation of discretionary resources from our general fund that cannot be used to address other important Board priorities

The third area of concern is the bankruptcy of Pacific Gas and Electric. By filing chapter 11, PG&E will forego property tax payments of approximately $2.8 million in FY 2001 and other payments including Franchise Fees. Even though these funds are likely to be recovered at some time in the future, this situation could impact our fund balance estimate in the current year.

The fourth and final area of concern is that **State general fund** resources are being used to **purchase power on the "spot market"** which means that the cost of power will be very high. A significant portion of the $10 billion state general fund margin mentioned previously has been used to keep the power flowing to residential and commercial users. By spending down this surplus,

local governments are not likely to see any increases in state assistance and could even see reductions.

With state surpluses recurring year after year, counties had hoped to convince the Governor to begin returning property taxes to local governments. With the energy crisis depleting the State's current surplus, any reversal of the ERAF property tax transfer does not appear likely at this time. A more alarming concern revolves around discussions that the state may not be willing to backfill the decline in Motor Vehicle in Lieu revenue resulting from the statutory reduction in the fee implemented over the past two years.

Since the energy crisis is an evolving, dynamic and volatile situation, we cannot estimate with any real certainty the true financial impact of any of these concerns on Santa Clara County. **Since over 42% of our general fund revenues come from the state, this area of risk may turn out to be most serious in the FY 2002 budget.**

The FY 2002 Recommended Budget

After carefully reviewing all the available data and latest economic trends, we are projecting a general fund surplus of $17.0 million in FY 2002. This is $7 million greater than the estimate we provided the Board in early February and is due in large part to a reduction in workers compensation rates based on a revised actuarial study and other factors that will result in a somewhat improved outlook for the general fund.

Recognizing the unsettled nature of our financial situation, the development of the FY 2002 Recommended Budget focused on four major strategies:

- Allocate a substantial portion of available ongoing resources to the Reserve for Economic Uncertainty and the Welfare Reform Reserve.
- Identify ongoing funding to add capacity to the Mental Health Adult System of Care.
- Identify the resources to operate and maintain the systems developed through the investment of over $54 million in Technology Projects over the past three years.
- Consolidate and evaluate the program enhancements funded over the past three years and very carefully consider the expansion or addition of any new programs.

Summary of Major Actions Included in the FY 2002 Recommended Budget

Action	Amount	% of Total
Increase Ongoing Reserves	$7,143,346	42%
Increase Capacity of MH System of Care	$5,778,718	34%
Proposition 36 Reserve	$1,000,000	6%
Ongoing Cost of Technology Projects	$1,367,096	8%
Other Recommended Items	$1,699,503	10%
Total Recommendations	**$16,988,663**	**100%**

Reserves

As indicated previously, the uncertain nature of our financial situation dictates a strategy that increases unobligated reserves to mitigate the risk of service reductions to our clients. This strategy is also consistent with the Board's budget strategy statement. This budget accomplishes these goals by adding significant resources to our ongoing reserves.

Reserve for Economic Uncertainty

The reserve for economic uncertainty is being recommended at $22 million for FY 2002. This is $6.2 million more than the Board approved in FY 2001. This unobligated reserve puts Santa Clara County in a unique position of having ongoing reserves available to offset unanticipated shortfalls in revenue collections or increasing costs. A reserve of this magnitude will allow for the protection of service delivery levels even under difficult financial circumstances. There are very few public entities that can even budget one-time reserves of this magnitude underscoring the strong financial position of this county.

Welfare Reform Reserve

The Administration is recommending the Welfare Reform Reserve, also funded with ongoing resources, be increased by $2.2 million to the $5 million level. This reserve, created in FY 1998, was intended to mitigate the impact of welfare reform legislation on clients in the welfare system. Over the past three years, this reserve has been used to **address immigrant issues and fund programs that directly benefit clients**. The strong economy over the past three years has masked the impact of the welfare reform legislation, but with an impending slowdown of unknown dimensions, having an adequate reserve available to address service and resource issues of welfare clients is well advised.

Between the reserve for economic uncertainty and the welfare reform reserve, the County will now have $27 million in ongoing reserves in the general fund to maintain service levels as we face a more difficult financial environment in the future.

Contingency Reserve

This budget also addresses important one-time reserves. Consistent with Board policy, the contingency reserve has been increased to maintain its funding level at 2% of general fund revenues "net of pass-throughs". To satisfy this policy requirement, the contingency reserve will increase from $28.1 million to $31 million, an increase of $2.9 million or 10.3%. This is the largest contingency reserve ever recommended for Santa Clara County.

An additional **one-time reserve** has also been established in the Social Services Agency. Unexpended statewide balances in Child Welfare and Adult Protective Service programs implemented in FY 1999 have been redistributed to counties who fully expended their allocations in that year. This has resulted in Santa Clara County receiving $5.4 million in unanticipated prior year funding that will be available in FY 2002. $1.6 million is being recommended for Family Preservation programs and Foster Care capacity building. The remaining $3.8 million has been reserved to provide additional services to children who are facing out-of-home placement and to improve payments and services for County- licensed foster homes over the next two to three years.

Reserve for Proposition 36

A $1 million reserve has been established to address the costs associated with the implementation of the Substance Abuse and Crime Prevention Act of 2000 (Proposition 36) that cannot be paid for with State funds. It is clear the effort to establish the infrastructure to treat non-violent drug offenders outside of the penal system will be significant. At this time, certain costs of the program, including drug testing cannot be supported by Proposition 36 funds. For this reason the Administration believes it prudent to set these funds aside as we assess the true costs of bringing this complex system on-line over the next several months.

Tobacco Settlement Funds (TSF) Reserve

$2.89 million is being placed in this reserve pending Board action. The TSF reserve is comprised of $1.5 million in additional Tobacco Settlement revenues, $414,000 not allocated in FY 2001, and the rebudgeting of $980,000 that was allocated to one-time projects in FY 2001. In FY 2002 we expect to collect $20 million in revenue, **$4 million less** than we originally anticipated, but $1.5 million more than was budgeted in FY 2001. The reduction in expected collections is due to declining sales volume and a distribution factor related to the number of non-participating manufacturers.

Additional Beds for the Adult Mental Health System of Care

In FY 2001, a shortage of available beds led to some adult mentally ill clients waiting admission to appropriate levels of care. Due to a shortage of transitional residential treatment programs and viable permanent community placement options, appropriate resources for the most seriously mentally ill were at times, not available. The most serious of these problems has been the increase in the number of patients who were waiting inpatient

admission following EPS (Emergency Psychiatric Outpatient Services) evaluation. These patients, requiring acute inpatient care, were too frequently waiting in EPS for admission beyond the state mandated allowable limit of 24 hours, due to the lack of available inpatient beds.

The Mental Health Department brought this issue to the Board during the FY 2001 Mid-year budget review. The department presented a nine-point plan designed to add bed capacity to our system. **The cost for the plan exceeded $4 million in FY 2001 and grew to over $8 million in FY 2002.** Based on the magnitude of the proposal, the Board chose to fund the department's plan in FY 2001 on a one-time basis. This was done to provide the Board and the Administration with more time to better understand the components of the solution and be in a position to evaluate this need in relation to other countywide priorities during the annual budget process.

During the intervening months, the Administration has worked collaboratively with the Mental Health Department to evaluate and fine-tune the original proposal and to explore other alternatives including restructuring priorities within the department. After reviewing the most current information and intake trends, it became clear that increasing the number of beds in the Adult System of Care was virtually unavoidable. Reordering priorities within the department would not be adequate to offset the costs associated with adding needed beds to the mental health system. **The consequences of redefining priorities would greatly impact mental health clients,** and the necessary reductions in service would have been inconsistent with other actions being taken throughout the County.

With only limited resources and the threat of an economic downturn looming, funding this high priority service has excluded many needs in other departments from consideration. The various mechanisms required to add capacity to the adult system of care are now **expected to cost $5.8 million, and this program alone will absorb over 34% of the available balance in the entire general fund**.

Ongoing Costs of Technology Projects

Over the past several years your Board has been committed to investing in technology and improving the tools our employees have available to do their jobs. The table below highlights the resources allocated to technology and automated systems from FY 1997 to FY 2001:

Allocations to Technology Projects (millions)

FY 1997	FY 1998	FY 1999	FY 2000	FY 2001	Total
$12.4	$11.2	$17.7	$17.5	$19.4	$78.2

During this five year period, the funds appropriated to improve the use of technology have exceeded $78 million. With this infusion of funds, the need to increase staff and consultant resources to support and maintain these systems has grown significantly. During FY 2002 we are recognizing that a decision to fund technology projects must include an adequate allocation of ongoing resources to operate and maintain these systems. Unfortunately, fully funding these ongoing costs has come during a particularly difficult year.

For ongoing support alone, the FY 2002 Recommended budget allocates almost $1.4 million for new and modified systems, representing far less than the amount originally requested by departments. In fact, **in some cases we have utilized one-time funds** in an attempt to better gauge the correct operating requirements in the future. $855,000 in one time funds have been allocated in the Information Services Department to operate expanded or new systems. We recognize we will have to revisit these decisions in the next year or two and allocate ongoing funds once we have determined the correct level of need.

As we look to FY 2002, the Administration is concerned about our ability to absorb the ongoing costs of our ever-growing technology program. At the same time we recognize in order to manage the increasingly complex body of work counties are

responsible for, we must stay current and constantly be looking to improve the technologies and systems available to our employees. For this reason we are recommending $17.8 million in technology projects for FY 2002.

For some projects, like the Sheriff's Mobile Computer System and the Registrar of Voters' Early Electronic Voting program, we have included the staff and resources to develop and support these systems in the future. For other projects, additional analysis and study is needed before we can determine what the true operating costs will be. In these cases we are using one-time funds to develop system plans but realize ongoing costs for staff and maintenance will be required to operate the systems in the future.

Technology for E-Government and Infrastructure

There are two prominent technology projects that are being recommended in FY 2002 that we would like to highlight. Over $2.3 million is being recommended to move aggressively toward a more effective e-government program. These resources will accelerate our efforts to move more of our County services onto the Internet and allow the public to increase their interaction with Santa Clara County over the web. The development of the e-government program will require four stages of work:

- Stage 1 – Brochureware
- Stage 2 – Intuitive
- Stage 3 – Transactions
- Stage 4 – Transformation

Santa Clara County is currently providing brochureware with over 4,000 web pages providing public information, however we are offering limited software tools, and it is difficult to navigate around our web site.

The funding being recommended in FY 2002 will move us through Stage 2 and greatly improve the quality of our web site and the ease with which our residents can navigate and find information. We have also provided funding for an as yet to be determined pilot project to begin the process of transacting business on the Internet (Stage 3).

The second major recommendation is $4.2 million for the further development of the Accounting Systems and Procurement Project (ASAP). This project will either replace or upgrade our core financial system and move the organization to an e-procurement system that will improve our purchasing function. Both of these projects are funded with one-time funds but will require significant ongoing resources in the future. While difficult to contemplate during a year with limited discretionary resources available, the need to push forward with these initiatives is obvious if we are to have the infrastructure in place to face the difficult challenges ahead and improve efficiency and effectiveness in these areas.

Consolidate and Evaluate Program Enhancements Approved Over the Past Three Years

Over the past three years Santa Clara County has enjoyed unprecedented economic growth that has translated into the ability to address a wide variety of program and service needs. Since July of 1999 the Board has approved ongoing augmentations totaling close to $50 million. **During this timeframe over 1,000 positions have been added in the general fund alone.** With the tight labor markets, many departments have had difficulty recruiting staff and implementing some of the programs approved by the Board, which has also made it difficult to fully evaluate how effective these programs have been.

Now that we are experiencing an economic slowdown and we are unsure about the depth and breadth of the downturn, we are strongly recommending the **Board consider limiting the expansion or addition of new programs.** Even though we have positioned ourselves to withstand a reduction in discretionary resources, we must have the discipline to stay within our means until we have reached a period of renewed economic stability.

Conditions are changing, departments face new challenges, and may desire to reorder their priorities. We believe a comprehensive evaluation process should be instituted by Board committees to assure the program enhancements made over the past three years are operating efficiently and are addressing the most pressing issues facing departments today. In the future, we believe that Performance-based Budgeting has the potential to allow for this evaluation.

Consistent with our concern about program expansion, the Administration has limited the number of recommendations included in this budget. Of the $17 million in available ongoing resources, only 10% or about $1.7 million is being allocated to "discretionary" recommendations. Our intent was to forward proposals that strengthened our **administrative infrastructure or addressed a compelling need**. Our recommendations include:

- The addition of one post position (4 FTEs) in the Communications Center that will support law enforcement dispatching in South County. The need to reduce frequency loading on this very busy radio communication channel is a concern of both the communications staff and the Sheriff's Department
- The allocation of funds to support an external review to determine what the county's role should be in the area of Economic Development.
- The addition of a Principal Accountant in the Office of the Controller-Treasurer. The addition of this position recognizes the growing complexity and increased demands of this key financial oversight function.
- The addition of one Lieutenant in the Department of Corrections will provide on-scene management 24-hours a day, seven days a week.

Redevelopment

The Recommended budget assumes the county will benefit, on an ongoing basis, from the pending Redevelopment agreement with the City of San Jose. As the budget goes to print the agreement has not been finalized so details are unavailable at this time.

Valley Medical Center

For the first time in several years the discussion of VMC will revolve around the improving financial situation in the enterprise fund and the progress made toward **reducing our reliance on one-time funds**. The opening of the new VMC facility has created opportunities for success that have been seized by both management and the Board. Our public-private partnerships and reputation for excellence in patient care has pushed our average daily census well over 300. In addition, prudent financial management strategies have allowed the hospital to create meaningful reserves to decelerate the growth rate of the general fund grant.

Even though the financial picture has improved in FY 2002, the Enterprise fund will still rely on $21.2 million in one-time funds. We are pleased to say this is a reduction of close to $7 million from our original estimate. Our current financial projections suggest there are adequate reserves to support the $21.2 million funding level for close to three years. This is a vast improvement over the projections discussed with the Board in early February.

In FY 2002 VMC is requesting only three augmentations that are not covered with ongoing net patient revenues. The first package will provide **additional resources to recruit and retain staff**; to improve recruitment efforts in the nursing area and to create an internship program for several classifications of staff. Recruitment and retention has been a well-documented problem for the entire county but especially acute in the hospital arena. The demand for health care professionals is especially strong and we must be able to recruit and retain high quality staff if we are to remain competitive.

The second augmentation is to **expand the urgent care function.** This will allow for the diversion of appropriate clients from the emergency room and reduce waiting times for all patients. Once again, in order to maintain a competitive position in the health care marketplace, we must strive to provide the best customer service and reduce waiting times.

The final augmentation will direct over $500,000 in one-time funds from the Enterprise Fund to the general fund to **create a Diabetes Center.** In response to the increasing incidence of type 2 diabetes and related diseases in Santa Clara County, the Diabetes Center will provide the state-of-the-art nursing case management to coordinate otherwise disparate services. Through a nurse coordinator, the County will provide early identification, assessment and treatment for all diabetic patients consistent with American Diabetes Association's Clinical Practice Recommendations.

In summary, Valley Medical Center's performance from both a financial and patient care perspective has improved since the opening of the new facility. While the risks of operating a public hospital will always be significant, the aggressive actions taken by the Board to provide the facilities and state-of-the-art equipment has greatly improved VMC's competitive position in this very challenging market.

Conclusion

After three years of economic prosperity it is difficult to face a future filled with so much uncertainty. What sets Santa Clara County apart from many other counties is prudent financial management and the Board's resolve to maintain a solid fiscal foundation. As many public entities face deficits and reductions in service, this county is prepared to deal with a slowing economy and the problems associated with the energy crisis.

The Administration has worked very hard to present your Board with a realistic financial plan that utilizes objective economic data and trend information to determine funding levels and expenditure needs. Although we have woven into our projections the realization that the economy is slowing, we have not responded with overly conservative revenue estimates that assume the worst case scenario.

For this reason the FY 2002 Recommended Budget offers growth in discretionary resources and allows us to fund essential needs and the expansion of the Mental Health System of Care. This issue clearly represents a major area of risk for Santa Clara County. The Board funded the Mental Health Department's plan with one-time funds in February so the requirements of the plan could be evaluated against other needs on a countywide basis. As we review the many well-thought-out and justified requests from departments, expanding the Mental Health System of Care remains a top priority and for that reason we have dedicated over 34% of our available discretionary resources to funding it on an ongoing basis.

The most important step we have taken in this budget is to increase reserves to assure our ability to maintain current service levels over the next year. The commitment of this county to establish on-going reserves and preserve them in the face of substantial demands, sets us apart from many other counties. We are pleased to make recommendations that are consistent with the Board's Budget Strategy Statement by increasing both the reserve for economic uncertainty and the welfare reform reserve.

In the area of one-time funds we continue to generate substantial fund balances that will allow us to continue to invest in our physical infrastructure. We are recommending over $38 million in capital projects and close to $18 million in Technology Projects. We have also been able to increase the contingency reserve from $28.1 million to $31 million the highest level ever for this reserve. We have also been able to recommend a wide variety of equipment to improve the efficiency of our staff.

There are many reasons we can feel good about the FY 2002 Recommended Budget. It implements several important Board priorities and mirrors the Board's Budget Strategy Statement. At the same time, however, we are concerned about the potential of facing a recession and the difficulties created for the residents of this county and our many clients. We have positioned this county to remain strong in the face of a faltering economy and maintain quality services to our clients without interruption. The challenges we face in the near future may be difficult but your Board has made the right choices over time to weather any storm that may lie ahead.

Performance-Based Budget Effort

The County Executive's FY 2002 Recommended Budget includes pilot Performance-Based Budget (PBB) efforts from 19 departments:

Finance & Government Operations

Assessor (2nd year pilot)

County Counsel

Information Services Department

GSA Communications

GSA Printing Services

County Clerk/Recorder

Public Safety and Justice

Probation Department (2nd year pilot)

Public Defender

Children and Families

SSA Department of Employment and Benefit Services (2nd year pilot)

SSA Department of Aging and Adult Services

Health and Hospital System

Mental Health Department (2nd year pilot)

Public Health Department

Department of Alcohol and Drug Services

Children's Shelter and Custody Health Services

Community Outreach Programs (Medi-Cal Outreach only)

Housing, Land Use, Environment, and Transportation

Roads Department (2nd year pilot)

Department of Agriculture/Weights & Measures/ Animal Control

Parks and Recreation Department

Airports Department

Background

At the direction of the Board of Supervisors, and with the oversight of the Finance & Government Operations Committee, the Administration has been working to develop and implement performance-based budgeting for Santa Clara County. Initial pilot efforts were presented in the County Executive's FY 2001 Recommended Budget.

Subsequently, the County Executive's Office of Budget & Analysis (OBA) engaged the services of PKV Management Consulting, Inc. (PKV) to assist in the development and implementation efforts. The major deliverable from the County's initial contract with PKV was a Readiness Assessment and Initial Action Plan for Performance-Based Budgeting. Utilizing recommendations from the action plan, OBA staff and PKV have developed a workplan for continued PBB development efforts in FY 2002.

Action Plan for Performance-Based Budgeting

The following recommendations from the Initial Action Plan developed by PKV are supported, *in concept,* by the Administration and will serve as a foundation for future PBB development:

1. The County should continue to pursue phased implementation of PBB, relying on incremental progress to create a comprehensive and balanced system.
2. The County should use a program logic model to conduct a structured assessment of its performance measurement capability.
3. The County's Information Systems Department (ISD) should act as a consultant to the PBB effort, having the success of PBB as one of its own desired outcomes.
4. The training for implementation of the PKV program logic model should involve both a formal and experiential approach.
5. The format and usage of measures should be specified and policies established for presentation and reporting.
6. A written data collection methodology should be established for all measures. The methodology should describe the controls in place to ensure accuracy and completeness of data. This documentation will help ensure consistency in data collection and compilation between reporting periods.
7. Incentives for PBB efforts should be considered. Incentives could be monetary or non-monetary, but should be based upon exemplary *reporting* rather than performance measurement results.

8. The County should provide for an environment that supports management reporting of results that may not be deemed favorable.

PKV Program Logic Model

The focus of our current effort is on gaining an understanding of the program logic model (recommendation 2 above) and developing a plan for training department staff in the use of this model for identification of desired results (outcomes) and the development of performance measures.

The program logic model (which we have begun to refer to as the PKV Model) suggests that the policy-making body establish *public values*, which are to be attained by achieving certain *results*. These results are to be realized by delivering specified *products and services*.

The model requires departments to look comprehensively at what they do (products and services), identify the desired results of those activities, and link those results to the over-arching public value. Performance measures are categorized in three levels:

Level 1 - Strategic or Policy Measures

Level 2 - Program or Performance Measures

Level 3 - Operational or Management Measures

Departments are most likely to provide Level 3 measures for the budget document. In some departments, measures at this level have been developed through the Comprehensive Performance Management (CPM) effort. In other departments, these measures are routinely reported to fulfill State, Federal, or grant reporting requirements. Level 3 measures are important because they indicate the *attributes of service/product delivery* (i.e., quality, quantity, or timeliness).

However, unless Level 2 measures are developed, the focus remains on service or product attributes and policy makers may not receive the information necessary to determine whether the funded services and products are, in fact, accomplishing the desired policy outcomes. Level 2 measures are the most appropriate for reporting in the budget document though, in some cases, Level 3 measures are required to either provide context for higher level measures or because data for higher level measures is unavailable.

A focus on Level 3 measures, without a logical link to Level 2 measures, can result in a process of improvement for improvement's sake. In an effort to show progress, departments may strive to deliver more products and services or to deliver them more quickly, without considering whether becoming bigger or faster actually contributes to achieving the desired results.

By using the program logic model we hope to create a structure within which departments can develop more results-oriented measures for reporting in the budget document.

Work with Pilot Departments

Developing a program logic model requires at least two half-day sessions with each department in a workshop setting; the first session to build the model and the second session to brainstorm measures. Outside the workshop setting, follow-up work is required to:

- validate the logic model with customers, stakeholders, and staff
- further develop performance measures and appropriately identify them as Level 2 or Level 3
- determine how measurement data can be collected, stored, and retrieved
- determine how measurement data can best be reported (i.e., tables, graphs)

OBA is using PKV Management Consulting, Inc. as the primary trainer for model development at this point. Various pilot PBB departments have been given opportunities to work directly with PKV to develop program logic models, including Roads & Airports, Community Outreach Services, County Counsel, Probation, Public Defender, and Agriculture/Weights & Measures/Animal Control. In addition, PKV has spent time working with OBA staff, preparing these staff to further refine the models with departments as well as to develop measures.

Building program logic models and developing measures appropriate for the budget document is primarily "behind the scenes" work. Though numerous departments have begun work on the model only a few have progressed to a point where their budget presentation is noticeably different in the FY 2002 Recommended Budget.

The lack of significant format changes should not be construed as a lack of progress in the PBB effort. The program logic models are the foundation for developing a PBB for Santa Clara County. This is where our effort is currently concentrated, and future budget documents will reflect the fruit of this labor.

Proposed Effort for FY 2002

OBA has developed a workplan for FY 2002, with a focus on building program logic models with departments and training both department and OBA staff in the use of the model for performance-based budgeting. Continued support from PKV will be crucial to our progress in the coming fiscal year.

The intent of our continued work with PKV is to gradually transfer responsibility for conducting the PBB program from the consultant to OBA as experience and results allow. An assessment of the project through February 2002 will help us determine the extent of progress, the appropriate next steps for the project, and the appropriate level of support from PKV going forward.

Workplan Elements

The following five elements comprise the proposed workplan for FY 2002 PBB development efforts:

1. Workshops/Seminars
2. Direct Consulting
3. Mentoring
4. Exemplar System
5. Santa Clara County PBB Knowledge Base

Workshops/seminars will be one to two half-day programs, presenting PKV's program logic model using Santa Clara County examples and models. The objective is to provide an overview of the Santa Clara PBB model and methodology to facilitate the development of PBBs for the FY 2003 budget document. The workshops will be open to all departments and will typically involve 20-30 participants.

Direct consulting will be the primary activity supporting PBB development in FY 2002. PKV will assist individual departments in developing program logic models and performance measures, provide training for the OBA mentoring program, develop elements of the exemplar system, and generate materials for the PBB knowledge base.

The mentoring program is intended to provide an in-house resource for further development and administration of PBB in Santa Clara County and reduce reliance on consultant assistance. Mentoring will primarily be the responsibility of OBA staff, but may also include selected participants from departments and program areas. The exemplar system and SCC PBB knowledge base will be the primary tools for mentors to guide and assist their client agencies.

The exemplar system will be a collection of PBB models that are approved by OBA and can be used as reference tools for departments or program areas. An exemplar PBB model will include program logic diagrams, associated performance measures, budget narratives, presentation templates, and data administration protocols. The exemplar system will include rules for qualifying as an exemplar, procedures for updating and maintaining an exemplar, and criteria for creating variations to an existing exemplar or adding a new exemplar. The objective of the exemplar system is to provide consistency and reliability to the PBB system. Much of the supporting tools and references for the exemplar system will be stored in and made available from the PBB Knowledge Base (KB).

The PBB Knowledge Base will be a repository of documents, rules, and data associated with the Santa Clara County PBB system. Initially, the Knowledge Base will be a simple collection of documents pertinent to the PBB system. Assessment tools and rules for PBB development and administration will be added as they are prepared and validated through actual use in Santa Clara County. The budget and exemplar system will be linked to the knowledge base for reference.

Approach

PKV will meet monthly in San Jose for a week at a time from July through November and again in January/February. Each visit will include a workshop seminar and direct consulting with selected departments. Between visits to San Jose, PKV will provide coaching and consultation services to the county as requested and authorized by OBA.

The direct consulting will focus on building the PBB model for departments and the development of the mentoring program. Direct consulting will also produce candidate exemplars and material for the knowledge base system. PKV will provide maintenance assistance to departments and programs already in the PBB program as arranged by OBA.

Resource Requirements

The Board of Supervisors authorized a one-time appropriation of $300,000 for PBB development in FY 2001. Approximately half of that appropriation ($142,500) has been used for PKV services. The remaining funds were allocated directly to first-year pilot departments to support specific needs related to PBB development as identified by those departments (i.e., data collection, consultants, programming).

The workplan described above is estimated to require a new appropriation of $300,000 for FY 2002 (see the County Executive's Recommendation for Special Programs). This appropriation should be considered one-time in nature, as PBB is still in the development stage. Resource requirements for ongoing support of PBB have not yet been determined but, as mentioned above, the intent is to reduce our need for consultant assistance by building in-house expertise.

Summary

Each of the pilot PBB departments is to be commended for their efforts over the past year. While consultant services have been helpful in the development process, each department has been required to devote significant time and energy on their own part.

The Administration looks forward to continued development of PBB in Santa Clara County. Much of the current fiscal year has been devoted to finding an approach to PBB that will allow departments to build on past efforts and will provide flexibility for future change. We believe the methodology used by PKV can be adapted to meet our own unique organizational culture and goals, and we are anxious to continue the process of education and application in FY 2002.

Highlights of the FY 2002 General Fund Recommended Budget

Description	Positions	Expenditures	Revenues/ Reimbursements
Controller Treasurer			
Add Principal Accountant to improve internal management and control	1	99,264	0
County Counsel			
Add position to support automation efforts	1	85,033	0
County Executive			
Create an Office of Economic Development	2	165,330	0
DA Family Support			
Add staff to improve accuracy and responsiveness of Accounting Unit	12	652,280	652,280
Executive Management Restructuring in support of separation from the DA's Office	5	547,621	547,621
Department Of Correction			
Add Lieutenant to increase Supervision on a 24/7 basis	1	91,385	0
General Services Agency			
Add position to address the increasing complexity and workload in Property Management	1	66,780	0
GSA Communications			
Add one post to improve dispatch efficiency in South County	4	247,942	0
Information Services Dept			
Add position to administer Countwide E-mail Directory	1	72,707	0
Implement Disaster Recovery Plan	0	75,000	0
Mental Health			
Increase the Capacity of the Adult System of Care	0	6,170,669	391,951
Registrar Of Voters			
Increase staff to administer Early Electronic Voting Pilot and Redistricting	5	229,439	0
Sheriff Services			
Add Deputy Sheriff in Los Gatos Area	1	90,565	0
Add staff to implement Sheriff's Mobile Computer system	3	305,983	0
Social Services Agency			
Increase management support in the Department of Family and Children's Services	2	137,083	69,912
One-time Funding for the SOS network	0	511,031	0
Special Programs			
Allocate funding to support the implementation of Performance Based Budgeting on a Countywide basis	0	300,000	0

Status of Inventory Items Approved in FY 2001

Budget Unit Number	Proposal	Sponsor	Ongoing Expense	One-Time Expense	Status in FY 2002 Recommended Budget
The following items were funded on a one-time basis in FY 2001. Funding for these items has not been included in the FY 2002 Recommended Budget, either because the funding commitement has been met or the project completed.					
106	The Tech Musem of Innovation	FGOC	0	25,000	Project Completed-No Funding
106	Working Partnerships USA	Beall	0	25,000	Project Completed-No Funding
106	Next Door	Beall	0	50,000	Project Completed-No Funding
106	Joint Venture: Silicon Valley Network	FGOC	0	25,000	Project Completed-No Funding
106	Arab American Youth Conference Program	Beall	0	4,000	Project Completed-No Funding
107	Status Offender Services (SOS) Collaborative	CFC	0	150,000	Project Completed-No Funding
107	St. Joseph's Family Center Winter Shelter	HLUET	0	67,325	Project Completed-No Funding
107	Sunnyvale Community Services	McHugh	0	26,000	Project Completed-No Funding
107	Homeless Continuum of Care Plan	McHugh/Alvarado	0	53,759	Project Completed-No Funding
107	Family Friendly Work Life Project	CFC	0	80,000	Project Completed-No Funding
115	Activity Based Cost Accounting System	FGOC	10,000	137,000	Project Incomplete-Funds Rolled Over
132	OSEC Augmentations	FGOC	88,616	3,000	Funded in Recommended Budget
140	League of Womens Voters SmartVoter Prog	Gage	0	7,500	Project Completed-No Funding
145	Warrants Task Force	PSJC	0	100,000	Project Incomplete-Funds Rolled Over
202	DA Program Manager II for Safety Officer	PSJC	48,200	6,000	Funded in Recommended Budget
202	DA Utility Worker	PSJC	34,500	6,000	Funded in Recommended Budget
202	DA Office Clerk	PSJC	25,500	6,000	Funded in Recommended Budget
202	DA Graphic Designer	PSJC	32,325	17,000	Funded in Recommended Budget
202	DA Social Workers for Dependency Unit	PSJC	72,000	12,000	Funded in Recommended Budget
202	DA Community Prosecutors	PSJC	162,000	12,000	Funded in Recommended Budget
203	Equipment and Software for Crime Lab	PSJC	0	39,000	Project Completed-No Funding
230	Warrants Task Force	PSJC	75,000	50,000	Clerk budgeted; One-time Funds Completed
246	Unified Drug Treatment Court Proposal	PSJC	254,435	32,000	Funded in Recommended Budget
246	New Governance Structure: Juv Hall/Ranches	CFC	0	50,000	Project Incomplete-Funds Rolled Over

Status of Inventory Items Approved in FY 2001 (Continued)

Budget Unit Number	Proposal	Sponsor	Ongoing Expense	One-Time Expense	Status in FY 2002 Recommended Budget
The following items were funded on a one-time basis in FY 2001. Funding for these items has not been included in the FY 2002 Recommended Budget, either because the funding commitement has been met or the project completed.					
260	Zoning Ordinance Revision Project	HLUET	0	131,600	Project Completed-No Funding
262	Marketing & Promoting Agriculture	HLUET	0	30,000	Project Completed-No Funding
293	One-time Equipment and Automation Costs	PSJC	0	104,501	Project Completed-No Funding
410	ACHS Indian Health Center	HHC	0	150,000	Project Completed-No Funding
410	PH South County Modular	HHC	50,400	241,000	Project Incomplete-Funds Rolled Over
410	ACHS Gardner FHN	HHC	0	440,000	Project Completed-No Funding
410	PH Phone System	HHC	0	115,625	Project Completed-No Funding
410	PH/EMS Hospital Emergency Comm Network	HHC	0	80,000	Project Incomplete-Funds Rolled Over
410	North County Dental Van	HHC	0	240,000	Project Incomplete-Funds Rolled Over
410	ACHS Asian American for Community Involvement, Inc.	HHC	0	150,000	Project Completed-No Funding
410	PH Hepatitis C Needs Assessment	HHC	0	159,000	Project Incomplete-Funds Rolled Over
410	PH Mobile Health Service	HHC	8,000	60,500	Project Completed-No Funding
410	PH/EMS Radio Comm Upgrade Analysis	HHC	0	75,000	Project Incomplete-Funds Rolled Over
412	Intern Stipend Program/Unclassified Pos	HHC	0	181,013	Project Completed-No Funding
412	MH Facilities Upgrade	HHC	0	404,009	Project Completed-No Funding
412	Murphy Conservatorship	HHC	0	1,016,000	Project Completed-No Funding
412	MH Outpatient Center Tech Upgrade	HHC	0	392,213	Project Incomplete-Funds Rolled Over
417	Reserve for DADS Cost-based Contracts	HHC	0	258,585	Project Completed-No Funding
417	Ranch Substance Abuse Needs Assessment	PSJC	200,000	50,000	Funded in Recommended Budget
417	DADS Voluntary Adolescent Rx	HHC	0	300,000	Funded in Recommended Budget
418	School Linked Services	HHC	280,109	5,796	Funded in Recommended Budget
501	Eastern European Services Agency	Simitian	0	24,000	Project Completed-No Funding

Status of Inventory Items Approved in FY 2001 (Continued)

Budget Unit Number	Proposal	Sponsor	Ongoing Expense	One-Time Expense	Status in FY 2002 Recommended Budget
The following items were funded on a one-time basis in FY 2001. Funding for these items has not been included in the FY 2002 Recommended Budget, either because the funding commitement has been met or the project completed.					
501	Clara-Mateo Alliance: Shelter & Trnstn Hsg	Simitian	0	50,000	Project Completed-No Funding
501	Adolescent Counseling Services	Simitian	0	20,000	Project Completed-No Funding
501	Community Working Group	Simitian	0	25,000	Project Completed-No Funding
501	Bosnian American Association	Simitian	0	24,000	Project Completed-No Funding
501	Mayfair Improvement Initiative Modulars	Alvarado	0	200,000	Project Completed-No Funding
501	A/PI Youth Dating Dom. Violence Pub. Educ.	CFC	0	60,000	Project Incomplete-Funds Rolled Over
501	MACSA Services at the Gilroy Youth Ctr.	CFC	0	150,000	Project Completed-No Funding
501	Training & Staff Development- Cult. Comp.	CFC	0	24,750	Project Completed-No Funding
501	Cultural Competency Follow-Up & Workplan	CFC	0	39,600	Project Incomplete-Funds Rolled Over
603	Countywide School Crossing Guard Start-Up	CFC	0	50,000	Project Completed-No Funding

Status of Inventory Items Approved in FY 2001

Budget Unit Number	Proposal	Sponsor	Ongoing Expense	One-Time Expense	Status in FY 2002 Recommended Budget
The following items were funded on an ongoing basis in FY 2001. Funding for these items has been included in the FY 2002 Recommended Budget.					
106	Veterans Day Parade	McHugh	5,000	0	Funded in Recommended Budget
106	Fresh Lifelines for Youth (FLY)	PSJC	25,000	0	Funded in Recommended Budget
107	Citizenship & Immigration Services	CFC	160,000	0	Project Completed-No Funding
107	Staffing Changes in Human Relations	FGOC	103,388	0	Funded in Recommended Budget
107	Hate Free Community	McHugh	50,000	0	Funded in Recommended Budget
110	Funding for New Classifications in Controller	FGOC	69,000	0	Funded in Recommended Budget
115	Activity Based Cost Accounting System	FGOC	10,000	137,000	Project Incomplete-Funds Rolled Over
118	Add Buyer for Purchasing Dept.	McHugh	51,559	0	Funded in Recommended Budget
120	Augment Object 2 to Support New Positions	FGOC	42,034	0	Funded in Recommended Budget
120	Augment Counsel Support for PA/G	FGOC/CFC	344,014	0	Funded in Recommended Budget

Status of Inventory Items Approved in FY 2001 (Continued)

Budget Unit Number	Proposal	Sponsor	Ongoing Expense	One-Time Expense	Status in FY 2002 Recommended Budget
The following items were funded on an ongoing basis in FY 2001. Funding for these items has been included in the FY 2002 Recommended Budget.					
120	Attorney to Support GSA Property Mgmt	FGOC	121,574	0	Funded in Recommended Budget
132	OSEC Augmentations	FGOC	88,616	3,000	Funded in Recommended Budget
202	DA Community Prosecutors	PSJC	162,000	12,000	Funded in Recommended Budget
202	DA Program Manager II for Safety Officer	PSJC	48,200	6,000	Funded in Recommended Budget
202	DA Utility Worker	PSJC	34,500	6,000	Funded in Recommended Budget
202	DA Office Clerk	PSJC	25,500	6,000	Funded in Recommended Budget
202	DA Graphic Designer	PSJC	32,325	17,000	Funded in Recommended Budget
202	DA Social Workers for Dependency Unit	PSJC	72,000	12,000	Funded in Recommended Budget
204	Paralegal I for Client/Public Information	PSJC	45,250	0	Funded in Recommended Budget
204	Paralegal I for Felony Team Support	PSJC	45,250	0	Funded in Recommended Budget
204	Unified Drug Treatment Court Proposal	PSJC	45,050	0	Funded in Recommended Budget
204	Attorny I for Mental Health Calendar	PSJC	62,092	0	Funded in Recommended Budget
204	Account Clerk II for Public Defender	PSJC	33,841	0	Funded in Recommended Budget
204	Paralegal I for Drug Treatment Court	PSJC	45,250	0	Funded in Recommended Budget
210	Pretrial Services Officer for MH IAP	PSJC	53,933	0	Funded in Recommended Budget
230	Warrants Task Force	PSJC	75,000	50,000	Clerk budgeted; One-time Funds Completed
230	Law Enforcement Records Clerk	PSJC	41,420	0	Funded in Recommended Budget
230	COPS: Universal Hiring of Cops	PSJC	258,354	0	Funded in Recommended Budget
230	COPS: Cops in School	PSJC	160,590	0	Funded in Recommended Budget
240	Unified Drug Treatment Court Proposal	PSJC	54,660	0	Funded in Recommended Budget
240	Increase Academies by 10 Cadets	PSJC	196,209	0	Funded in Recommended Budget
246	Expand Restorative Justice to 3 New Areas	PSJC	189,702	0	Funded in Recommended Budget
246	Unified Drug Treatment Court Proposal	PSJC	254,435	32,000	Funded in Recommended Budget
260	Historical Heritage Program	HLUET	82,000	0	Funded in Recommended Budget

Status of Inventory Items Approved in FY 2001 (Continued)

Budget Unit Number	Proposal	Sponsor	Ongoing Expense	One-Time Expense	Status in FY 2002 Recommended Budget
The following items were funded on an ongoing basis in FY 2001. Funding for these items has been included in the FY 2002 Recommended Budget.					
262	Unclassified Animal Control Officer	HLUET	50,600	0	Funded in Recommended Budget
410	ACHS Mayview Community Clinic	HHC	40,000	0	Funded in Recommended Budget
410	PH South County Modular	HHC	50,400	241,000	Project Incomplete-Funds Rolled Over
410	North County Initiative	HHC	321,005	0	Funded in Recommended Budget
410	PH Mobile Health Service	HHC	8,000	60,500	Project Completed-No Funding
410	ACHS TB Refugee Clinic	HHC	74,936	0	Funded in Recommended Budget
410	Tobacco Prevention & Education Program	HHC	1,000,000	0	Funded in Recommended Budget
410	Immunization (Add Back Recommended Del)	HHC	82,000	0	Funded in Recommended Budget
410	STD Program	HHC	275,675	0	Funded in Recommended Budget
410	Program Evaluation	HHC	100,000	0	Funded in Recommended Budget
410	Cultural Competence	HHC	127,500	0	Funded in Recommended Budget
410	PH/EMS Web Site Development	HHC	7,500	0	Funded in Recommended Budget
410	PH/EMS Pre Hospital Symposium	HHC	5,000	0	Project Incomplete-Funds Rolled Over
412	IMD Beds	HHC	300,000	0	Funded in Recommended Budget
412	MH EPS Relocation	HHC	643,346	0	Funded in Recommended Budget
412	Unified Drug Treatment Court Proposal	PSJC	244,500	0	Funded in Recommended Budget
412	Adult Service Team	HHC	483,345	0	Funded in Recommended Budget
414	CSCHS Pharm Tech	HHC	40,510	0	Funded in Recommended Budget
414	CSCHS Admin RN	HHC	87,026	0	Funded in Recommended Budget
417	Health Realization Training to CWS and Shelter Staff	HHC	97,800	0	Funded in Recommended Budget
417	Health Realization Program	HHC	232,320	0	Funded in Recommended Budget
417	Ranch Substance Abuse Needs Assessment	PSJC	200,000	50,000	Funded in Recommended Budget
417	Unified Drug Treatment Court Proposal	PSJC	215,000	0	Funded in Recommended Budget
418	School Linked Services	HHC	280,109	5,796	Funded in Recommended Budget

Status of Inventory Items Approved in FY 2001 (Continued)

Budget Unit Number	Proposal	Sponsor	Ongoing Expense	One-Time Expense	Status in FY 2002 Recommended Budget
The following items were funded on an ongoing basis in FY 2001. Funding for these items has been included in the FY 2002 Recommended Budget.					
501	2 SW Supervisors for Staff/Supervisor Ratio	CFC	107,478	0	Funded in Recommended Budget
501	1 ACT for Placement Resource Unit	CFC	30,897	0	Funded in Recommended Budget
501	Foster & Adoptive Home Recruitment	CFC	200,000	0	Funded in Recommended Budget
501	1 SW III for Central Placement Unit	CFC	48,186	0	Funded in Recommended Budget
501	2 Program Managers for Family Resource Ctrs.	CFC	109,800	0	Funded in Recommended Budget
501	IHSS Wage Adjustment for Council on Aging	McHugh	95,000	0	Funded in Recommended Budget
501	South County Messenger Driver (Reserve)	CFC	28,908	0	Funded in Recommended Budget
501	1 Facility Service Worker II for Shelter	CFC	28,800	0	Funded in Recommended Budget
501	1 SW III for Family Conference in So. County	CFC	48,186	0	Funded in Recommended Budget
501	1 SW Coordinator II - Law Enforcement	CFC	50,751	0	Funded in Recommended Budget
501	1 Secretary I for Administration	CFC	34,047	0	Funded in Recommended Budget
501	2 SW Supervisors for Admin Ct. Officer Svcs.	CFC	107,478	0	Funded in Recommended Budget
501	1 Program Services Aide - Mayfair	CFC	38,475	0	Funded in Recommended Budget
501	1 SW Coord I for South County Recruitment	CFC	45,963	0	Funded in Recommended Budget
501	2 SW III's for By-Pass Cases	CFC	96,372	0	Funded in Recommended Budget
501	2 SW I's for Concurrent Planning	CFC	80,568	0	Funded in Recommended Budget
501	2 SW Coordinator II's for Adoptions	CFC	101,502	0	Funded in Recommended Budget
501	External Audit of Public Admin/Guard/Cons.	CFC	40,000	0	Funded in Recommended Budget
501	1 SW III for School Based Svcs- Gay/Lesbian	CFC	48,186	0	Funded in Recommended Budget
501	1 Program Manager I Emerg. Resp./ Ct. Svcs.	CFC	54,900	0	Funded in Recommended Budget
501	5 Sr. Children's Counselors for Shelter	CFC	208,845	0	Funded in Recommended Budget
501	Admin Support Officer I for Shelter	CFC	43,362	0	Funded in Recommended Budget
501	Shelt. Staff Salary Alignments & Differential	CFC	43,539	0	Funded in Recommended Budget
501	2 SW Training Specialists Train Shelter Staff	CFC	107,478	0	Funded in Recommended Budget

Status of Inventory Items Approved in FY 2001 (Continued)

Budget Unit Number	Proposal	Sponsor	Ongoing Expense	One-Time Expense	Status in FY 2002 Recommended Budget
The following items were funded on an ongoing basis in FY 2001. Funding for these items has been included in the FY 2002 Recommended Budget.					
501	2 Clerk Typists for Clerical Support at Shelter	CFC	55,836	0	Funded in Recommended Budget
509	Two New City of San Jose Nutrition Sites	CFC	192,000	0	Funded in Recommended Budget
511	Community Trtmt. Fac/Charter Hospital	CFC	1,336,080	0	Funded in Recommended Budget
511	Child Care Program for Foster Children	CFC	400,000	0	Funded in Recommended Budget
511	Intensive Up Front Family Preservation Pgm.	CFC	420,000	0	Funded in Recommended Budget
511	Behaviorally Challenged Adol Supp Pay	CFC	842,424	0	Funded in Recommended Budget
511	Sibling Groups Foster Home Supp Rate Pgm	CFC	144,000	0	Funded in Recommended Budget
511	Wrap Around Program Expansion level 12-14	CFC	1,002,125	0	Funded in Recommended Budget
511	Group Home Subsidy (128 Beds)	CFC	1,536,000	0	Funded in Recommended Budget
608	Airport Land Use Commission	HLUET	26,240	0	Funded in Recommended Budget
612	Children's Health Initiative	HHC	3,000,000	0	Funded in Recommended Budget
921	Pt Care-Med Surg 4-Clinical Nurse	HHC	75,000	0	Funded in Recommended Budget
921	VMC Center for Child Protection	HHC	144,617	0	Funded in Recommended Budget
921	Pt Care-Rehab 2C-Clinical Nurse	HHC	54,232	0	Funded in Recommended Budget
921	Pt Care-Med Surg 4C-HSA II	HHC	80,000	0	Funded in Recommended Budget
921	Compliance-Radiology Billing-Comp.Officer/Supv	HHC	55,182	0	Funded in Recommended Budget
921	Personnel Processing-Account Clerk II	HHC	64,943	0	Funded in Recommended Budget
921	Valley Connections-Amb Serv Manager	HHC	65,701	0	Funded in Recommended Budget
921	Accessibility/Ambulatory Care	HHC	1,120,399	0	Funded in Recommended Budget
921	Pt Care-NICU-Nurse Practitioner	HHC	135,667	0	Funded in Recommended Budget
921	Pt Care-Neurosurgery-Clinical Nurse Specialist	HHC	61,975	0	Funded in Recommended Budget
921	Pt Care-Radiology Resident	HHC	37,069	0	Funded in Recommended Budget
		Total	20,702,529	6,235,776	

Overview of Revenue Growth

General Fund revenues are projected to total $1,658,077,461 in Fiscal Year 2002. Compared to the $1,532,774,296 in the Fiscal Year 2001 Approved Budget, revenues are projected to increase by $125,303,165, an 8% increase. The outlook for revenue growth was considerably rosier a year ago, when General Fund revenues were expected to increase by $183 million, a 14% increase. Two of the three largest revenue sources, State Aid and Current Property Taxes, will generate $115 million of the expected $125 million increase.

State Aid. This is the County's largest revenue source, comprised of over fifty accounts totaling $706.6 million. It is expected to increase by $84,685,515. Most of this increase is traceable to three revenue accounts: CalWORKs aid payments to 2-parent families, increasing by $32.1 million; the Public Safety Sales Tax, growing by $32.0 million; and the Motor Vehicle In-Lieu "car tax," increasing by $14.4 million. Our County will get a bigger share of the Public Safety Sales Tax in FY 2002 due to our County's 23% growth in taxable sales compared to the State's 11% growth in calendar year 2000. Other growing State accounts are listed in the table on the next page.

Current Property Taxes. This revenue source is expected to increase by $30,347,897. Local taxes are discretionary revenues that could be used by any General Fund department to advance the priorities of the Board of Supervisors. Property tax growth has been stimulated by the local economic boom over the past five years, particularly in the real estate markets. Rising home prices and the high demand for housing in calendar year 2000 are assumed to boost the secured roll by 12.1% and maintain Supplemental Property taxes at a high level. Unsecured roll growth from invesments in equipment and machinery is assumed to be at a lower 5%, reflecting slowdowns in local high-tech firms.

Other Revenue, Transfers, and **Other Taxes .** These three sources show high percentage increases in FY 2002, with each source adding from $6 million to $7 million in General Fund revenues. "Other Revenue's" increase of $7,667,811 reflects a major augmentation in local contributions from the San Jose Redevelopment Agency. The addition of $6,748,085 in "Transfers" comes from an increase in Valley Medical Center's SB 855 revenues for providing medical services to the poor. The $6,411,997 rise in "Other Taxes" is primarily due to increases in the base level of Real Property Transfer Taxes. .

Revenue From the Use of Money and Property. This is one of two revenue sources showing a significant decrease, projected to drop by $2,606,820. This loss reflects drops in interest on Tax and Revenue Anticipation Notes (TRANS) of $2.2 million and of $1.5 million on Deposits and Investments, partially offset by a $1.1 million gain in Interest Earned on Commercial Paper.

Federal Aid. The second largest source, Federal Aid is projected to drop by $10,770,622. This reversal from last year, when it grew by $54 million, is due to a major Federal-to-State shift in CalWORKs aid payments to 2-parent families. The Federal revenue account decreased by $35.4 million, while the State account increased by $32.1 million, as noted above. The net loss of $3.3 million reflects the continuing decline in CalWORKs case loads. If it were not for this "accounting" shift of revenues, Federal Aid would have increased by about $21.3 million, including revenue gains for Child Support Incentives, Federal Jobs, Emergency Assistance, and Medi-Cal Eligibility Administration, as shown in the table on the next page.

Overview of FY 2001 - FY 2002 Growth in General Fund Revenue

Revenue Source	FY 2001 - FY 2002 Increase (Decrease) $
State Aid	84,685,515
Current Property Taxes	30,347,897
Other Revenue	7,667,811
Transfers	6,748,085
Other Taxes	6,411,997
Three Other Sources (Charges for Current Services; Fines, Forfeitures and Penalties; and Licenses, Permits and Franchises)	2,819,302
Revenue From the Use of Money and Property	(2,606,820)
Federal Aid	(10,770,622)
FY 2001 - FY 2002 Total Revenue Growth	125,303,165
FY 2001 Approved General Fund Revenue	1,532,774,296
FY 2002 Recommended General Fund Revenue	1,658,077,461

Changes in the **three other General Fund revenue sources** are shown below, in descending order in the amount of additional revenue available: a $2,243,018 increase in "Charges for Current Services;" a $646,059 increase in "Fines, Forfeitures, and Penalties;" and a $69,775 loss in "Licenses, Permits, and Franchises." The two right-hand columns indicate the departments benefiting from growth in the specified revenues, and the intended outcomes associated with their use.

Revenue Account	Revenue Source and Account Names	Revenue Inc./ (Dec.) FY 2002 Recommended vs. FY 2001 Approved	Department(s) Using Revenues	Intended Outcomes
	State Aid	$84,685,515		
9328	CalWORKs Family Group and Unemployed	$32,059,213	SSA Employment & Benefit Services	Transition From Welfare to Work and Help Families become Self-Sufficient
9336	State Aid - Public Safety Sales Tax	$32,040,000	Public Safety and Justice Departments	Increase Public Safety Services
9313	Motor Vehicle In-lieu Revenue	$14,387,733	Departments Using Unallocated Revenues	Advancement of Board Priorities
9324	State Support Enforcement Incentive	$2,894,296	District Attorney Family Support	Incentive to Collect Child Support
9325	State Medi-Cal Eligibility Administration	$2,398,500	SSA Employment & Benefit Services	Assist Low-income Families Self-Sufficiency through Health Care
9432	State Child Welfare Services	$1,804,850	SSA Family and Children's Services	Family Preservation and Reunification Preventing Children Entering Foster Care
	Property Taxes	$30,347,897		
9010	Current Secured Property Taxes	$23,879,630	Departments Using Unallocated Revenues	Advancement of Board Priorities
9020	Current Unsecured Property Taxes	$3,249,389	Departments Using Unallocated Revenues	Advancement of Board Priorities
9009	SB 813 Supplemental Property Taxes	$3,218,878	Departments Using Unallocated Revenues	Advancement of Board Priorities
	Other Revenue	$7,667,811		
9818	Local Contributions	$8,204,392	Various Departments	Advancement of Board Priorities
	Transfers	$6,748,085		
9996	Operating Transfers	$6,639,085	Valley Medical Center	Medical Services for the Poor
	Other Taxes	$6,411,997		
9121	Real Property Transfer Taxes	$5,224,137	Departments Using Unallocated Revenues	Advancement of Board Priorities
	Charges For Current Services	$2,243,018	Fee-Reimbursed Departments	Reimbursement for Services and Advancement of Board Priorities
9751	Cities	$2,300,000	Various Departments	Advancement of Board Priorities
	Fines, Forfeitures, and Penalties	$646,059	Criminal Justice Departments	Increase Public Safety Services
	Licenses, Permits, And Franchises	($69,775)	Public and Environmental Health, & Other Permit and Licensing Depts.	Preserve and Enhance Public and Environmental Health
	Revenue From The Use Of Money And Property	($2,606,820)		
9251	Interest on Deposits and Investments	$(1,476,000)	Departments Using Unallocated Revenues	Advancement of Board Priorities
9252	Interest on Notes	($2,245,820)	Departments Using Unallocated Revenues	Advancement of Board Priorities
	Federal Aid	$(10,770,622)		

Revenue Account	Revenue Source and Account Names	Revenue Inc./ (Dec.) FY 2002 Recommended vs. FY 2001 Approved	Department(s) Using Revenues	Intended Outcomes
9881	Federal Title IV-D Child Support	$9,612,148	District Attorney Family Support	Incentive to Collect Child Support
9587	Federal Jobs Title IV-F	$8,370,698	SSA Employment & Benefit Services	Transition From Welfare to Work and Help Families become Self-Sufficient
9527	Federal Emergency Assistance	$3,671,234	SSA Employment & Benefit Services	Use Federal Funds Meeting Needs for Cash Assistance in Emergencies
9379	Federal Medi-Cal Eligibility Administration	$2,484,264	SSA Employment & Benefit Services	Assist Low-income Families Self-Sufficiency through Health Care
9472	CalWORKS FG-U Federal	$(35,458,623)	SSA Employment & Benefit Services	Transition From Welfare to Work and Help Families become Self-Sufficient
	FY 2001- FY 2002 Total Revenue Growth	$125,303,165		

All Fund and General Fund Summaries

The following summaries provide financial information at the highest level of detail. The All Funds summary presents expenditure and revenue totals for the entire Santa Clara County Budget. Expenditures are presented at the object level of detail, which groups expenditures by category, i.e. salaries and benefits or services and supplies. Revenues are presented by revenue sources, which include property tax, fines and forfeitures etc. Expenditure and revenue information is also presented by Agency which organizes the information by functional area. An additional chart featured in this section illustrates the proportions of revenues and expenditures providing a visual presentation of where the county's revenues come from and how they are spent.

Data is also presented for the General Fund. The General Fund is the largest of the county's funds and supports the majority of the services. All revenues and expenditures that are not segregated for specific categorical purposes are budgeted in the General Fund. There are a variety of other fund groups, including Capitial Funds, Enterprise Funds (Valley Medical Center), Special Revenue Funds (Roads, Parks and Recreation) and Internal Service Funds (Data Processing, Fleet Management). The General Fund is discussed in detail because the majority of the county's services are funded from this resource. Like the All Funds summary, bar charts are also used to explain General Fund expenditure and revenue totals.

Countywide Budget Summary (All Funds)

		FY 2001 Appropriations			Columns 2 to 4	
	FY 2000 Actual	As of 7/1/00	As of 4/3/01	FY 2002 Recommended	Increase (Decrease)	% Change
Expenditures by Agency						
Special Programs and Reserves	91,159,163	148,245,984	155,901,365	184,633,800	36,387,816	25%
Legislative and Executive Departments	179,962,738	343,545,737	351,342,087	542,626,586	199,080,849	58%
General Services Agency	113,077,027	132,850,577	216,972,156	146,433,787	13,583,210	10%
SCV Health and Hospital System	908,643,562	881,502,528	1,002,110,060	1,056,817,403	175,314,875	20%
Social Services Agency	365,126,252	489,818,586	484,195,262	516,254,444	26,435,858	5%
Law and Justice Departments	394,167,904	422,142,933	434,578,312	461,868,386	39,725,453	9%
Environmental Resources Agency	63,252,891	69,944,543	70,499,926	78,127,259	8,182,716	12%
Employee Services Agency	46,183,658	50,915,920	51,963,513	71,573,629	20,657,709	41%
Finance Agency	49,472,993	28,665,632	31,576,827	25,092,483	-3,573,149	-12%
Roads and Airports Departments	34,890,434	45,355,881	45,387,081	55,408,973	10,053,092	22%
Fire Districts	48,626,229	53,769,318	53,769,318	59,985,447	6,216,129	12%
Total Net Expenditures	2,294,562,851	2,666,757,639	2,898,295,907	3,198,822,197	532,064,558	20%
Expenditures by Object						
Salaries And Employee Benefits	969,392,448	1,097,042,650	1,113,852,664	1,201,347,680	104,305,030	10%
Services And Supplies	1,005,978,510	1,285,548,572	1,324,692,721	1,619,647,237	334,098,665	26%
Other Charges	68,138,718	61,973,868	56,891,523	59,718,615	-2,255,253	-4%
Fixed Assets	78,190,713	82,486,595	173,855,562	78,218,038	-4,268,557	-5%
Operating/Equity Transfers	285,377,655	209,483,198	304,714,110	305,199,963	95,716,765	46%
Reserves		65,461,192	61,011,959	85,631,355	20,170,163	31%
Subtotal Expenditures	2,407,078,044	2,801,996,076	3,035,018,540	3,349,762,888	547,766,812	20%
Expenditure Transfers	-112,515,193	-135,238,437	-136,722,633	-150,940,691	-15,702,254	12%
Total Net Expenditures	2,294,562,851	2,666,757,639	2,898,295,907	3,198,822,197	532,064,558	20%
Resources by Type						
Taxes - Current Property	298,891,853	314,526,195	316,877,893	351,768,320	37,242,125	12%

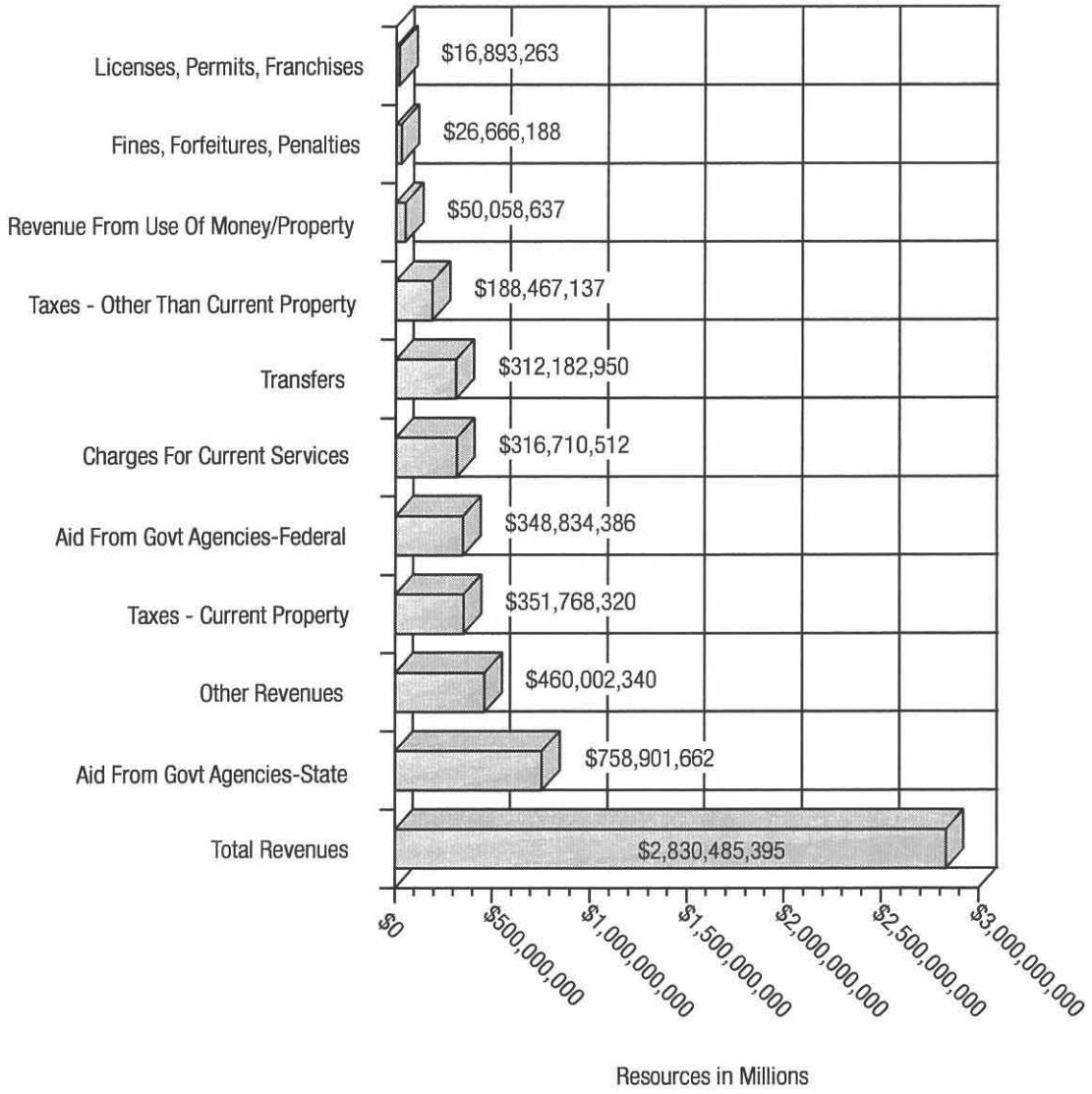
Countywide Budget Summary (All Funds)

		FY 2001 Appropriations			Columns 2 to 4	
	FY 2000 Actual	As of 7/1/00	As of 4/3/01	FY 2002 Recommended	Increase (Decrease)	% Change
Taxes - Other Than Current Property	185,292,726	181,910,140	179,257,722	188,467,137	6,556,997	4%
Licenses, Permits, Franchises	17,893,853	16,430,880	17,560,266	16,893,263	462,383	3%
Fines, Forfeitures, Penalties	29,718,575	25,525,772	26,108,903	26,666,188	1,140,416	4%
Revenue From Use Of Money/Property	71,064,900	49,414,035	72,905,838	50,058,637	644,602	1%
Aid From Govt Agencies-State	604,191,544	667,169,948	676,188,512	758,901,662	91,731,714	14%
Aid From Govt Agencies-Federal	267,756,903	360,372,508	360,331,194	348,834,386	-11,538,122	-3%
Charges For Current Services	256,124,899	261,428,710	269,482,627	316,710,512	55,281,802	21%
Transfers	285,222,233	272,667,489	281,897,070	312,182,950	39,515,461	14%
Other Revenues	506,712,647	354,935,722	461,578,330	460,002,340	105,066,618	30%
Total Revenues	2,522,870,133	2,504,381,399	2,662,188,355	2,830,485,395	326,103,996	13%
Resources by Agency						
Special Programs and Reserves	28,822,215	24,412,977	25,934,571	21,351,557	-3,061,420	-13%
Legislative and Executive Departments	228,707,973	226,088,583	227,921,255	226,672,692	584,109	0%
General Services Agency	55,182,938	57,471,025	94,106,174	61,754,589	4,283,564	7%
SCV Health and Hospital System	928,137,990	780,953,047	894,748,681	942,565,225	161,612,178	21%
Social Services Agency	313,784,333	414,612,431	408,483,538	431,026,812	16,414,381	4%
Law and Justice Departments	290,989,367	296,858,080	306,913,833	343,967,772	47,109,692	16%
Environmental Resources Agency	67,846,814	69,421,962	69,808,802	73,718,426	4,296,464	6%
Employee Services Agency	38,372,942	41,025,243	41,025,243	61,628,792	20,603,549	50%
Finance Agency	484,396,918	501,557,224	501,256,504	560,787,061	59,229,837	12%
Roads and Airports Departments	38,127,080	45,326,109	45,335,036	55,647,205	10,321,096	23%
Fire Districts	48,501,563	46,654,718	46,654,718	51,365,264	4,710,546	10%
Total Revenues	2,522,870,133	2,504,381,399	2,662,188,355	2,830,485,395	326,103,996	13%

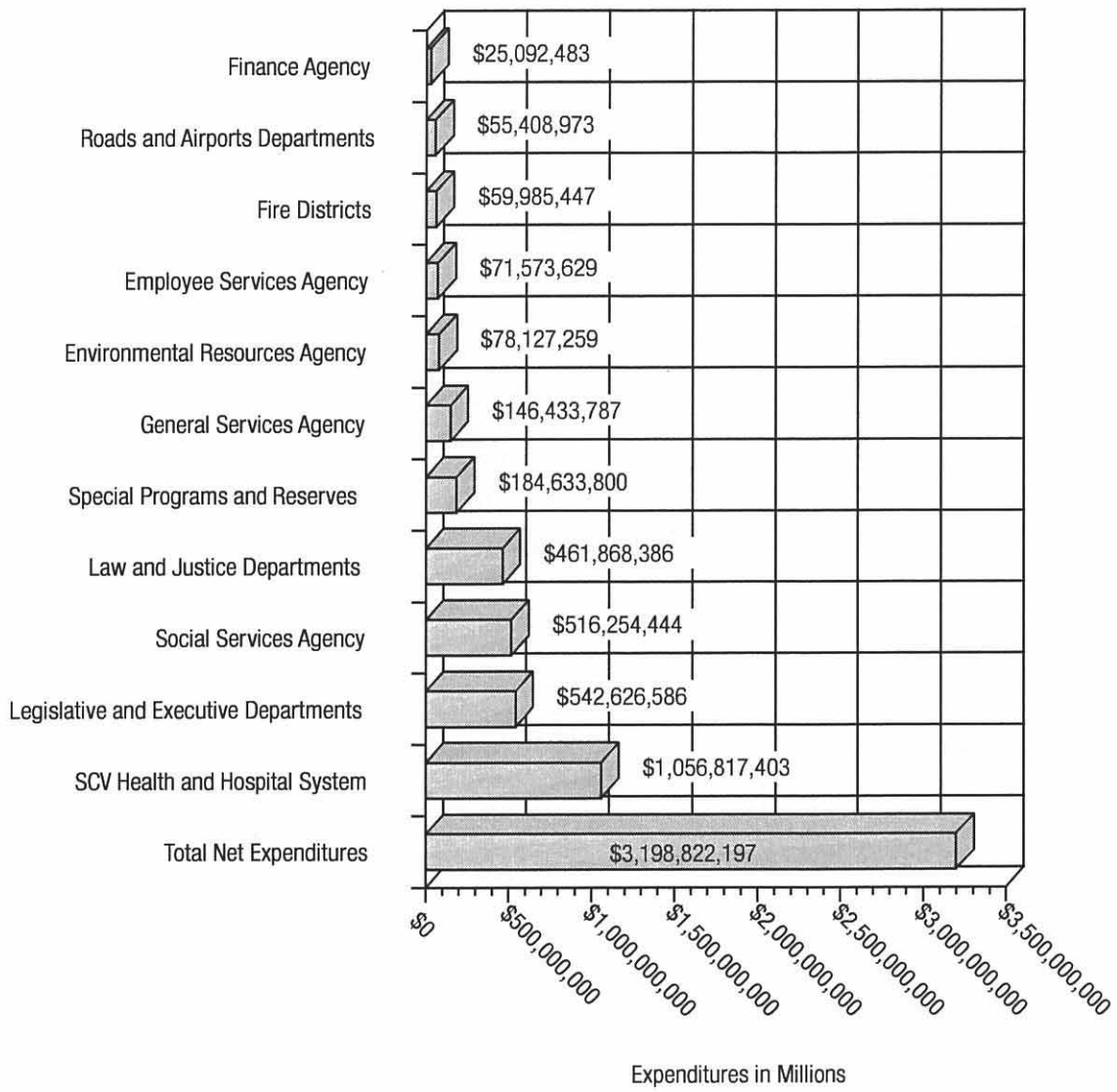
Permanent Authorized Positions

	FY 2001 Positions		FY 2002	Differences	%
	As of 7/1/00	As of 4/3/01	Recommended	(3 - 1)	Change
Legislative and Executive Departments	1,016	1,029	1,048	32	3%
General Services Agency	532	529	562	30	6%
SCV Health and Hospital System	5,201	5,261	5,610	409	8%
Social Services Agency	2,881	2,911	2,945	64	2%
Law and Justice Departments	3,974	4,076	4,182	208	5%
Environmental Resources Agency	472	475	491	19	4%
Employee Services Agency	189	194	195	6	3%
Finance Agency	300	307	308	8	3%
Roads and Airports Departments	301	301	302	1	0%
Total Positions	14,866	15,083	15,643	777	5%

All Fund Resources



All Fund Expenditures



Countywide Budget Summary (General Fund)

		FY 2001 Appropriateions		Columns 2 to 4		
	FY 2000 Actual	As of 7/1/00	As of 4/3/01	FY 2002 Recommended	Increase (Decrease)	% Change
Expenditures by Agency						
Special Programs and Reserves	91,159,163	148,245,984	155,901,365	184,633,800	36,387,816	25%
Legislative And Executive Departments	49,171,061	71,195,468	76,906,883	68,812,636	-2,382,832	-3%
General Services Agency	74,501,609	79,386,179	86,548,837	91,193,075	11,806,896	15%
SCV Health and Hospital System	322,933,613	368,167,699	382,564,086	393,766,107	25,598,408	7%
Social Services Agency	365,126,252	489,818,586	484,195,262	516,254,444	26,435,858	5%
Law and Justice Departments	394,167,904	422,142,933	434,578,312	461,638,386	39,495,453	9%
Environmental Resources Agency	10,952,749	12,997,622	13,197,436	13,467,781	470,159	4%
Employee Services Agency	10,698,296	10,761,530	11,761,431	10,699,953	-61,577	-1%
Finance Agency	18,294,403	18,058,295	18,959,081	14,111,279	-3,947,016	-22%
Total Net Expenditures	1,337,005,050	1,620,774,296	1,664,612,693	1,754,577,461	133,803,165	8%
Expenditures by Object						
Salaries And Employee Benefits	619,779,409	706,439,881	712,292,289	761,287,081	54,847,200	8%
Services And Supplies	659,256,290	815,049,098	841,731,663	877,932,530	62,883,432	8%
Other Charges	28,443,124	21,393,581	16,311,236	11,247,661	-10,145,920	-47%
Fixed Assets	19,212,656	23,072,012	37,516,462	15,157,785	-7,914,227	-34%
Operating/Equity Transfers	117,502,967	126,035,965	132,494,965	148,235,520	22,199,555	18%
Reserves		56,974,189	53,223,473	77,430,569	20,456,380	36%
Subtotal Expenditures	1,444,194,446	1,748,964,727	1,793,570,089	1,891,291,146	142,326,419	8%
Expenditure Transfers	-107,189,396	-128,190,431	-128,957,396	-136,713,685	-8,523,254	7%
Total Net Expenditures	1,337,005,050	1,620,774,296	1,664,612,693	1,754,577,461	133,803,165	8%
Revenues by Type						
Taxes - Current Property	232,863,915	247,372,905	249,724,603	277,720,802	30,347,897	12%
Taxes - Other Than Current Property	23,649,398	28,306,140	25,653,722	34,718,137	6,411,997	23%
Licenses, Permits, Franchises	9,051,304	8,049,663	9,179,049	7,979,888	-69,775	-1%
Fines, Forfeitures, Penalties	17,960,591	17,264,329	17,847,460	17,910,388	646,059	4%
Revenue From Use Of Money/Property	36,038,990	25,922,620	25,922,620	23,315,800	-2,606,820	-10%
Aid From Govt Agencies-State	560,979,688	621,880,483	627,502,852	706,565,998	84,685,515	14%
Aid From Govt Agencies-Federal	253,230,825	354,902,057	354,860,743	344,131,435	-10,770,622	-3%
Charges For Current Services	83,498,229	85,974,889	88,516,799	88,217,907	2,243,018	3%
Transfers	129,233,252	110,674,530	111,495,451	117,422,615	6,748,085	6%
Other Revenues	38,909,482	32,426,680	34,542,034	40,094,491	7,667,811	24%
Total Revenues	1,385,415,674	1,532,774,296	1,545,245,333	1,658,077,461	125,303,165	8%
Resources by Agency						
Special Programs and Reserves	28,822,215	24,412,977	25,934,571	21,351,557	-3,061,420	-13%
Legislative And Executive Departments	5,162,325	14,995,476	15,285,476	10,193,932	-4,801,544	-32%
General Services Agency	5,182,824	5,127,051	4,964,558	5,425,561	298,510	6%
SCV Health and Hospital System	257,864,022	274,259,256	281,422,957	286,123,932	11,864,676	4%
Social Services Agency	313,784,333	414,612,431	408,483,538	431,026,812	16,414,381	4%
Law and Justice Departments	290,989,287	296,858,080	306,913,833	343,809,772	46,951,692	16%
Environmental Resources Agency	8,782,916	9,034,296	9,066,391	8,934,684	-99,612	-1%

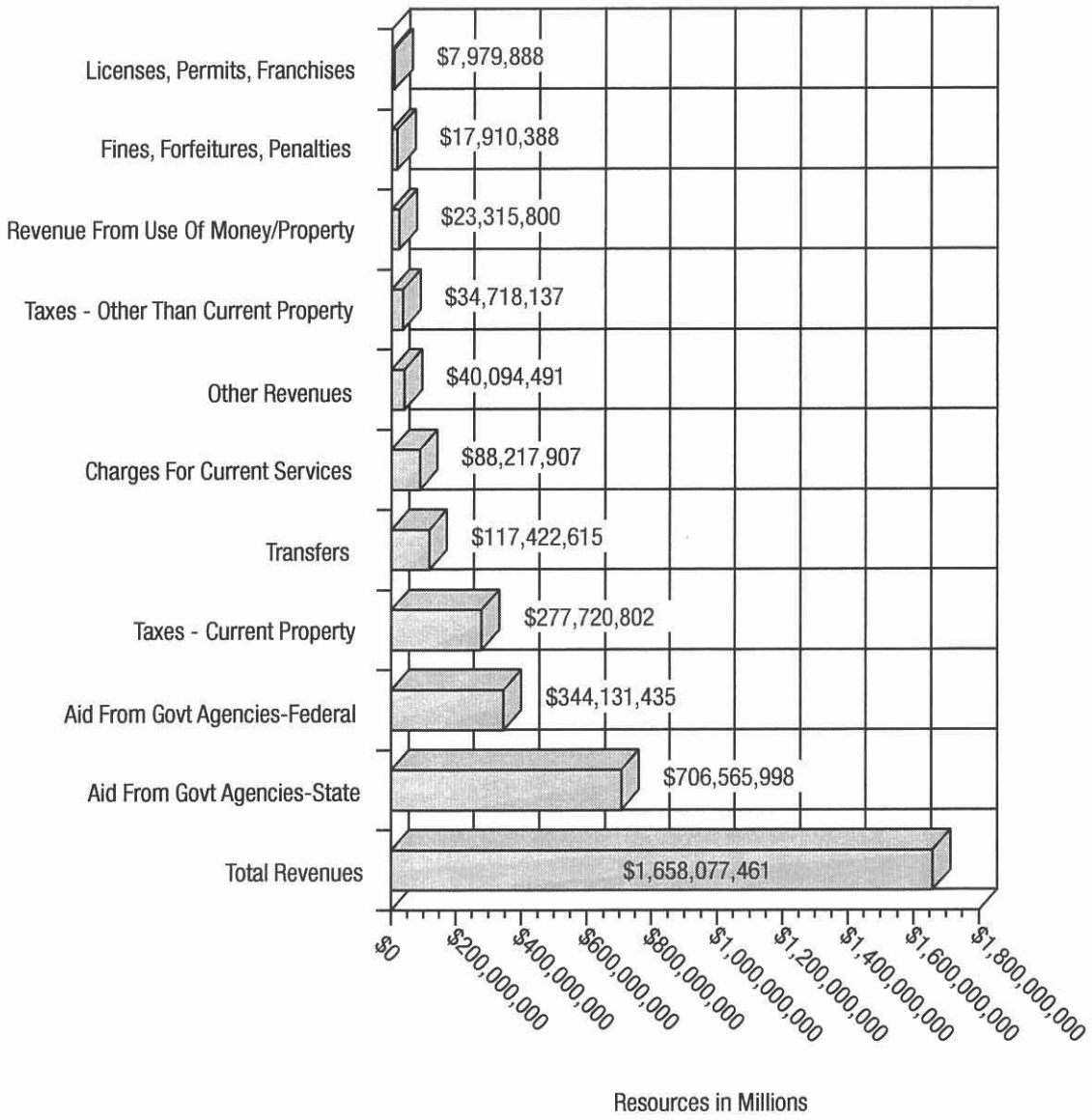
Countywide Budget Summary (General Fund)

		FY 2001 Appropriateions		Columns 2 to 4		
	FY 2000 Actual	As of 7/1/00	As of 4/3/01	FY 2002 Recommended	Increase (Decrease)	% Change
Employee Services Agency	2,093,360	1,806,772	1,806,772	358,300	-1,448,472	-80%
Finance Agency	472,734,392	491,667,957	491,367,237	550,852,911	59,184,954	12%
Total Revenues	1,385,415,674	1,532,774,296	1,545,245,333	1,658,077,461	125,303,165	8%

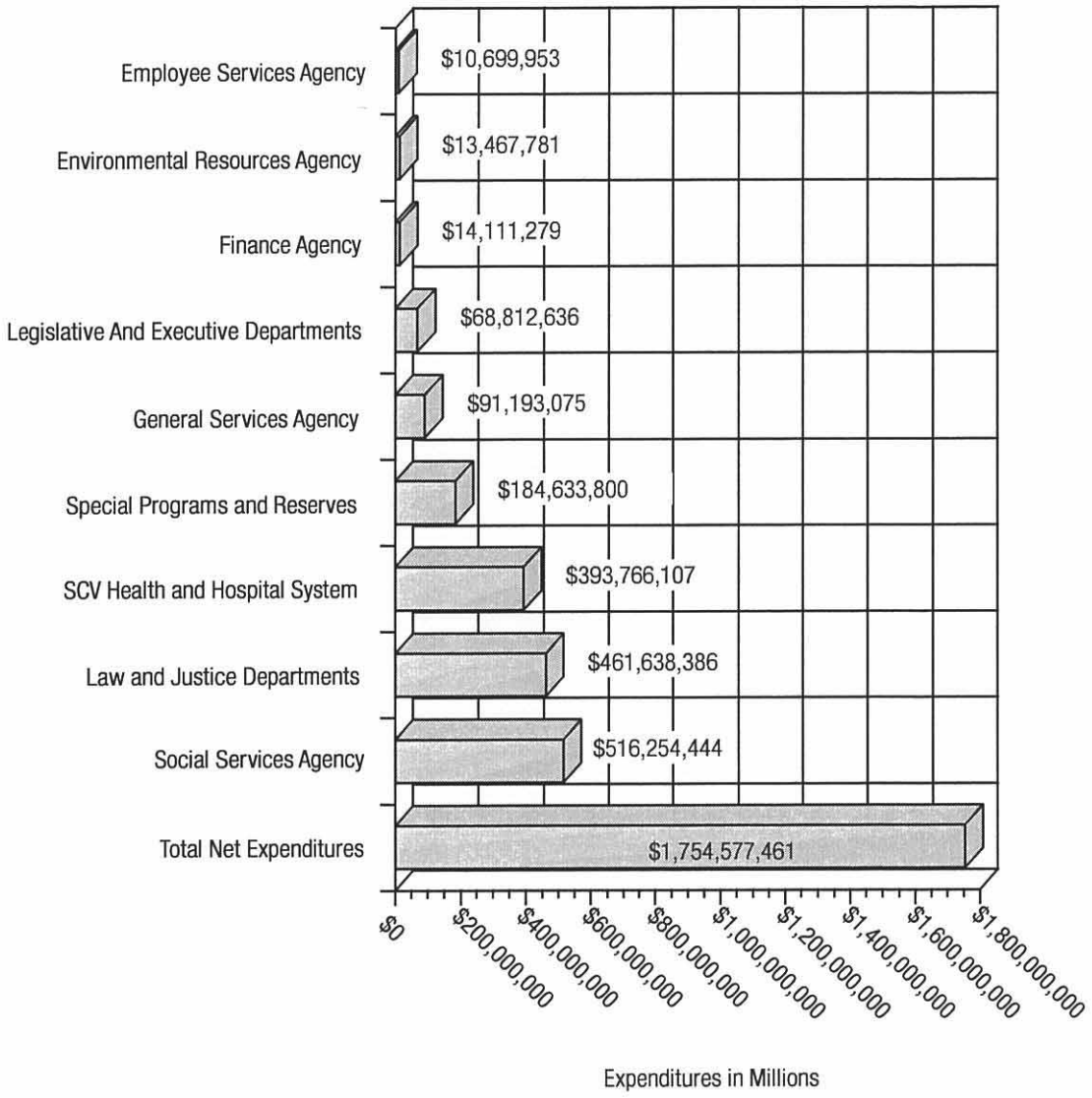
Permanent Authorized Positions

	FY 2001 Positions		FY 2002	Difference	%
	As of 7/1/01	As of 4/3/01	Recommended	(3-1)	Change
Legislative and Executive Departments	600	613	627	27	5%
General Services Agency	462	457	491	29	6%
SCV Health and Hospital System	1,568	1,628	1,667	99	6%
Social Services Agency	2,881	2,911	2,945	64	2%
Law and Justice Departments	3,974	4,076	4,182	208	5%
Environmental Resources Agency	147	149	151	4	3%
Employee Services Agency	135	140	141	6	4%
Finance Agency	300	307	308	8	3%
Total Positions	10,067	10,281	10,512	445	4%

General Fund Resources



General Fund Expenditures



Budget User's Guide

- An overview of the Board of Supervisors' budget strategies
- A description of the Board committees which review the Recommended Budget
- An explanation of the budget development process
- An annotated example of a budget detail page
- A glossary of budget terminology

FY 2002 Budget Strategy Statement

This statement is intended to reflect the policies and priorities of the Santa Clara County Board of Supervisors. These policies and priorities will direct the budget process and recommendations contained in the FY 2002 Recommended Budget.

Introduction

After four years of true economic prosperity, Santa Clara County is facing a period of great transition. From an economic standpoint, we are beginning to see the signs of an economic slowdown that may impact revenue collections. Two of our most important discretionary revenue accounts, the public safety sales tax and motor vehicle in lieu revenues are quite sensitive and respond quickly to changes in the economy. With this in mind, we must act prudently to avoid spending beyond our means as we determine the impacts of the economic changes that are taking place.

Complicating our situation is the energy crisis. Not only are the costs of providing the current level of service increasing dramatically, the State of California has been forced to step into this crisis and use a portion of their surplus to keep power flowing to homes and business and avert a true economic disaster. The extent to which these actions will damage the financial condition of the state is difficult to determine at this point. One thing is clear, any flexibility the state had to address local needs is all but gone. Once again, local government will be asked to address an increasing demand for service with inadequate support from the state.

During the past four years our local economy has provided the Board of Supervisors with the resources to address many important needs in the community. At the same time, however, it has created a very "tight" labor market making recruitment and retention difficult. The high cost of living in the Santa Clara Valley has discouraged many from applying and the pool of individuals both qualified and interested in working for the county is shrinking. This has made it very difficult to fully implement many of the initiatives that have been funded by the Board during the past few years. With this in mind our focus in the upcoming year should be on consolidating the enhancements that have been funded over the past few years and evaluate the contribution made by these program additions and expansions in the context of the financial risks we now face.

It is during these times of economic uncertainty that our strong financial position is a true advantage. During the past three years the Board has consistently moved to strengthen our reserves. The Board at mid-year moved to increase the reserve for economic uncertainty to $17.8 million and the contingency reserve to $28.4 million. This strong endorsement of a prudent financial management approach has earned Santa Clara County the highest financial rating of any county in the State of California.

For the fourth consecutive year, the initial projection for the general fund will be a surplus. At this point in time, we estimate the general fund to have a positive margin of $10 million, this is $7 million less than our initial estimate released on February 6. This projection has been reduced to incorporate new information including updated lease and salary estimates. This projection also includes the allocation of $17.5 million needed to maintain the current level of service at Valley Medical Center.

Based on input from the Board and Administration and recognizing that economic changes may limit our ability to expand and/or add new programs, we propose the following priorities and principles to guide the development of the FY 2002 Recommended Budget:

Maintain the County's Fiscal Integrity and Accountability

- Look for opportunities to increase reserves to provide the necessary flexibility to offset the impacts of an uncertain economy or other financial

disruption including escalating energy costs. Restore the welfare reform reserve to its original amount of $5 million and where possible augment the reserve for economic uncertainty and the contingency reserve.

- Focus on consolidating and implementing the enhancements funded over the past three years and evaluate the effectiveness of these programs in light of the economic downturn we are facing.
- Provide administrative resources to the Energy Task Force to prepare recommendations for Board consideration relating to County energy conservation, and development of capacity for renewable or non-renewable power generation.
- Utilize the facilities strategic master planning process to develop recommendations for capital projects that meet long-term programmatic and operational needs for County services.
- Continue the strategy of moving County staff from leased facilities into County-owned space.
- Continue to support the implementation of Performance Based Budget processes and Comprehensive Performance Management Processes.
- Continue to support effective management audits and increased monitoring of adopted audit recommendations.

Continue to Prioritize Prevention and Early Intervention Strategies

- Continue to direct funding towards prevention and early intervention strategies:
  - Support funding for family preservation and reunification programs that prevent children from entering the Foster Care System.
  - Support foster youth in transition to emancipation with access to expanded educational opportunities, healthcare, and housing.
  - Prioritize retention and recruitment of foster families. The county should continue outreach efforts to recruit culturally diverse Foster Families.
  - Continue support of the Children's Health Initiative.
  - Support investments in Public Health education services
  - Support the expansion of the Restorative Justice Program
  - Support the expansion of successful existing programs for at-risk youth such as Matrix, Starlight, and Wraparound.
- Continue to support services that enable self-sufficiency:
  - Support low-income, refugee and immigrant families in their move towards economically viable self-sufficiency; especially through assistance with transportation, childcare, housing and access to healthcare.
  - Continue our commitment to seniors and the disabled so that they may lead independent, productive lives by providing comprehensive assistance with housing and transportation needs.
  - Implement a comprehensive and coordinated program of services to frail elderly to reduce the necessity of institutional care.
- Direct funding to services that complement and build upon funding decisions of the Children and Families First Commission.
- Increase funding for preventative mental health, or drug and alcohol abuse services that seek to divert youth from incarceration where appropriate.

Strategically Address the Retention, Recruitment and Development Needs of the County Workforce

- Continue to define and implement strategies that seek to alleviate the fiscal and service quality impact of long-term tight labor markets on the county.
- Develop strategies that effectively address retention issues in high turnover departments.
- Continue to invest in improving the quality of county services by investing in educational and training opportunities that encourage development of the county workforce.
- Continue to carefully assess our ability to sustain, and the infrastructure needs generated by, the workforce expansion we have experienced over the past four years.

- Increase the promotion and support of alternative transportation options for county employees. Develop further incentives to create less automobile dependent county work environments. Invest in collaborative initiatives with the Valley Transportation Authority (VTA) to increase shuttle services from transit stations to county work site locations.
- Explore the development of an employee housing loan assistance program.

Invest in Service Quality, Efficiency and Convenience

- Provide funding for projects that efficiently enhance the county's electronic government capabilities where service demand necessitates.
- Continue development of multi-lingual and culturally appropriate materials for County services especially those that serve immigrant populations.
- Increase Public Safety services:
  - Invest in strategies that seek to improve public safety response times for sheriff and fire services.
  - Expand the capacity of the Santa Clara County Crime Laboratory.
  - Invest in strategies that proactively address the replacement of retiring Deputy Sheriffs.
- Enhance education services for children in the Juvenile or dependent care system through improved collaboration between county agencies.
- Invest in capacity expansion of residential drug and alcohol treatment resources in order to successfully implement Proposition 36.

Invest in the Creation and Preservation of Affordable Livable Communities

- Consider continuing county financial contributions to the Housing Trust Fund.
- Provide administrative resources to an Affordable Housing Action Planning Task Force that will prepare recommendations for Board consideration relating to providing affordable housing.
- Consider creation of an Affordable Housing Land Trust reserve and other collaborative initiatives with public sector governmental entities within the county.
- Continue stewardship of Measure A & B funds. We must continue to work closely with the VTA and the Roads Department to ensure timely completion of projects.
- Fund development of a Comprehensive County Expressway Study and Master Plan to address the issues of increasing congestion on county expressways.
- Provide appropriate resources necessary to maintain roads and physical infrastructure in the unincorporated areas of the county.
- Prioritize the completion and implementation of the Creek Trail Master Plan.
- Invest in the resources and policy improvements necessary to respond to rapid urban expansion into rural unincorporated areas of the county.
- Protect and support open space, hillsides and agricultural resources.
- Continue upgrading the basic infrastructure of county pockets to improve the quality of life for residents. Investments should include but not be limited to, sidewalks, streetlights and storm drains.

The Board's Committee Structure

The Relationship to the Budget Process

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

Committee	Chairperson	Vice-Chairperson
Finance and Government Operations Committee	McHugh	Gage
Public Safety and Justice Committee	Kniss	Alvarado
Children and Families Committee	Alvarado	Beall
Health and Hospital Committee	Beall	Kniss
Housing, Land Use, Environment and Transportation Committee	Gage	McHugh

The following committees will be reviewing the budget recommended by the County Executive.

Finance and Government Operations

The Finance Committee encompasses the broadest range of topics and is the result of the consolidation of several Board Committees including:

- Budget Committee
- Technology Committee
- Audit Committee
- Capital Committee

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

Finally, the Finance Committee will review the budgets of some direct reports to the Board including the Board Offices, the County Executive, the Clerk of the Board and the County Counsel.

Public Safety and Justice

This committee is responsible for oversight of the complicated criminal justice system. Issues currently under discussion include developing improved coordination among the many criminal justice departments, crimes related to drugs and alcohol, jail capacity issues and juvenile justice. This committee also provides a venue for discussion of matters related to the court system. The Public Safety and Justice committee reviews budget recommendations relating to the criminal justice departments.

Children and Families-Social Services

This committee is focused on a wide variety of issues in the Social Services arena. The Committee splits its time between family and children's issues including the continued development of multi-disciplinary initiatives like school-linked services and other social services issues relating to Aging and Adult Services, Employment and Training and Benefit Services. This committee is also working through many of the welfare reform issues that will have a major impact on various county departments.

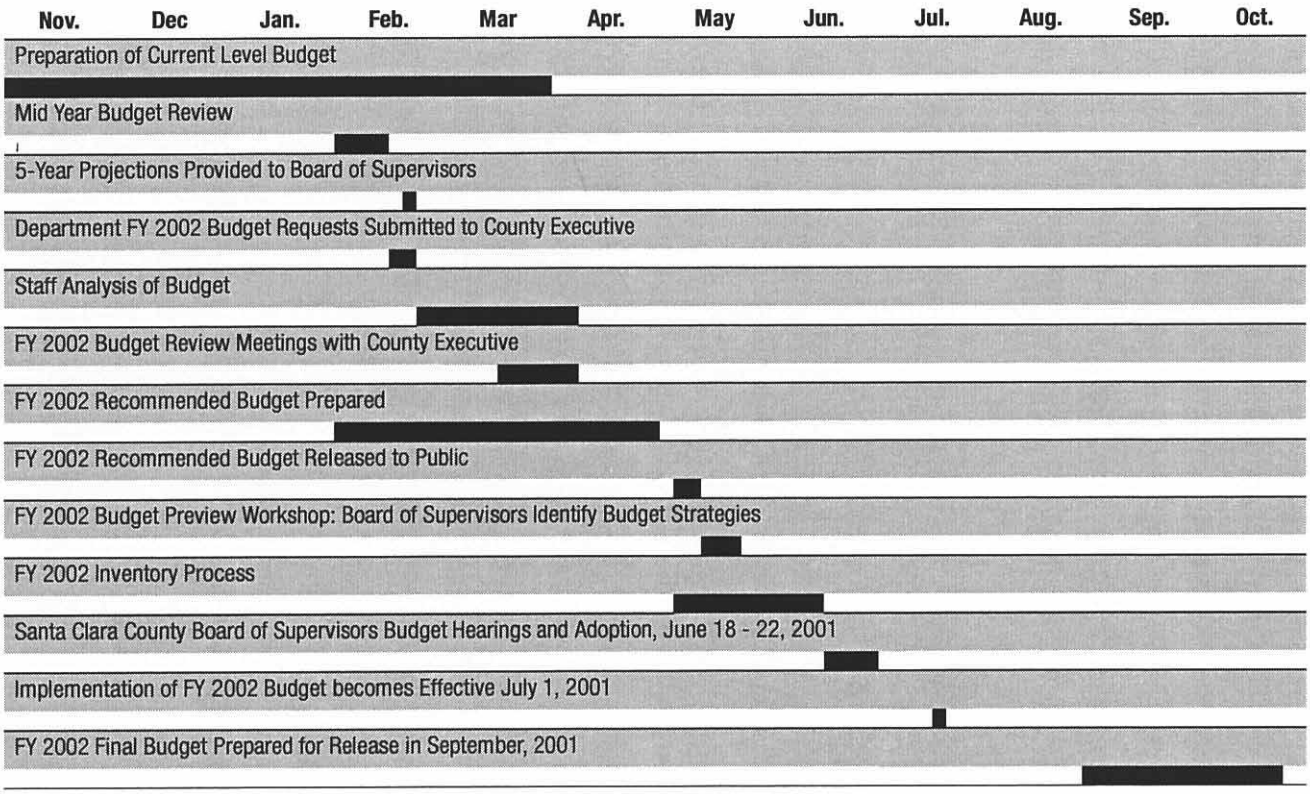
Health and Hospital

The work of the Health and Hospital Committee is focused on issues surrounding health care financing, and the transition to a managed care environment in all the health disciplines. This committee reviews the budget recommendations of the following county agencies:

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

Housing, Land Use, Environment and Transportation

This committee is focused on long-range, strategic planning in the area of land use, environment and transportation planning. In addition, this committee will review general transportation issues, including those related to the Roads and Airport Department, perform oversight for the Measure B tax revenue strategic plan and review transportation programs and fiscal policies. This committee also oversees issues related to the Housing Trust Fund and reviews the impact of budget recommendations for the Environmental Resources Agency.



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 2002 runs from July 1, 2001 to June 30, 2002. 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)

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 2001."

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 2001:"

- **Salary and Benefit Adjustment:** changes in number of positions and in salary and benefit costs
- **Internal Service Fund Adjustment:** changes in the rates charged for intragovernmental services which were provided to departments in the previous year, or if services are no longer being provided
- **Other Adjustments:** changes in revenue projections, and removal of one-time costs from the prior year

Recommended Budget (REC):
Once the base budget costs become clear, the Administration can look at projected expenditures and revenues, and determine what will be necessary to develop a balanced budget. Recommendations are then developed, based on department requests and responses to necessary reductions. The Recommended Budget provides the County Executive's recommendations for funding levels for each department which maximize the value of expenditures, reflect stated priorities, and result in a balance between revenue and expenditures. REC actions are described in the Recommended Budget detail in the section titled, "Recommend Changes for FY 2002."

The *total* budget in each cost center recommended for FY 2002 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 additional budget requests and proposals, 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:

APPROVED/FINAL BUDGET

- approved by the Board of Supervisors in June
- implemented on July 1
- incorporates inventory budget requests and proposals considered during budget hearings

CURRENT MODIFIED BUDGET (CMB)

Modifies the Approved Budget as directed by the Board of Supervisors year-round. Examples include:

- addition and deletion of positions
- addition to or reduction of appropriations
- reclassification of positions
- transferring funds between objects (over $100k)
- acceptance of new funding

CURRENT LEVEL BUDGET (CLB)

- begins in late fall and continues until spring
- establishes base budget for the following year using salary and benefit projections, base adjustments related to the Board actions reflected in the CMB, and revenue estimates for the new fiscal year

RECOMMENDED BUDGET (REC)

- process runs from March through June
- Agencies submit expenditure plans to the County Executive
- Office of Budget and Analysis reviews and makes recommendations to the County Executive
- Recommended Budget is created
- Board of Supervisors reviews and revises during June budget hearings

Cost Center Example

Cost Center Name and Number

FY 2001 Approved positions, appropriations, and revenues for this cost center for FY 2001.

Title of Fund for which appropriations and revenues are being described.

Positions, Appropriations, and Revenues - Starting with July 2000, increases or decreases during FY 2001, and recommended increases or decreases for FY 2002.

Adjustments to this cost center, approved by the Board of Supervisors during FY 2001.

Salary and benefit changes required to maintain the current program services.

Internal Service Funds (ISF) adjustments required to maintain the current program services. This line reflects the fiscal impact of ISF rate changes and the annualization of any partial year changes approved by the Board in FY 2001.

All other adjustments required to maintain the current program services. Typical changes include: removal of one-time appropriations granted by the Board in FY 2001, annualization of partial year changes approved by the Board in FY 2001, adjustments to revenues to reflect FY 2002 factors.

Reflects the total positions, appropriations, and revenues necessary to maintain the FY 2001 level of service in FY 2002.

Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2001 Approved Budget	3.0	552,774	203,973
Board Approved Adjustments During FY 2001		33,241	24,607
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	-1.0	(13,173)	
Internal Service Funds Adjustment		29,627	
Other Required Adjustments		(33,241)	(28,580)
Subtotal	2.0	569,228	200,000
Recommended Changes for FY 2002			
Internal Service Fund Adjustments		17,197	0
1. Add 2 Emergency Planning Coordinators and 1 Secretary I/II	3.0	176,373	
The addition of two (2) Emergency Planning Coordinator positions and a Secretary I position will provide staff to monitor and improve the County's role in providing assistance to residents and organizations in preparing for, responding to, and recovering from disasters. One-time equipment costs are included.			
2. Upgrade Computer System		78,320	
The Office of Emergency Services Computer Upgrade Project was approved by the Information Technology Committee. Funds will be used to replace 10-year old computers that are slow and difficult to maintain.			
Subtotal	3.0	271,890	0
Total Recommendation	5.0	841,118	200,000

Subtotal of all changes recommended by the County Executive for FY 2002.

Total positions, appropriations, and revenues necessary to fund the recommended level of service for this cost center in FY 2002. If no further action is taken by the Board of Supervisors at Budget Hearings, this line becomes the Approved Budget level for FY 2002.

County Executive recommended changes to the current level of service for FY 2002.

Subtotal of FY 2001 Approved Budget levels and all adjustments.

Glossary

Addbacks
See "Inventory."

Actual Expenditures
Money spent during a specified period of time. Budget projections are based on actual expenditures from the previous year and current year estimated expenditures.

Agency
An organizational entity which administers several departments performing operations within the same general functional area. Agency is the highest level of organization in the County system.

Appropriation
The legal authorization, expressed by budget unit, fund, and object, granted by the Board of Supervisors to fund county services and to incur obligated monies for specific purposes. An appropriation is limited to the fiscal year, and must be expended within it, or encumbered for future expenditures to a specific vendor. Appropriation modifications require a 4/5 vote of the Board of Supervisors.

Authorized Positions
Positions approved by the Board of Supervisors.

Board Committees
There are five Board Committees focusing on the major policy and budgetary issues of the five major functional areas of County Government: (1) Finance & Government Operations, (2) Public Safety & Justice, (3) Children & Families, (4) Health & Hospital, and (5) Housing, Land Use, Environment & Transportation.

Booking Fee
Fees charged to law enforcement jurisdictions within the County, authorized by SB 2557, 1990, which help offset the staff costs associated with booking arrestees into county jails.

Budget
The planning and controlling document for the County's financial operations, containing estimates of proposed expenditures and revenues for a given period of time, usually one year.

Budget Document
The written statement of the budget used to present the comprehensive financial program for the County. The budget document normally refers to the County Executive's printed Recommended Budget.

Budget Hearings
Board of Supervisors' deliberations on the Recommended County Budget, usually held in the latter part of June.

Budget Unit
An organizational unit which may contain one or more index codes (cost centers), to establish the various appropriations which make up the County budget.

Capital Improvement Fund
A separate accounting entity (see "Fund") used for capital expenditures and revenues, for buildings, construction, and land acquisition.

Capital Project(s)
The name for major construction projects, the acquisition of land, and the investment in major fixed assets in the County. An example is the construction of the New Main Hospital at Santa Clara Valley Medical Center.

Categorical Aids
Generally defined as social service programs designed to provide assistance to individuals who are without means. The funds that flow into these programs are "categorical", or restricted to the purpose defined by the program. Examples include Temporary Assistance to Needy Families (TANF) and Food Stamps.

Criminal Justice Information Control (CJIC)
A system which provides personal histories and tracks cases pending in the criminal justice system. It is utilized by all criminal justice agencies doing business in or with the County, including police agencies, the Department of Correction and the Courts.

Contingency
An amount of money appropriated and set aside to provide for unforeseen expenditures.

Comprehensive Performance Management (CPM)
A system of managing services based on measurable results. CPM will allow Santa Clara County to achieve its goals of improving service outcomes and providing a higher level of accountability to the public. It was

developed using principles of performance-based budgeting and total quality management, and customizing them to the needs of Santa Clara County.

Cost Center
The basic organizational unit of the budget, with a designated manager who is responsible for the unit's expenditures and activities.

Current Level Budget (CLB)
A budget which reflects the upcoming fiscal year's costs of operating the same program that exists in the current year. Negotiated salary and benefits increases are projected, and services and supplies are adjusted for price index changes.

Current Modified Budget (CMB)
This version of the budget is "modified" by changes which have been made to the current approved budget by the Board of Supervisors. The current modified budget includes one-time appropriations of both expenditures and revenues not expected to continue in the next fiscal year.

Enterprise Fund
A fund established to pay for the operation and maintenance of facilities and services which are predominantly self-supporting by charges to the users of the services (i.e., Santa Clara Valley Medical Center).

Federal Aid
Approximately 15% of the County budget and 25% of the General Fund budget is financed by revenue from the federal government. These monies largely support welfare, employment, health services, housing, and community-based human services programs.

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 (Object 4)
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 budgeted under Object 4.

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.

Internal Service Fund (ISF)
A fund established to account for services rendered by a department primarily to other departments of the County. That department's operations are financed by the charges made for such services (i.e, Data Processing).

Inventory
Additional budget requests and proposals, sponsored by the five Board Committees or by individual Board members, developed in May and early June for review and consideration during the budget hearings. Inventory items are also referred to as "addbacks."

Maintenance Of Effort (MOE) Requirements
Stipulations attached to new funding sources which require the local agency receiving the funds to maintain the same level of local funding as it did before the new funds were available.

Managed Care
A general term for health care systems with designated health care providers who serve a defined client population, operating on a fixed payment per capita basis. Cost control is achieved by assigning clients to a primary provider who controls access to specialty services.

Mandates
Programs and services that the County is required by state or federal law to provide, such as courts, jails, welfare, and health care to indigents.

Motor Vehicle License Fees (MVLF)
Annual registration fees imposed on vehicles at a rate equal to two percent of the vehicle's market value and distributed to cities and counties.

Object
A broad classification of expenditures, as defined by the state, for which the County is legally required to establish appropriations. The eight objects 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.

Other Charges (Object 3)
Accounts generally related to bond interest and redemption, contributions to other agencies, and other miscellaneous charges. Object 3 includes certain expense categories related to clients or served populations (i.e., support costs for juvenile court wards, welfare recipients, jail inmates).

Overmatch
County General Fund monies allocated to a department for services that exceed regulated matching fund requirements and reimbursements by state or federal governments.

Performance-Based Budget (PBB)
A budget allocating resources based on information that enables a polcy maker to determine whether the funded services and products are accomplishing the desired policy outcomes. Performance-based budgeting in Santa Clara County, as exemplified by the variety of forms and content of the pilot PBBs in this document, is still in the development stage.

Performance Measures
A statistically expressed measure of results produced by an organizational unit, designed to measure the effectiveness of programs in reaching their service outcomes.

Positions
Total number of filled and unfilled permanent positions allocated to a department.

Projected County Deficit
The estimated gap between Current Level Budget expenditures and County General Fund revenues projected for the upcoming budget year.

Proposed Budget
A legal budget approved by the Board of Supervisors as an interim working document for the current fiscal year (beginning July 1) until the adoption of a final approved budget. During the proposed budget period, state law prohibits expenditures for new programs or fixed assets, or the addition of new positions to the salary ordinance.

Proposition 172 (Public Safety Sales Tax)
Proposition 172 was approved by the voters in November of 1993. This initiative extended the Public Safety Sales Tax, a half cent sales tax which is dedicated to public safety services, including but not limited to, district attorneys, sheriff services, and corrections.

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 Targets
Budget reductions needed to reduce or eliminate the projected County deficit. These targets are developed by the County Executive and used by department heads to incorporate plans for expenditure reductions or revenue increases in their budget requests.

Salaries And Employee Benefits (Object 1)
All expenditures for employee-related costs. Includes costs attributable to personal services of full-time, part-time, temporary, and extra-help employees, including overtime and various types of premium pay, and the costs for health and life insurance, retirement, retiree health costs, workers' compensation and social security programs.

Salary Ordinance
A legal document approved by the Board of Supervisors at the beginning of each fiscal year containing all the authorized permanent positions by budget unit, classification title, number of class codes, and salary

range. Any changes requested by departments during the fiscal year require a salary ordinance amendment approved by the Board.

Salary Savings
A negative appropriation which is budgeted in subobject 1184 to account for the value of salaries which can be expected to be unspent due to vacancies, underfilling positions, and turnover of employees. Salary savings are included in the recommended and final budgets.

Services And Supplies (Object 2)
Appropriations in the budget for services and supplies. Includes a wide variety of expense categories (see subobject, below) required to support the purposes of a given program (i.e., telephone, paper, liability insurance, travel, contract services, rent).

Special District
An independent unit of local government generally organized to perform a single function. An example is the Fire Districts.

State Aid
Approximately 30% of the County budget and 40% of the General Fund budget is financed by revenue from the state. These monies largely support social services, public safety, and health care programs.

Subobject
A detailed description by category of expenditure type within an object; also called an "account" or "line item". The specific names of most subobjects are designated by the state (i.e.,"Small Tools and Instruments").

Trial Court Funding
The Trial Court Funding Act of 1997 effectively separated the budgetary and administrative functions of the trial courts from the County, and made the State responsible for the funding of trial court operations. counties' fiscal responsibility is limited to a Maintenance of Effort obligation which is defined in the legislation.

Unallocated Revenues
Revenues which are for general purposes. Also known as discretionary, unrestricted, or local-purpose revenues.

Section 1: Finance & Government Operations

Finance and Government Operations

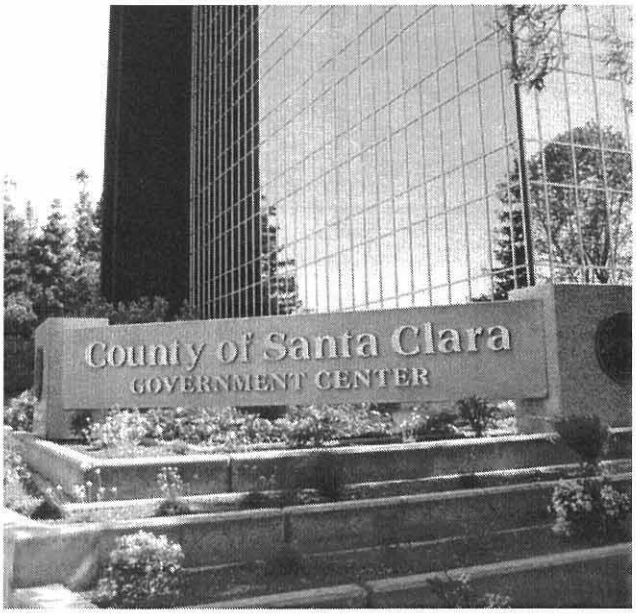
Mission

The mission of the General Government 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
- Supervisorial District #1
- Supervisorial District #2
- Supervisorial District #3
- Supervisorial District #4
- Supervisorial District #5
- Clerk of the Board
- Office of County Executive
- Local Agency Formation Commission (LAFCO)
- Measure B Transportation Improvement Program
- Information Services Department
- County Counsel
- Office of the Assessor
- County Library
- GSA Intergovernmental Services
- GSA Communications
- GSA Facilities Department
- Purchasing Department
- Registrar of Voters
- ESA Human Resources, Labor Relations, and Equal Opportunity & Employee Development
- ESA Risk Management Department
- Controller-Treasurer
- Controller - Debt Service
- Tax Collector
- County Clerk/Recorder
- Department of Revenue

Cost: $969,994,398

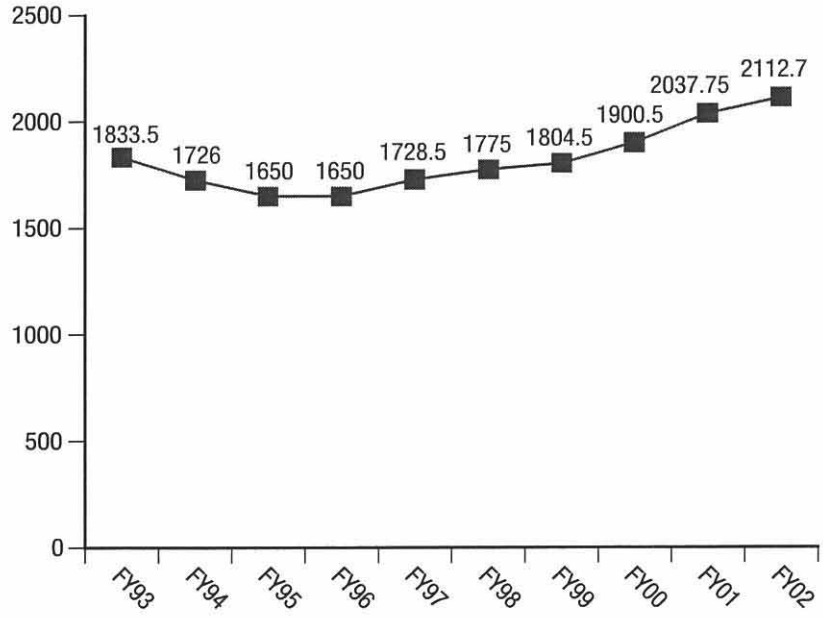


Staff: 2,112.7

Finance and Government Operations

- Special Programs and Reserves
  Budget Units 0119, 0910
- The Board of Supervisors
  Budget Units 0101, 0102, 0103, 0104, 0105
- County Executive
  Budget Unit 0107, 0113
- Registrar of Voters
  Budget Unit 0140
- Information Services Department
  Budget Unit 0145
- Clerk of the Board
  Budget Unit 0106
- County Counsel
  Budget Unit 0120
- Assessor
  Budget Unit 0115
- County Library
  Budget Unit 0610
- General Services Agency
  Budget Units 0135, 0190, 0263, 0118
- Finance Agency
  Budget Units 0110, 0112, 0114, 0148, 0810
- Employee Services Agency
  Budget Units 0130, 0132
- Measure B Transportation Improvement Program
  Budget Units 0117

10-Year Staffing Trend



Expenditures by Department

BU	Department Name	FY 2000 Actual	FY 2001 Appropriations Approved	FY 2001 Appropriations Adjusted	FY 2002 Recommended	Amount Chg From FY 2001 Approved	% Chg From FY 2001 Approved
0119	OBA Special Programs	91,159,163	117,455,111	126,464,715	147,015,794	29,560,683	25
0910	Appropriations-Contingencies		30,790,873	29,436,650	37,618,006	6,827,133	22
0101	Supervisorial District 1	622,533	675,040	755,040	815,612	140,572	21
0102	Supervisorial District 2	593,987	675,040	755,040	815,612	140,572	21
0103	Supervisorial District 3	610,247	675,040	755,040	815,612	140,572	21
0104	Supervisorial District 4	633,471	675,040	755,040	815,612	140,572	21
0105	Supervisorial District 5	608,821	675,040	755,040	815,612	140,572	21
0106	Clerk Of The Board	4,962,792	5,878,559	6,095,982	5,818,582	(59,977)	-1
0107	County Executive	7,469,502	9,333,882	9,872,706	8,652,668	(681,214)	-7
0113	LAFCO				263,806	263,806	
0115	Assessor	16,325,331	28,041,595	28,131,595	24,051,200	(3,990,395)	-14
0117	Measure B Trans Improvement Pgm	87,475,364	220,716,973	220,716,971	419,987,564	199,270,591	90
0120	County Counsel	2,688,149	3,461,354	3,857,584	5,194,072	1,732,718	50
0140	Registrar Of Voters	4,852,618	6,629,817	6,695,083	8,333,946	1,704,129	26
0145	Information Services Department	32,271,230	42,434,248	47,055,920	41,959,218	(475,030)	-1
0610	County Library	20,848,693	23,674,109	25,141,046	24,287,470	613,361	3
0118	Purchasing	1,755,842	2,612,558	1,818,348	3,527,400	914,842	35
0135	GSA Intragovernmental Services	22,035,792	16,820,192	27,142,600	34,146,467	17,326,275	103
0190	GSA Communications	9,596,866	9,973,436	10,824,733	10,196,214	222,778	2
0263	Facilities Department	79,688,527	103,444,391	177,186,475	98,563,706	(4,880,685)	-5
0130	HR, LR, and EOED	10,240,873	10,248,293	11,248,194	32,291,859	22,043,566	215
0132	Department of Risk Management	35,942,785	40,667,627	40,715,319	39,281,770	(1,385,857)	-3
0110	Controller Treasurer	(14,527,061)	(12,549,251)	(11,671,265)	(15,516,958)	(2,967,707)	24
0112	Tax Collector	4,843,787	6,053,591	6,053,591	6,073,621	20,030	
0114	County Clerk/Recorder	6,357,042	7,846,361	7,846,361	8,344,760	498,399	6
0148	Department Of Revenue	4,342,150	4,540,256	4,563,056	4,864,483	324,227	7
0810	Controller-County Debt Service	48,457,075	22,774,675	24,785,084	21,326,576	(1,448,099)	-6
	Total Expenditures	479,855,579	704,223,850	807,755,948	970,360,284	266,136,434	37%

Revenues by Department

BU	Department Name	FY 2000 Actual	FY 2001 Appropriations Approved	FY 2001 Appropriations Adjusted	FY 2002 Recommended	Amount Chg From FY 2001 Approved	% Chg From FY 2001 Approved
0119	OBA Special Programs	28,822,215	24,412,977	25,934,571	21,351,557	(3,061,420)	-13
0106	Clerk Of The Board	240,299	173,332	173,332	160,163	(13,169)	-8
0107	County Executive	7,861,347	705,713	810,713	590,000	(115,713)	-16
0113	LAFCO				263,806	263,806	
0115	Assessor	1,090,307	11,695,546	11,785,546	6,848,219	(4,847,327)	-41
0117	Measure B Trans Improvement Pgm	170,362,852	164,000,000	164,000,000	164,000,000		
0120	County Counsel	891,635	622,760	822,760	835,425	212,665	34
0140	Registrar Of Voters	1,455,113	1,443,125	1,443,125	1,443,125		
0145	Information Services Department	24,349,632	26,284,595	26,284,595	29,745,204	3,460,609	13
0610	County Library	22,456,571	21,163,512	22,601,184	22,786,750	1,623,238	8
0118	Purchasing	209,299	140,000	140,000	140,000		
0135	GSA Intragovernmental Services	18,785,808	15,882,781	21,543,957	18,125,125	2,242,344	14
0190	GSA Communications	2,950,756	3,070,014	2,878,184	2,878,184	(191,830)	-6
0263	Facilities Department	33,237,075	38,378,230	69,544,033	40,611,280	2,233,050	6
0130	HR, LR, and EOED	1,622,139	1,480,093	1,480,093	20,554,606	19,074,513	1,289
0132	Department of Risk Management	36,750,803	39,545,150	39,545,150	41,074,186	1,529,036	4
0110	Controller Treasurer	185,495,746	196,663,415	196,663,415	220,901,488	24,238,073	12
0112	Tax Collector	241,354,226	260,401,281	260,100,561	290,565,178	30,163,897	12
0114	County Clerk/Recorder	27,127,238	27,031,920	27,031,920	32,107,976	5,076,056	19
0148	Department Of Revenue	7,349,702	6,397,711	6,397,711	6,946,654	548,943	9
0810	Controller-County Debt Service	23,070,006	11,062,897	11,062,897	10,265,765	(797,132)	-7
	Total Revenues	835,482,986	850,555,052	890,243,747	932,194,691	81,639,639	9%

Special Programs and Reserves

Overview

Special Programs is a unique component of the Santa Clara County General Fund budget. This budget unit was designed to accommodate programs that cut across departmental lines or to segregate programs that need to be managed centrally. In addition, the Special Programs budget is often used as the source to fund minor unanticipated expenses that arise during the course of the fiscal year. Over the years the Special Programs budget has been home to a wide variety of programs that are managed by the Office of Budget and Analysis.

General Fund Subsidy to Valley Medical Center

The largest of the appropriations in the Special Programs budget is the General Fund subsidy to Santa Clara Valley Medical Center. The subsidy is comprised of four basic elements: pass-through revenues, unreimbursed County services (i.e., medical care to inmates and employee physicals), reimbursement of HHS central administrative costs, and the General Fund grant. For FY 2002, the General Fund subsidy is budgeted at $111.9 million.

FY 2002 General Fund Subsidy to SCVMC

Components of Subsidy	$ Millions
VLF Revenue Pass-Through	50.0
Tobacco Settlement Revenue Pass-Through	12.0
Unreimbursed County Services	7.3
Reimbursement of HHS Central Administrative Cost	5.7
General Fund Grant	36.9
Subtotal General Fund Subsidy	$111.9
Technology Project for HIPAA (One-time)	1.8
Total General Fund Subsidy	113.7

$106.2 million of the total subsidy is budgeted in Special Programs. $5.7 million is transferred from the General Fund to Valley Medical Center through the Health and Hospital System (HHS) departments as reimbursement of central administrative costs.

In FY 2002 an additional one-time grant of $1.8 million is also recommended to fund a technology project related to implement the Health Information Portability and Accountability Act (HIPAA).

Cost: $147,015,794

Reserve for Economic Uncertainty

The Reserve for Economic Uncertainty was first established in FY 1998 at $13 million. In FY 2001 the reserve was approved at $15.8 million and increased to $17.8 million at Mid-Year. This budget has allocated $1 million of the increase approved at Mid-Year to support increased energy costs and increases the remaining reserve to $22 million.

Substance Abuse and Crime Prevention Act of 2000 (Proposition 36) Reserve

This budget recommends a new reserve of $1 million for ongoing expenses related to the Substance Abuse and Crime Prevention Act of 2000 (Proposition 36). While this legislation provides funding to counties, some program elements (i.e., drug testing) may be ineligible for State reimbursement or initiate costs that go beyond the funding allowed under the Act.

Tobacco Settlement Funds

This budget assumes $20 million in Tobacco Settlement revenues. $12 million is allocated to support Valley Medical Center and $5.1 million is allocated for a variety of other health-related programs. $2.9 million is reserved in the Special Programs budget pending Board direction.

There are a wide variety of other programs funded in the Special Programs budget, including $4.9 million to operate the Criminal Justice Information Control

System. This system is the backbone of the criminal justice system and is used by the every agency involved in the criminal justice activities.

There are no positions funded in the Special Programs budget, only program expenditures, fixed assets and reserves.

Special Programs and Reserves
County Executive's Recommendation

Advancement of Board Priorities

The County Executive's recommendations for the Special Programs and reserves are focused on the Board's priorities to:

- increase reserves to provide the necessary flexibility to offset the impacts of an uncertain economy or other financial disruption including escalating energy costs
- invest in capacity expansion of residential drug and alcohol treatment resources in order to successfully implement Proposition 36
- continue to support the implementation of Performance-Based Budget processes

Reserve for Economic Uncertainty

Recommendation

Increase the Reserve for Economic Uncertainty to $22 million.

Background

This reserve was first established in FY 1998 at a Board-approved level of $13 million. In FY 2001 the reserve was budgeted at $15.8 million and was increased to $17.8 million at the Mid-Year budget review. The reserve is funded with ongoing resources and may be allocated at the Board's discretion.

Anticipated Outcome

The recommended reserve amount will provide the Board of Supervisors with additional flexibility to address a variety of issues that may result from the uncertainty surrounding economic factors at the local, state, and national level.

Total Ongoing Cost: $4,115,772

Tobacco Settlement Funds

Recommendation

Recognize an additional $1.5 million in Tobacco Settlement revenue and allocate a concomitant amount to the unallocated Tobacco Settlement Reserve pending further Board action.

Background

Tobacco Settlement revenue is held in reserve until allocated by the Board of Supervisors. In FY 2001 Tobacco Settlement revenue was budgeted at $18.5 million. The Board allocated $980,000 of this amount to one-time projects and left $414,000 unallocated, resulting in a total reserve of $1.4 million for FY 2002 prior to any updated revenue projections.

The FY 2002 estimate of $20 million from this revenue source is approximately $4 million or 17% less than originally anticipated. The decline in this revenue is largely related to reduced sales volume.

Anticipated Outcome

The recommended increase in both the revenue and unallocated reserve will provide the Board with $2.9 million to support health-related programs or projects.

Total Cost: $1,500,000

This reserve amount is fully offset by anticipated revenue

Substance Abuse and Crime Prevention Act of 2000 (Proposition 36) Reserve

Recommendation

Reserve $1,000,000 for ongoing expenses related to the implementation of Proposition 36.

Background

On November 7, 2000, California voters passed the Substance Abuse and Crime Prevention Act of 2000 (Proposition 36). The Act requires that specified drug offenders receive treatment in place of incarceration, and provides funding to counties for this purpose. According to the State regulations, funds are to be used

for "drug treatment services, vocation training, family counseling, and literacy training". No funding is provided for drug testing.

Anticipated Outcome
The establishment of this reserve will provide the Board with flexibility to address unfunded program requirements related to the implementation of the Substance Abuse and Crime Prevention Act of 2000.

Total Ongoing Cost: $1,000,000

Performance-Based Budget (PBB) Development

Recommendation
Allocate $300,000 in one-time funds to support the further development of performance-based budgeting.

Background
At the direction of the Board of Supervisors, and with the oversight of the Finance & Government Operations Committee, the Administration has been working to develop performance-based budgeting for Santa Clara County. Primary assistance in development efforts has been provided by PKV Management Consulting, Inc. and has focused on the use of a program logic model to develop goals and results-oriented measures for each department.

Anticipated Outcome
The proposed allocation will allow the Administration to continue the existing contract with PKV Management Consulting, Inc. in FY 2002. The focus of effort in the new fiscal year will be training for County staff, including workshops and seminars, direct consulting, mentoring, and the development of an exemplar system.

Total One-Time Cost: $300,000

Accounting System and Procurement Project

Recommendation
Allocate $54,000 to fund 30 new software licenses at $1,500 each, plus required maintenance fees.

Background
In FY 2001, the Board of Supervisors allocated $1.4 million for Phase I of the Accounting System and Procurement Project (ASAP). The project scope encompasses budget, accounting and procurement systems.

The primary resource recommendation for Phase II of this project can be found in the County Executive's Recommendations for the Controller-Treasurer Department. However, smaller appropriations are recommended both here and in the Purchasing Department for specific parts of the project. The recommendation in Special Programs relates to the need for additional software licenses for the county's budget system.

Anticipated Outcome
This allocation will allow the Administration to increase the number of software licenses for the budget system from the current 64 to 94, a 47% increase in accessibility to the system by department staff.

Total One-Time Cost: $54,000

OBA Special Programs — Budget Unit 0119
Expenditures by Cost Center

CC	Cost Center Name	FY 2000 Actual	FY 2001 Appropriations Approved	FY 2001 Appropriations Adjusted	FY 2002 Recommended	Amount Chg From FY 2001 Approved	% Chg From FY 2001 Approved
1001	Special Programs	91,159,163	117,455,111	126,464,715	146,252,797	28,797,686	25
1002	IHSS Program				762,997	762,997	
	Total Expenditures	91,159,163	117,455,111	126,464,715	147,015,794	29,560,683	25%

Special Programs — Cost Center 1001
Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2001 Approved Budget		117,455,111	24,412,977
Board Approved Adjustments During FY 2001		9,009,604	1,521,594
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments			
Internal Service Funds Adjustment		24,558,147	63,580
Other Required Adjustments		(13,585,837)	(6,171,594)
Subtotal		137,437,025	19,826,557
Recommended Changes for FY 2002			
Internal Service Fund Adjustments		–	–
HIPAA Technology Project		1,846,000	0
Increased Principal Payment on Loan from General Fund to Airports			25,000
1. Proposition 36 Reserve		1,000,000	
This action provides a reserve for expenses related to Proposition 36.			
2. One-time Funds for PBB Development		300,000	
At the direction of the Board of Supervisors, and with the oversight of the Finance & Government Operations Committee, the Administration has been working to develop performance-based budgeting for Santa Clara County. Primary assistance in development efforts has been provided by PKV Management Consulting, Inc. and has focused on the use of a program logic model to develop goals and results-oriented measures for each department. The proposed allocation will allow the Administration to continue the existing contract with PKV Management Consulting, Inc. in FY 2002 to focus on training for County staff, including workshops and seminars, direct consulting, mentoring, and the development of an exemplar system.			
3. ASAP Project Phase II		54,000	
In FY 2001, the Board of Supervisors allocated $1.4 million for Phase I of the Accounting System and Procurement Project (ASAP). The project scope encompasses budget, accounting and procurement systems. The primary resource recommendation for Phase II of this project can be found in the County Executive's Recommendations for the Controller-Treasurer Department. However, smaller appropriations are recommended both here and in the Purchasing Department for specific parts of the project. The recommendation in Special Programs relates to the need for additional software licenses for the county's budget system, to fund 30 new software licenses at $1,500 each, plus required maintenance fees.This allocation will allow the Administration to increase the number of software licenses for the budget system from the current 64 to 94, a 47% increase in accessability to the system by department staff.			
4. Reserve for Economic Uncertainties		4,115,772	
This action increases the Reserve for Economic Uncertainties to $22 million.			
5. Tobacco Settlement Funds		1,500,000	1,500,000
This action increases budgeted Tobacco Settlement revenue by $1.5 million to a total of $20 million and increases the Unallocated Tobacco Settlement reserve by the same amount to $2.9 million.			
Subtotal	0.0	8,815,772	1,525,000
Total Recommendation		146,252,797	21,351,557

IHSS Program — Cost Center 1002
Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2001 Approved Budget			
Board Approved Adjustments During FY 2001			
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments			
Internal Service Funds Adjustment		12,986	
Other Required Adjustments		750,011	0
Subtotal		762,997	
Recommended Changes for FY 2002			
Total Recommendation		762,997	

Appropriations for Contingencies

Overview

Contingency Appropriation

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

The funding of the Contingency Appropriation is guided by Board Policy. In 1981 after the impact of Proposition 13, the Board established a policy of setting the Contingency Appropriation at 2% of General Fund revenues. In 1991, the policy was revised to 1.7% of General Fund revenues net of pass-through revenues. Pass-through revenues include accounts like Aid for Dependent Children (AFDC) Refugee Assistance.

During the FY 1999 Budget Hearings, the Board of Supervisors revised their policy and directed the contingency reserve be set at 2% of General Fund revenues, net of pass-throughs by January 1, 2000.

Salary Reserve

This budget also includes a salary reserve which is adjusted each year in anticipation of various negotiated salary and benefit increases, Countywide realignments and reclassifications, and the fiscal impact of staffing changes approved by the Board subsequent to the production of this document.

In FY 2002 this reserve, which is funded with ongoing resources, is budgeted at $6.7 million.

County Executive's Recommendation

The Contingency Reserve will be set at $31 million, an increase of $2.9 million (10.3%) over FY 2001. This level of funding is consistent with Board policy.

Cost: $37,574,524

Appropriations-Contingencies — Budget Unit 0910
Expenditures by Cost Center

CC	Cost Center Name	FY 2000 Actual	FY 2001 Appropriations Approved	FY 2001 Appropriations Adjusted	FY 2002 Recommended	Amount Chg From FY 2001 Approved	% Chg From FY 2001 Approved
1010	Appropriations Contingencies		30,790,873	29,436,650	37,618,006	6,827,133	22
	Total Expenditures	0	30,790,873	29,436,650	37,618,006	6,827,133	22%

Appropriations Contingencies — Cost Center 1010
Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2001 Approved Budget		30,790,873	
Board Approved Adjustments During FY 2001		(1,354,223)	
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments			
Internal Service Funds Adjustment			
Other Required Adjustments		5,281,356	0
Subtotal		34,718,006	
Recommended Changes for FY 2002			
1. Adjust Appropriation for Contingencies		2,900,000	
This action increases the Appropriation for Contingencies to $31 million, consistent with the Board of Supervisors' policy of maintaining this reserve at 2% of General Fund revenues net of pass-throughs.			
Subtotal	0.0	2,900,000	0
Total Recommendation		37,618,006	

Board of Supervisors

Mission

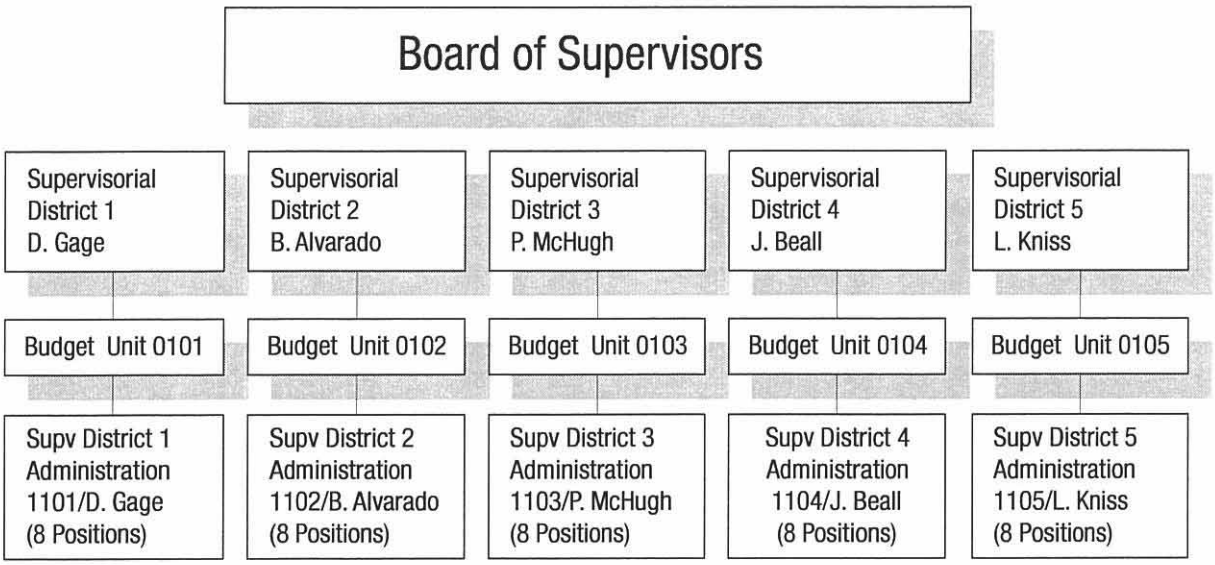
The County of Santa Clara Board of Supervisors is committed to developing new, more effective governance, planning for the needs of a changing population, and providing quality services so that we can be a healthy, safe, and prosperous community.

Goals

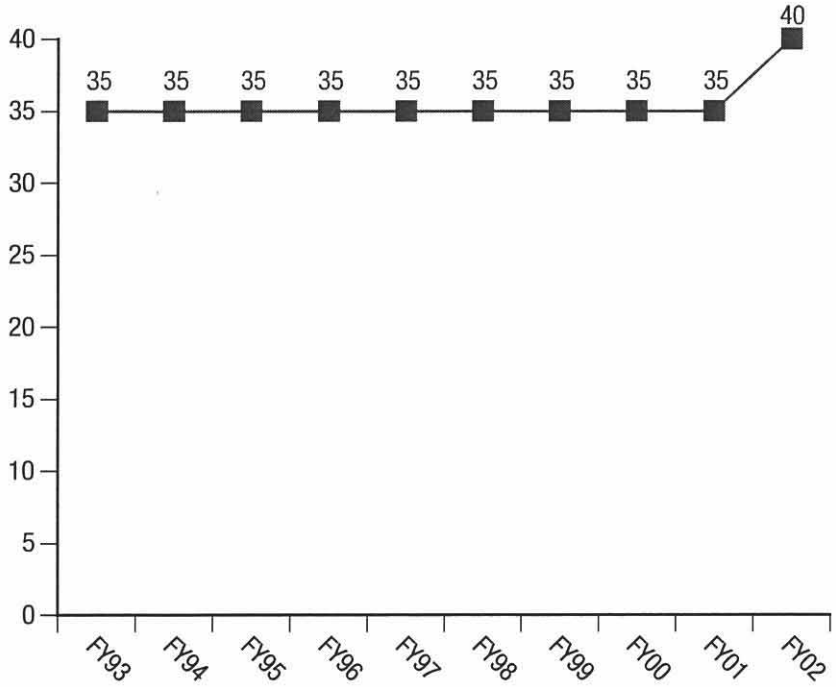
- Examine, effectively balance, and remain accountable to the priorities of the community, and allocate available funding accordingly
- Strengthen the County's financial position by increasing our reserves, reducing unfunded liabilities, and funding preventative capital maintenance
- Increase resources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

Cost: $4,078,060

Staff: 40



10-Year Staffing Trend



Board of Supervisors

Overview

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. The role of the Chairperson of the Board rotates each calendar year among members, and in 2001, Supervisor James T. Beall, Jr. is the designated Chairperson. Board offices have a staff of 40 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. They are 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 Santa Clara County.

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

Committee	Chairperson	Vice-Chairperson
Health and Hospital Committee	Beall	Kniss
Children and Families Committee	Alvarado	Beall
Public Safety and Justice Committee	Kniss	Alvarado
Finance and Government Operations Committee	McHugh	Gage
Housing, Land Use, Environment and Transportation Committee	Gage	McHugh

Fiscal Year 2001 Accomplishments

Health and Hospital Committee

Provided oversight and policy direction on the following successful initiatives:

- Execution of strategic business and facility plan for the Santa Clara Valley Health and Hospital facilities
- Implementation of the Community Outreach Program resulting in improved access and efficiency of ambulatory care system, increased number of enrollees of Federal, State, and local health insurance programs, and effective dissemination of prevention and early intervention information
- Successful development and implementation of children's Health Initiative
- Successful expansion of School Link Services
- Development of diabetes Center, an intensive case management service model involving close interdepartmental collaboration
- Development of implementation plan for Proposition 36
- Establishment of Community Treatment Facility and its affiliated adolescent residential treatment programs
- Implementation of Violence Prevention Action Plan
- Evaluation of Department of Alcohol and Drug's performance based contract
- Oversight of the ambulance transport contract
- Oversight of the Harvey Rose audit
- Development of innovative strategic plan for recruitment and retention to streamline Human Resources processes through workflow design, technology improvements, and policy considerations
- Provision of policy direction in the establishment of the legislative priorities

Children and Families Committee

- Reduced the daily average number of children entering the Children's Shelter and shortened the average length of stay for those children admitted to the Shelter

- Implemented a pilot day care program for working foster parents and a comprehensive liability insurance program for licensed and certified foster families
- Oversaw the allocation of unobligated CalWORKs Incentive Funds for housing relief projects which, among other outcomes, will provide rental subsidies and moving-in funds for CalWORKs families
- Supported the development of the Electronic Benefits Transfer System that will enable the Social Services Agency to electronically disburse food stamps and cash benefits to CalWORKs and General Assistance clients
- Reviewed implementation plans for the Children's Health Initiative with a goal of maximizing the use of the existing Medi Cal Program and creating a single point of entry system
- Sponsored the study "Kids of Color in the Dependency System" to better understand and address the underlying causes of the disportionate number of minority children under the County of Santa Clara's protection
- Reviewed and finalized the Status Offenders Services Action Plan which provides a comprehensive, coordinated system of care for at-risk youth that diverts children from the juvenile justice system and keeps them safe
- Initiated improvements in the General Funds Contracts process
- Oversaw expansion of School-Linked Services into the Andrew Hill High School area

Public Safety and Justice Committee

- Provided policy guidance on efforts to remodel an older unit of Juvenile Hall to provide space for an assessment classroom and offices
- Provided policy review for successful application for grant funding for Phase II, Juvenile Hall
- Provided a forum for discussion of recommendations from the Substance Abuse Policy Task Force regarding support and expansion of the County Drug Treatment Court
- Provided policy review of the update to the County certification guidelines for drug and alcohol facilities
- Provided a forum for discussion of Proposition 21, the Juvenile Justice Initiative, and Proposition 36, the Substance Abuse and Crime Prevention Act of 2000
- Reviewed and addressed recommendations from the Proposition 36 Steering Committee regarding initial planning for implementation

Finance and Government Operations Committee

- Completed review of management audits of the Santa Clara Valley Medical Center, the Roads and Airport Department and the Aging and Adult Services Division of the Social Services Agency with the Board approving many audit recommendations for implementation to improve operational effectiveness and efficiency
- Expanded the Performance Based Budget Project from five departments to fifteen departments that will improve the Board's ability to monitor program results and to link funding requests to improvements in results
- Initiated strategic planning to enhance the use of technology in the county's voice and data communications systems and the accounting and purchasing systems
- Completed review of the office and support facilities strategic plan that is the fourth of five comprehensive facility-planning efforts that have been completed over the last two years

Housing, Land Use, Environment, and Transportation Committee

- Monitored all Measure B components to insure that high quality transportation projects were delivered in a timely manner
- Oversaw the continued growth of the Countywide Housing Trust Fund to ensure the proceeds benefit those with housing needs
- Monitored the completion of storm damage repairs and advocated for FEMA funding
- Provided support for the Zoning Ordinance Revision Project, including internet access
- Reviewed potential increase of AB 939 fee for house-hold hazardous wastes

Fiscal Year 2002 Planned Accomplishments

Health and Hospital Committee

- Continued oversight and monitoring of the financial performance of SCVMC and the Health departments; evaluation of the mid-year annual budget proposals; assessment of health programs and services
- Evaluation and expansion of Children's Health Initiative
- Continual assessment and implementation of strategic plan for business and facility plan
- Implementation and evaluation of Proposition 36
- Implement plan of action for the 24-hour acute psychiatric services
- Identify, develop, implement specific projects that enhance the quality of health care of the County
- Establish legislative priorities and fulfill the governance requirements for SCVMC and Valley Health Plan

Children and Families Committee

- Continue to evaluate programs that strengthen the family including the Family Conference Institute, Wraparound Program, and Children's Shelter diversion efforts
- Track newly implemented programs for at-risk youth such as Matrix, Starlight, and the Emancipation Program to create safe, healthy environments for children
- Support and review the Green Book Project which addresses the intersection of domestic violence, child maltreatment, and the Juvenile Dependency Court
- Evaluate the progress of Cross Systems efforts aimed at creating a common profile of the children who come in contact with our various programs so we can determine which interventions are most effective
- Evaluate the restructured Ombudsperson Program and the new team's progress and direction
- Continue to support and appraise CalWORKs/ESI efforts to aid CalWORKs clients in their pursuit of an independent, quality life through programs that provide child care, transportation, job training, skills improvement, housing subsidies, etc
- Support and monitor the implementation of the Status Offender Services Action Plan

Public Safety and Justice Committee

- Implement Proposition 36, the "Substance Abuse & Crime Prevention Action of 2000"
- Complete review and implementation of Harvey Rose Criminal Justice Study
- Reduce the backlog of unserved criminal warrants in Santa Clara County
- Aggressively seek alternative funding sources for Public Safety and Justice Committee programs
- Support and pursue proactive Juvenile Justice programs

Finance and Government Operations Committee

- Continue to achieve improved operational effectiveness and efficiency by implementing recommendations from management audits of the Social Services Agency, the Controller-Treasurer, the Capital Program Division, and the Department of Correction
- Initiate improved implementation monitoring of management audit recommendations approved by the Board for implementation

Housing, Land Use, Environment, and Transportation Committee

- Monitor the implementation of Measure B transportation projects
- Begin meetings on the Airports Master Plan
- Oversee the update of the County's Historical Heritage Inventory to correctly reflect and protect the valuable historic resources in our County
- Support completion of the Zoning Ordinance Revision project, including Internet access
- Review Parks Department strategic master plan

- Continue to oversee the Countywide Housing Trust Fund to ensure the proceeds benefit those with housing needs

Supervisorial District 1 — Budget Unit 0101
Expenditures by Cost Center

CC	Cost Center Name	FY 2000 Actual	FY 2001 Appropriations Approved	FY 2001 Appropriations Adjusted	FY 2002 Recommended	Amount Chg From FY 2001 Approved	% Chg From FY 2001 Approved
1101	Supervisorial District 1	622,533	675,040	755,040	815,612	140,572	21
	Total Expenditures	622,533	675,040	755,040	815,612	140,572	21%

Supervisorial District 1 — Cost Center 1101
Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2001 Approved Budget	7.0	675,040	
Board Approved Adjustments During FY 2001	1.0	80,000	
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments		53,331	
Internal Service Funds Adjustment		15,265	
Other Required Adjustments		(8,024)	0
Subtotal	8.0	815,612	
Recommended Changes for FY 2002			
Total Recommendation	8.0	815,612	

Supervisorial District 2 — Budget Unit 0102
Expenditures by Cost Center

CC	Cost Center Name	FY 2000 Actual	FY 2001 Appropriations Approved	FY 2001 Appropriations Adjusted	FY 2002 Recommended	Amount Chg From FY 2001 Approved	% Chg From FY 2001 Approved
1102	Supervisorial District 2	593,987	675,040	755,040	815,612	140,572	21
	Total Expenditures	593,987	675,040	755,040	815,612	140,572	21%

Supervisorial District 2 — Cost Center 1102
Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2001 Approved Budget	7.0	675,040	
Board Approved Adjustments During FY 2001	1.0	80,000	
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments		53,331	
Internal Service Funds Adjustment		2,863	
Other Required Adjustments		4,378	0
Subtotal	8.0	815,612	
Recommended Changes for FY 2002			
Total Recommendation	8.0	815,612	

Supervisorial District 3 — Budget Unit 0103
Expenditures by Cost Center

CC	Cost Center Name	FY 2000 Actual	FY 2001 Appropriations Approved	FY 2001 Appropriations Adjusted	FY 2002 Recommended	Amount Chg From FY 2001 Approved	% Chg From FY 2001 Approved
1103	Supervisorial District 3	610,247	675,040	755,040	815,612	140,572	21
	Total Expenditures	610,247	675,040	755,040	815,612	140,572	21%

Supervisorial District 3 — Cost Center 1103
Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2001 Approved Budget	7.0	675,040	
Board Approved Adjustments During FY 2001	1.0	80,000	
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments		53,331	
Internal Service Funds Adjustment		(4,141)	
Other Required Adjustments		11,382	0
Subtotal	8.0	815,612	
Recommended Changes for FY 2002			
Total Recommendation	8.0	815,612	

Supervisorial District 4 — Budget Unit 0104
Expenditures by Cost Center

CC	Cost Center Name	FY 2000 Actual	FY 2001 Appropriations Approved	FY 2001 Appropriations Adjusted	FY 2002 Recommended	Amount Chg From FY 2001 Approved	% Chg From FY 2001 Approved
1104	Supervisorial District 4	633,471	675,040	755,040	815,612	140,572	21
	Total Expenditures	633,471	675,040	755,040	815,612	140,572	21%

Supervisorial District 4 — Cost Center 1104
Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2001 Approved Budget	7.0	675,040	
Board Approved Adjustments During FY 2001	1.0	80,000	
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments		53,331	
Internal Service Funds Adjustment		1,799	
Other Required Adjustments		5,442	0
Subtotal	8.0	815,612	
Recommended Changes for FY 2002			
Total Recommendation	8.0	815,612	

Supervisorial District 5 — Budget Unit 0105
Expenditures by Cost Center

CC	Cost Center Name	FY 2000 Actual	FY 2001 Appropriations Approved	FY 2001 Appropriations Adjusted	FY 2002 Recommended	Amount Chg From FY 2001 Approved	% Chg From FY 2001 Approved
1105	Supervisorial District 5	608,821	675,040	755,040	815,612	140,572	21
	Total Expenditures	608,821	675,040	755,040	815,612	140,572	21%

Supervisorial District 5 — Cost Center 1105
Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2001 Approved Budget	7.0	675,040	
Board Approved Adjustments During FY 2001	1.0	80,000	
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments		53,331	
Internal Service Funds Adjustment		3,287	
Other Required Adjustments		3,954	0
Subtotal	8.0	815,612	
Recommended Changes for FY 2002			
Total Recommendation	8.0	815,612	

Clerk of the Board

Mission

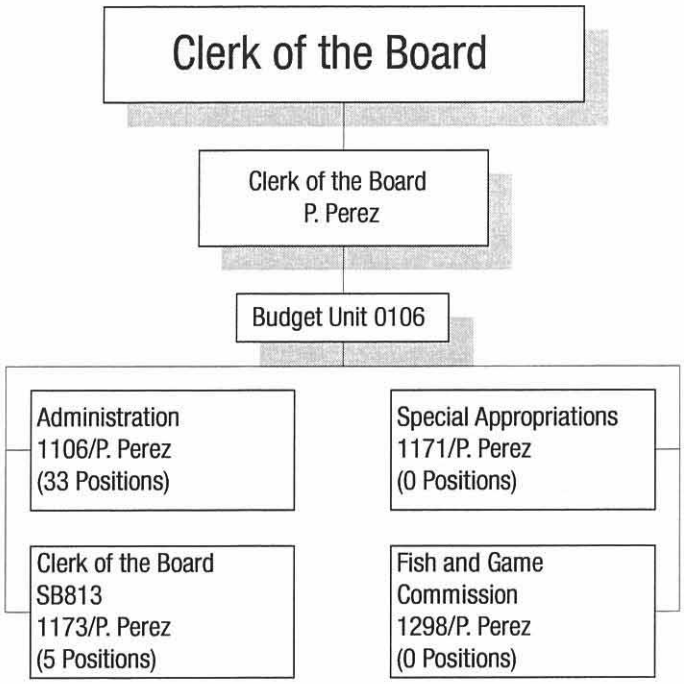
Through the use of technology, improve communication with the citizens of Santa Clara County, and provide quality service in a timely manner to the Board of Supervisors, County staff and our diversified customer base.

Goals

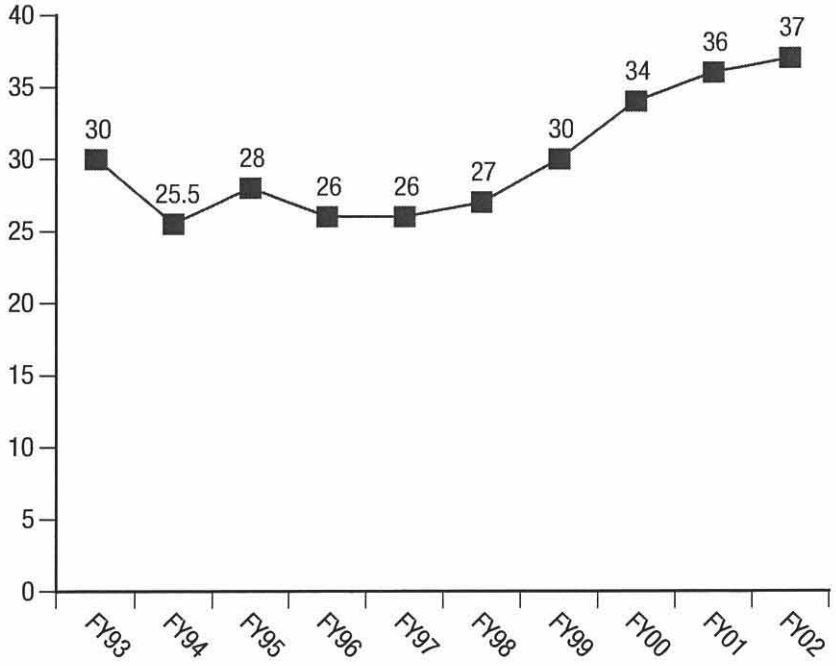
- Improve productivity on an ongoing basis through applications of new technology and improved operating procedures
- Maintain an accurate and efficient record of Board and committee proceedings and official County records

Cost: $5,818,582

Staff: 37



10-Year Staffing Trend



Clerk of the Board

Overview

The Office of the Clerk of the Board of Supervisors performs a myriad of functions, including:

- Preparation of the Board of Supervisors meeting agendas and summaries, as well as hearing and meeting cancellation notices
- Acting as the repository for all official records and documents submitted as actions taken by the Board or related to Board activities, and handling all items which require action before the Board
- Providing administrative support to the five Board members and their staffs
- Providing administrative and clerical support to more than thirty Boards and Commissions
- Acting as the custodian of the public record and provider of information to anyone who desires information
- Accepting and processing Assessment Appeals applications for eventual hearing before an Appeals Board

This fast-paced, customer service-oriented department works within many federal, State, and local mandates to meet pre-established timelines and legal requirements.

The department is also responsible for various special appropriations that range from memberships and dues in organizations such as the California State Association of Counties (CSAC) and the Association of Bay Area Governments (ABAG) to special priorities funded on a one-time basis such as Joint Venture: Silicon Valley. Funding for the County's contract auditor, Harvey Rose Accountancy, Inc., is located in the budget of the Clerk of the Board.

A recent change that has continued to impact the operation of the Clerk's Office is the committee structure utilized by the Board. Five committees, each chaired by a Board member, meet on a regular basis, along with numerous subcommittees and working groups. These committee meetings are all staffed by the Clerk of the Board's Office.

The department continues to move forward with developing and implementing KEYBOARD, the Board agenda automation project, with the eventual goal of a "paperless" process allowing electronic submittal of agenda transmittal items from all departments and agencies within the County. A Fiscal Year 2002 request for technology funds to finance the Records and Knowledge Management component of KEYBOARD, the project's final phase, is outlined in the County Executive's Recommendation.

Fiscal Year 2001 Accomplishments

- Developed and implemented a training program for newly-appointed Board/Commission members
- Made progress toward completing the development and implementation of KEYBOARD, the automated Board agenda system
- Made progress toward completing goal of bringing all backlogged areas into a current status
- Established training plans for all staff in the Clerk's Office
- Conducted concerted recruitment efforts that resulted in filling critical staff vacancies

Fiscal Year 2002 Planned Accomplishments

- Develop and implement a training program for chairpersons of Boards and Commissions
- Expand the availability of information on the Internet by establishing a process and mechanism to create a website for 30-35 Boards and Commissions
- Complete the development and implementation of KEYBOARD, the automated Board agenda system
- Complete goal of bringing all backlogged areas into a current status

- Identify, document, and evaluate all department tasks with the goal of creating full written desk procedures, redistributing workload where appropriate, facilitating training and cross-training, and developing new employee orientation materials
- Layout groundwork, such as the development of relevant performance data, in preparation for Performance-Based Budgeting

Clerk of the Board
County Executive's Recommendation

Advancement of Board Priorities

The County Executive's recommendations for the Office of the Clerk of the Board advance the Board of Supervisors' priorities by continued investment in technology and focusing on infrastructure systems and support services that allow our organization to function efficiently and effectively.

The Agenda Automation Project (KEYBOARD), Completion of Phase III

Recommendation

Provide one-time funding of $129,487 in Fiscal Year 2002 for the application's Records and Knowledge Management function, which is the third and final component of the KEYBOARD Project.

In addition, provide funding to purchase the following services from the Information Services Department (ISD) to provide support to this project:

- $200,000 for contract services for knowledge transfer (one-time);
- $41,323 for one half-time Data Base Administrator and equipment;
- $51,458 for one half-time Software Engineer; and
- $70,500 for system support transferred to the KEYBOARD project from the District Attorney CASES project.

Background

The KEYBOARD Project was approved in FY 1999 to enhance the processes surrounding the generation of transmittals and the Board Agenda life cycle through the re-engineering of business processes and implementation of an end-to-end, countywide information system that will efficiently support these processes.

The KEYBOARD Project has been on an ongoing, three-year funding cycle, which ended in FY 2001. However, the Records and Knowledge Management portion of the Project's third and final year request in FY 2001, while approved through the Technology Funding process, was deferred due to Countywide budget constraints.

The Records and Knowledge Management component provides the ability to retrieve historical information, perform researches, and scan existing Board of Supervisors documents. It will build a historical database, allowing for automated document management.

Anticipated Outcome

One of the main objectives of KEYBOARD is to improve productivity and access to information by providing an automated document archive via a Records/Knowledge Management function built into the system. By funding this Records/Knowledge Management function, the project can put in place the final component of the KEYBOARD System, enabling the realization of this objective. This recommendation also provides needed professional technical support services to insure the availability and reliability of the KEYBOARD system.

Total Ongoing Cost: $160,821
Total One-Time Cost: $331,947

Inventory of Board Records and Development of Records Retention Plan

Recommendation

Provide $64,260 in one-time funding to retain professional services to conduct an inventory of Board records and to develop a records retention plan.

Background

The Clerk of the Board is mandated by law (Government Code Article 6, Section 25104) to act as the repository for all official Board of Supervisors records and documents. The current repository system is in need of updating to take advantage of the efficiencies of modern records management processes

and technology. As a first step towards modernizing the repository system, the Clerk's Office needs to conduct a records inventory and develop a records retention plan.

Anticipated Outcome

This funding is especially timely in the context of KEYBOARD, so that unnecessary records material can be identified in advance of the implementation of KEYBOARD's Records and Knowledge Management component, facilitating the conversion of only essential documents into electronic form.

Total One-time Cost: $64,260

Augment Support Services to Local Agency Formation Commission (LAFCO)

Recommendation

Add 1.0 FTE Board Clerk II/I position in Clerk of the Board to provide clerical support to LAFCO. The cost of this position will be offset by the reimbursement from LAFCO.

Background

Currently, the Clerk of the Board staffs LAFCO with a half-time Board Clerk. The Cortese-Knox-Hertzberg Local Government Reorganization Act of 2000, effective January 1, 2001, made major changes to Local Agency Formation Commission (LAFCO) procedures and policies, resulting in the need for full-time Board Clerk support.

Anticipated Outcome

Implementation of this staffing addition will enable the Clerk of the Board to staff LAFCO at the level required by the Commission.

Total Cost: $64,146

Fully offset by reimbursement from LAFCO

Clerk Of The Board — Budget Unit 0106
Expenditures by Cost Center

CC	Cost Center Name	FY 2000 Actual	FY 2001 Appropriations Approved	FY 2001 Appropriations Adjusted	FY 2002 Recommended	Amount Chg From FY 2001 Approved	% Chg From FY 2001 Approved
1106	Administration And Operations	3,066,709	4,094,696	4,312,119	3,927,686	(167,010)	-4
1171	Special Appropriations	1,749,920	1,551,988	1,551,988	1,616,103	64,115	4
1173	Assessment Appeals	146,163	227,875	227,875	270,793	42,918	19
1298	Fish And Game Commission		4,000	4,000	4,000		
	Total Expenditures	4,962,792	5,878,559	6,095,982	5,818,582	(59,977)	-1%

Clerk Of The Board — Budget Unit 0106
Revenues by Cost Center

CC	Cost Center Name	FY 2000 Actual	FY 2001 Appropriations Approved	FY 2001 Appropriations Adjusted	FY 2002 Recommended	Amount Chg From FY 2001 Approved	% Chg From FY 2001 Approved
1106	Administration And Operations	199,170	166,332	166,332	150,163	(16,169)	-10
1298	Fish And Game Commission	41,129	7,000	7,000	10,000	3,000	43
	Total Revenues	240,299	173,332	173,332	160,163	(13,169)	-8%

Administration And Operations — Cost Center 1106
Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2001 Approved Budget	32.0	4,094,696	166,332
Board Approved Adjustments During FY 2001		204,923	
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	-1.0	116,428	
Internal Service Funds Adjustment		1,048,524	3,000
Other Required Adjustments		(2,093,913)	(19,169)
Subtotal	31.0	3,370,658	150,163
Recommended Changes for FY 2002			
Internal Service Fund Adjustments		–	–
Add halft-time System Software Engineer to Support KEYBOARD		51,458	0
Add half-time Data Base Administrator to Support KEYBOARD		41,323	0
One-time Contract Support for KEYBOARD Knowledge Transfer		200,000	0
Transfer ISD Support to KEYBOARD From DA CASES Project		70,500	0
1. Fund Inventory of a Board Records and Development of Records Retention Plan		64,260	
This recommendation funds one-time professional services for the inventory of Board records and the development of a Board records retention plan. This is necessary because the existing document control system is out-dated with no record retention schedule. Proper retention schedules help minimize County liability, and also reduce costs for maintenance and storage.			
2. KEYBOARD Phase III		129,487	
This recommendation funds the Records/Knowledge Management System, final component of KEYBOARD, Phase III. Specific costs Include: ◆ $84,797 - Development Cost ◆ $18,750 - Maintenance and Operation Costs (hardware and software) ◆ $25,940 - Requested Contingency This is the third phase of the Project, essential for the successful implementation of the system, and to improve productivity and automated access to Board information.			
3. Augment Support for LAFCO	1.0		
Add 1.0 FTE Board Clerk II position to increase support to LAFCO Program. This position is fully offset by reimbursement from LAFCO Program.			
Subtotal	1.0	557,028	0
Total Recommendation	32.0	3,927,686	150,163

Special Appropriations — Cost Center 1171
Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2001 Approved Budget		1,551,988	
Board Approved Adjustments During FY 2001			
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments			
Internal Service Funds Adjustment		33,000	
Other Required Adjustments		31,115	0
Subtotal		1,616,103	
Recommended Changes for FY 2002			
Total Recommendation		1,616,103	

Assessment Appeals — Cost Center 1173
Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2001 Approved Budget	4.0	227,875	
Board Approved Adjustments During FY 2001			
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	1.0	42,918	
Internal Service Funds Adjustment			
Other Required Adjustments			0
Subtotal	5.0	270,793	
Recommended Changes for FY 2002			
Total Recommendation	5.0	270,793	

Fish And Game Commission — Cost Center 1298
Major Changes to the Budget

	Positions	Appropriations	Revenues
Fish and Game Fund (Fund Number 0033)			
FY 2001 Approved Budget		4,000	7,000
Board Approved Adjustments During FY 2001			
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments			
Internal Service Funds Adjustment			
Other Required Adjustments			3,000
Subtotal		4,000	10,000
Recommended Changes for FY 2002			
Total Recommendation		4,000	10,000

Office of the County Executive

Mission

The Office of the County Executive supports the Board of Supervisors in providing quality public services to the people of Santa Clara County. The Office takes a proactive role in identifying, communicating and resolving a broad range of issues affecting the public interest. The Office provides leadership for the County organization to effectively implement policies and mandates that enhance the quality of life in Santa Clara County.

Cost: $8,652,668 County Executive
Cost: $263,806 LAFCO

Goals

- Develop and coordinate the county-wide goals, policies and priorities that are adopted by the Board of Supervisors
- Facilitate an environment in which diversity is valued, both within the County organization and in the Community
- Promote innovative and productive use of technology
- Develop and coordinate a performance-based budget system that links resource allocation with desired program outcomes
- Promote County interests in local, regional, state and national legislative bodies and regulatory agencies

Staff: 68 County Executive
Staff: 2 LAFCO

Office of the County Executive

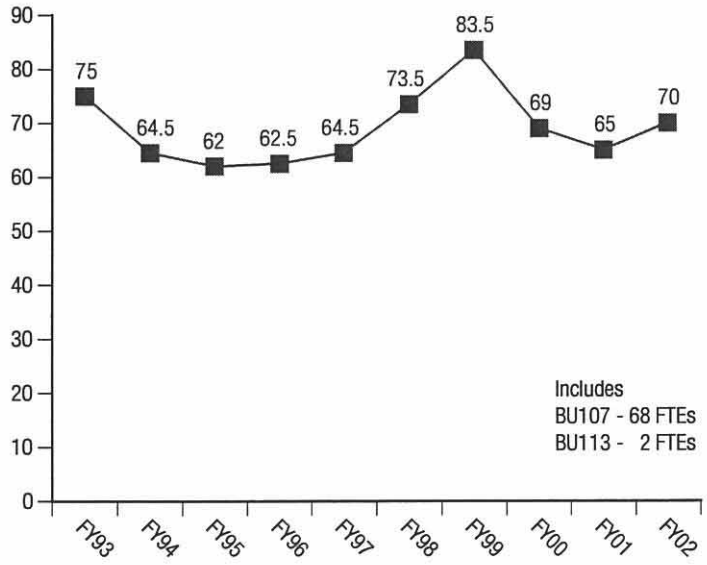
County Executive
Richard Wittenberg

Assistant County Executive
Peter Kutras, Jr.

Budget Unit 0107

- Deputy County Executive L. Franklin
  - Employee Services Agency (See Separate Chart)
- Deputy County Executive G. Graves
  - Office of Budget & Analysis 1220/L Crowell (15 Positions)
  - Information Services Department BU145/S. Ajmani (See Separate Chart)
- Deputy County Executive A. Foster
  - Administration 1107/P. Ng (18.5 Positions)
  - Children & Families 1107/M. Patterson (1.5 Positions)
  - Public Safety & Justice 1107/Q. Nguyen (1 position)
  - Public Communications 1107/Vacant (5 Positions)
- Deputy County Executive J. Decker
  - Intergovernmental Relations 1136/K. Brown (4 Positions)
  - Homeless Programs Coordinator 1107/M. Gregg (3 Positions)
  - Office of Emergency Services 2530/T. Gitlin (5 Positions)
  - County Library BU610/S.Fuller (See Separate Chart)
  - Local Agency Formation Commission (LAFCO) BU113/N. Palacherla (2 Positions)
  - Human Relations/CSW 5700/J. McEntee (11.5 Positions)
  - Measure B, Transportation Improvement Program BU117/J. Davis (See Separate Chart)
  - Office of Womens Advocacy 1107/P. Lee (2.5 Positions)
  - Redistricting 1107/S. Ball (1 Position)
  - Mortgage Bond Fund

10-Year Staffing Trend



Office of the County Executive

Overview

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

Using collaborative efforts, the Office of the County Executive works to improve the health, safety and social interests of all residents. The Office is comprised of the following divisions and special programs:

Administration. Administrative Support, Children & Families and Public Safety & Justice Issues and Public Communication & Outreach

Intergovernmental Relations. County Legislative Programs, Women's Advocacy, Homeless Programs, Measure B Transportation Improvement Program, County Library, Mortgage Bond Fund, Human Relations, Local Agency Formation Commission (LAFCO) and the Office of Emergency Services

Budget, Statistics & Analysis. Budget & Analysis, Information Services, and Criminal Justice Information Control (CJIC)

Special Programs. Census 2000, Redistricting 2001, Comprehensive Performance Management (CPM) and the Fairgrounds Revitalization Project.

FY 2001 Accomplishments

Administration

- Facilitated the establishment of governance site teams at juvenile ranches and the Children's Shelter to improve services to youths in institutional programs
- Completed a strategic plan for provision of comprehensive services to status offender youths
- Completed renegotiation and renewal of Agreement with the Legal Aid Society for conflict indigent defense services
- Coordinated the collaborative development of an initial urgent need implementation plan for the Substance Abuse and Crime Prevention Act of 2000 (aka Proposition 36)
- Created a new County exhibit and produced a promotional video for the State Fair that provides for an overview of the myriad of services the County offers
- Implemented Board initiative for an annual employee recognition luncheon event
- Completed the reorganization of the Administration Unit with the recruitment of various positions and the development of an infrastructure to improve administrative support across the office.

Intergovernmental Relations

- Began publication of a bimonthly legislative bulletin highlighting key issues
- The Office of Women's Advocacy developed and prioritized goals and strategies in key areas impacting women and girls through the Strategies for Success event in November 2000 and their first Community Forum in February 2001
- The County Housing Bond Trust Fund made $100,000 loans to Alliance for Community Care and to InnVision, for housing rehabilitation projects on properties that will ultimately provide beds for the severely mentally ill homeless population
- The County began its Teacher Mortgage Credit Certificate (MCC) Program in September 2000 and the first Teacher MCCs were issued in November in conjunction with the San Jose Teacher Home buyer Program

Budget, Statistics & Analysis

- Made the FY 2001 Recommended and Final Budget documents available on CD.
- Continued Performance-Based Budget development, including the addition of performance plans reflected in the FY 2002 Recommended Budget

- Spearheaded Contract Streamlining Workgroup efforts, resulting in Board approval of assistance with insurance certificate tracking, streamlining how annual contracts will be approved by the Board, and adding a staff person to assist with the Countywide streamlining effort
- Coordinated the Family Support Transition Plan with multiple departments and stakeholders in preparation for the establishment of a new department in FY 2003
- Worked with the Board of Supervisors and Santa Clara Valley Medical Center (VMC) on an early budget preparation strategy which resulted from the VMC Subsidy Task Force
- Participated in the Accounting Systems and Procurement Project, serving as core advisors to the project team

Special Programs

- Designed and successfully implemented a Comprehensive Performance Management web-site on the County Intranet.
- Initiated the first stages of the Fairgrounds Revitalization Plan, including design of a performing arts theater and the Expo Center
- Successfully finalized Census 2000.

FY 2002 Planned Accomplishments

The Office of the County Executive will continue to provide support to all County departments, the Board of Supervisors and other boards and agencies. Some of the planned projects are as follows:

Administration

- Continue efforts for the implementation of the Cross Systems Evaluation with the redefined outcome measurements and deliverables for services provided to youths and families
- Facilitate the implementation of the Status Offender Services Collaborative's strategic plan in accordance with the direction and funding priorities of the Board approved in the budget
- Continue to provide leadership for the implementation of the Substance Abuse and Crime Prevention Act of 2000 (aka Proposition 36)
- Develop and implement a common screening tool for children and families seeking County services
- Coordinate the completion of community assessment surveys required for the renewal of cable franchise agreements and to begin negotiations with franchise providers
- Create a permanent County exhibit for display at the State Capitol.
- Create a new County brochure and media packet that is easily updated and which highlights County services and programs including a directory for contacts
- Coordinate facility management support for improved communication in response to facility use, maintenance, repair, and emergency situations affecting the County's main government center.

Intergovernmental Relations

- Pursue federal appropriation earmarks for County projects and programs
- Provide informational workshops for County staff on the State and Federal legislative and budgetary processes
- Review the County's Homeless 5-Year Plan Update
- Expand the Teacher Mortgage Credit Certificate Program to Gilroy
- Expand County Housing Coordination efforts to all cities in the County to assure that the various jurisdictions work together on coordinated solutions to housing needs
- Plan and present a Girls Summit (in collaboration with the Girls Coalition of Santa Clara County) focusing on building healthy and positive self images

Budget, Statistics & Analysis

- Continue Performance-Based Budgeting efforts, with a focus on the development of a training program for department staff and standardization of formats for presentation of performance data in the budget document
- Engage new staff in Countywide Contract Streamlining Workgroup efforts, focusing on resource materials for departments and work with Community-based Organizations

- Continue involvement in the Accounting Systems and Procurement Project
- Increase the number of Budget Reporting and Support Systems (BRASS) licenses by 30, adding new users. Provide training to BRASS users, and improve interface between BRASS and STARS.
- Work to make budget documents available on the internet.

Special Programs

- Complete design and begin construction of civil infrastructure, site improvements, theater, and Expo Center at the Fairgrounds
- Select developer and enter into ground lease for 560-unit affordable housing project at the Fairgrounds.
- Produce a Fiscal Year 2001 Service Quality Annual Report.
- Supervisorial districts will be redrawn to equalize the voting power of the electorate using Census 2000 population figures.

Office of the County Executive
County Executive's Recommendation

Advancement of Board Priorities

The recommendations for the Office of the County Executive advance the Board of Supervisors' priorities related to maintaining the County's fiscal integrity and investing in the creation and preservation of affordable, livable communities.

Office of Economic Development

Recommendation

Allocate $165,330 in ongoing resources to support the Office of Economic Development. A consultant will be hired in FY2002 to review and determine what the County's role should be in the area of Economic Development.

Background

The Board of Supervisors has directed the Administration to look for opportunities to contribute to the economic vitality of the region. Possible roles for an Economic Development Office include: working with the General Services Agency on using County land for redevelopment purposes; representing the County in forums with city economic development officers; providing a voice between the Chambers of Commerce, Joint Venture Silicon Valley Network and Silicon Valley Manufacturers Group; working with the Housing Coordinator to enhance the County's effort in housing; and interacting with foreign trade delegations.

Anticipated Outcome

The County will have a better understanding of the issues and potential improvement strategies relating to Economic Development.

Total Ongoing Cost: $165,330

Office of the Homeless Coordinator

Recommendation

Allocate $25,000 in one-time funding as the County's contribution toward the development of a Homeless Management Information System (HMIS).

Total planning and development costs are estimated at $74,415. The City of San Jose and various private foundations will be asked to provide the balance of the required planning and development funding.

Background

HMISs utilize computer technology for client intake procedures and permit the tracking and reporting of a client's use of shelter and social services over time. The 2001 Housing and Urban Development (HUD) Appropriation requires every jurisdiction receiving NOFA grant awards to report client-level HMIS data within three years. This HUD funding source has brought in over $40 million to the County for programs that serve the homeless.

While the law specifies that the costs of implementing and operating a HMIS are eligible for grant funding, planning and development costs are not.

Anticipated Outcome

The successful completion of a planning and development effort is necessary for the County to be in a position to submit a HUD grant for funding of implementation and operation costs.

Total One-time Cost: $25,000

Local Agency Formation Commission (LAFCO)

Recommendation

Establish an independent LAFCO fund (Fund 0019) and budget revenues, reimbursements, reserves, staffing, and operating expenses to reflect the FY 2002 budget adopted by LAFCO in April 2001, including:

- Add 1.0 FTE Program Manager II (Unclassified/Broad Salary Range)
- Add 1.0 FTE Sr. Management Analyst/Management Analyst/Associate A/B (Unclassified)
- Delete .5 FTE Senior Management Analyst
- Increase operating expenses by $185,276, including $64,146 for increased support from the Clerk of the Board
- Establish a $30,000 reserve for contingencies
- Increase revenue by $238,806
- Increase General Fund support (reimbursements) by $89,085 to a total of $242,000

Background

The Cortese-Knox-Hertzberg Reorganization Act of 2000, which became effective January 1, 2001, expands LAFCO's role in planning for growth and gives LAFCO better tools to meet its goals of promoting orderly development and discouraging urban sprawl.

The law now requires LAFCO to set its own budget, hire its own staff, provide for its own support services (or contract with another public agency or private party for staffing and support services), and to be funded jointly by all governmental agencies seated on LAFCO. The funding component of the new law becomes effective July 1, 2001.

Since LAFCO was formed in 1963, it has been staffed and supported by County employees, and located within County offices. The County and LAFCO formalized this arrangement through the adoption of an interim Memorandum of Understanding (MOU) in February 2001 and both parties are in the process of developing a more long-term MOU as this document goes to print.

Anticipated Outcome

Approval of the recommendations above will assure compliance with the provisions of the Cortese-Knox-Hertzberg Reorganization Act of 2000 and allow LAFCO to function effectively in the expanded role defined by that legislation.

Total Ongoing Cost: $327,891
General Fund Share of Cost is $89,085
Revenue Offsets the Remaining $238,806

County Executive — Budget Unit 0107
Expenditures by Cost Center

CC	Cost Center Name	FY 2000 Actual	FY 2001 Appropriations Approved	FY 2001 Appropriations Adjusted	FY 2002 Recommended	Amount Chg From FY 2001 Approved	% Chg From FY 2001 Approved
1107	Administration Services	3,439,415	4,173,423	4,654,715	4,152,846	(20,577)	
	1 General Fund	3,439,415	4,173,423	4,549,715	4,152,846	(20,577)	
	198 Rental Rehabilitation			105,000			
1113	LAFCO - Local Agency Formation Commission	106,715	160,647	169,581		(160,647)	-100
1136	Legislative Programs	380,222	562,571	562,571	411,527	(151,044)	-27
1220	Office Of Budget And Analysis	1,260,467	1,367,570	1,409,768	1,567,550	199,980	15
2530	Office of Emergency Services		835,024	841,424	766,083	(68,941)	-8
5700	Office Of Human Relations	2,282,683	2,234,647	2,234,647	1,754,662	(479,985)	-21
	Total Expenditures	7,469,502	9,333,882	9,872,706	8,652,668	(681,214)	-7%

County Executive — Budget Unit 0107
Revenues by Cost Center

CC	Cost Center Name	FY 2000 Actual	FY 2001 Appropriations Approved	FY 2001 Appropriations Adjusted	FY 2002 Recommended	Amount Chg From FY 2001 Approved	% Chg From FY 2001 Approved
1107	Administration Services	7,511,958	261,473	366,473	197,000	(64,473)	-25
	1 General Fund	703,364	261,473	261,473	197,000	(64,473)	-25
	11 Measure B Trans Improve Prog Fund	6,902,173					0
	198 Rental Rehabilitation	(93,579)		105,000			0
1113	LAFCO - Local Agency Formation Commission	28,598	25,000	25,000		(25,000)	-100
2530	Office of Emergency Services		200,000	200,000	200,000		0
5700	Office Of Human Relations	320,791	219,240	219,240	193,000	(26,240)	-12
	Total Revenues	7,861,347	705,713	810,713	590,000	(115,713)	-16%

Administration Services — Cost Center 1107
Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2001 Approved Budget	33.0	4,173,423	261,473
Board Approved Adjustments During FY 2001	-1.0	376,292	
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	2.5	488,801	
Internal Service Funds Adjustment		200,172	
Other Required Adjustments		(1,365,257)	(64,473)
Subtotal	34.5	3,873,431	197,000
Recommended Changes for FY 2002			
Internal Service Fund Adjustments		–	–
Increased LAFCO Resources		89,085	0
1. Office of Economic Development		165,330	
Allocation to support the review and implementation of an Economic Development Office.			
2. One-time Homeless Management Information System Development Cost		25,000	
This action reflects a one-time allocation of $25,000 for the County's share of development costs for a Homeless Management Information System. Total costs are estimated at $74,415. The City of San Jose and various private foundations will be asked to provide the balance of the required funds.			
Subtotal	0.0	279,415	0
Rental Rehabilitation (Fund Number 0198)			
FY 2001 Approved Budget			
Board Approved Adjustments During FY 2001		105,000	105,000
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments			

Administration Services — Cost Center 1107
Major Changes to the Budget (Continued)

	Positions	Appropriations	Revenues
Internal Service Funds Adjustment			
Other Required Adjustments		(105,000)	(105,000)
Subtotal			
Recommended Changes for FY 2002			
Total Recommendation	34.5	4,152,846	197,000

LAFCO - Local Agency Formation Commission — Cost Center 1113
Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2001 Approved Budget	0.5	160,647	25,000
Board Approved Adjustments During FY 2001		8,934	
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	-0.5	(71,452)	
Internal Service Funds Adjustment		(98,029)	
Other Required Adjustments			(25,000)
Subtotal			
Recommended Changes for FY 2002			
Total Recommendation			

Legislative Programs — Cost Center 1136
Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2001 Approved Budget	4.0	562,571	
Board Approved Adjustments During FY 2001			
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	-2.0	(156,901)	
Internal Service Funds Adjustment		1,263	
Other Required Adjustments		4,594	0
Subtotal	2.0	411,527	
Recommended Changes for FY 2002			
Total Recommendation	2.0	411,527	

Office Of Budget And Analysis — Cost Center 1220
Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2001 Approved Budget	14.0	1,367,570	
Board Approved Adjustments During FY 2001	1.0	42,198	
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments		161,242	
Internal Service Funds Adjustment		8,918	
Other Required Adjustments		(19,364)	0
Subtotal	15.0	1,560,564	
Recommended Changes for FY 2002			
Internal Service Fund Adjustments		–	–
82 Additional hours of support, 30 more BRASS Licenses Installed		6,986	0
Subtotal	0.0	6,986	0
Total Recommendation	15.0	1,567,550	

Office of Emergency Services — Cost Center 2530
Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2001 Approved Budget	5.0	835,024	200,000
Board Approved Adjustments During FY 2001		6,400	
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments		44,507	
Internal Service Funds Adjustment		(35,035)	
Other Required Adjustments		(84,813)	0
Subtotal	5.0	766,083	200,000
Recommended Changes for FY 2002			
Total Recommendation	5.0	766,083	200,000

Office Of Human Relations — Cost Center 5700
Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2001 Approved Budget	12.5	2,234,647	219,240
Board Approved Adjustments During FY 2001		59,500	
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	-1.0	(2,517)	
Internal Service Funds Adjustment		186,470	
Other Required Adjustments		(723,438)	(26,240)
Subtotal	11.5	1,754,662	193,000
Recommended Changes for FY 2002			
Total Recommendation	11.5	1,754,662	193,000

LAFCO — Budget Unit 0113
Expenditures by Cost Center

CC	Cost Center Name	FY 2000 Actual	FY 2001 Appropriations Approved	FY 2001 Appropriations Adjusted	FY 2002 Recommended	Amount Chg From FY 2001 Approved	% Chg From FY 2001 Approved
1114	LAFCO-Local Agency Formation Commission				263,806	263,806	
	Total Expenditures	0	0	0	263,806	263,806	0%

LAFCO — Budget Unit 0113
Revenues by Cost Center

CC	Cost Center Name	FY 2000 Actual	FY 2001 Appropriations Approved	FY 2001 Appropriations Adjusted	FY 2002 Recommended	Amount Chg From FY 2001 Approved	% Chg From FY 2001 Approved
1114	LAFCO-Local Agency Formation Commission				263,806	263,806	0
	Total Revenues				263,806	263,806	0%

LAFCO-Local Agency Formation Commission — Cost Center 1114
Major Changes to the Budget

	Positions	Appropriations	Revenues
LAFCO (Fund Number 0019)			
FY 2001 Approved Budget			
Board Approved Adjustments During FY 2001			
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	0.5	71,532	
Internal Service Funds Adjustment		(46,532)	
Other Required Adjustments			25,000
Subtotal	0.5	25,000	25,000
Recommended Changes for FY 2002			
Internal Service Fund Adjustments		–	–
Increased LAFCO Resources		89,085	0
1. Proposed budget for FY 2002 as adopted by LAFCO on February 14, 2001.	1.5	327,891	238,806
a. Add 1.0 FTE Program Manager II (Unclassified/Broad Salary Range.			
b. Delete .5 FTE Sr. Management Analyst			
c. Add 1.0 FTE Sr. Management Analyst/Management Analyst/Associate A/B (Unclassified).			
d. $64,146 Augmentation for increased services provided by the Clerk of the Board			
Revenues, reimbursements, reserves and operating expenses are adjusted according to the FY 2002 budget adopted by the Local Agency Formation Commission of Santa Clara County in April 2001.			
Subtotal	1.5	416,976	238,806
Total Recommendation	2.0	263,806	263,806

Office of the Assessor

Mission

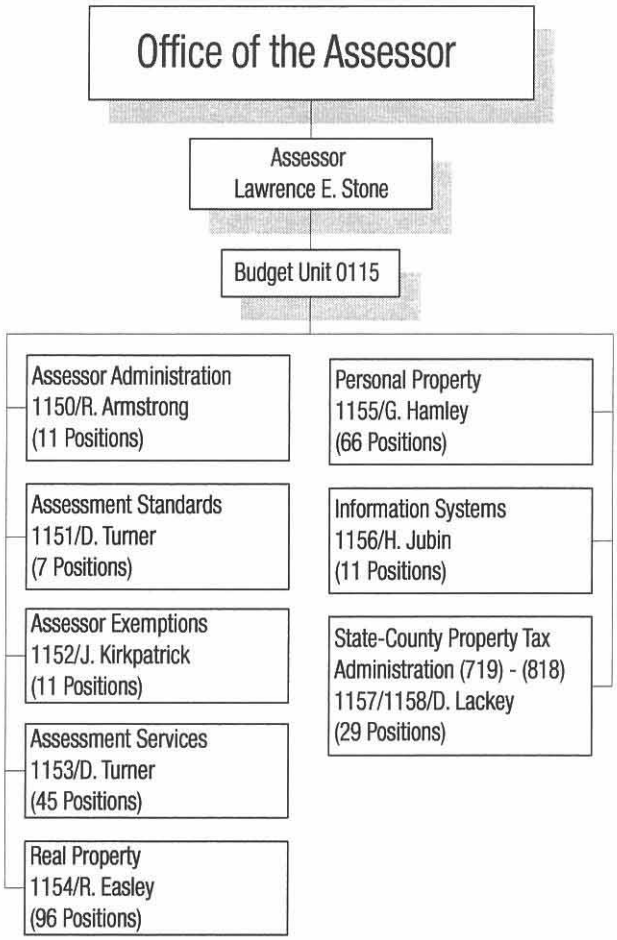
The Mission of the Santa Clara County Assessor's Office is to produce an annual assessment roll including all assessable property in accordance with legal mandates in a timely, accurate and efficient manner; and provide current assessment-related information to the public and to government agencies in a timely and responsive way.

Goals

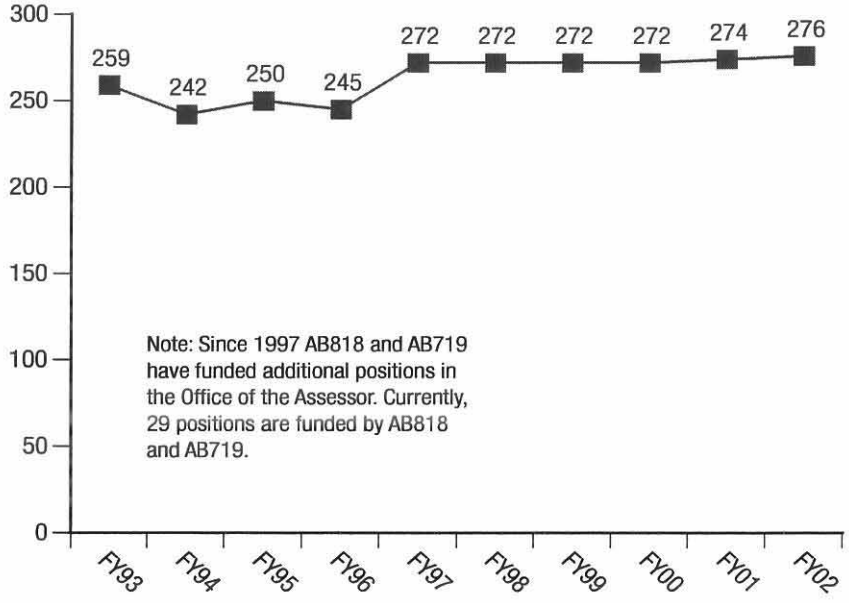
- The Assessor's Office focus is to improve the performance and services over prior year performance levels
- Produce the annual supplemental rolls in an increasingly accurate, timely and professional manner that is efficient and within the budget
- Provide information and assistance to property owners, schools and local governments in an increasingly timely and courteous manner
- Improve productivity and efficiency through the use of new technology and streamlined operating procedures

Cost: $24,008,360

Staff: 276



10-Year Staffing Trend



Office of the Assessor Performance Plan

Advancement of Board Priorities

Recommendations in the Assessor's Office are focused on Board strategies for improvements in efficiency, effectiveness and investment in technology as well as utilizing the Performance Based Budgeting process to insure performance standards are results driven and fiscally accountable.

Department Performance Measures (Key Performance Indicators)

The Assessor's Office performance measures are comprehensive indicators for the Assessor's Department performance as a whole. Priority goals support the department mission and the outcomes are reflected in the key performance indicators.

These measures will become the actual performance indicators after the first year of data collection and as such will become the Department's baseline service levels. Overall program performance indices will be charted and will reflect performance over time. Baseline service levels will be based on data collected in Fiscal Year 2001. As such, actual performance indicator percentages will not be available until after June 30, 2001.

Methodology

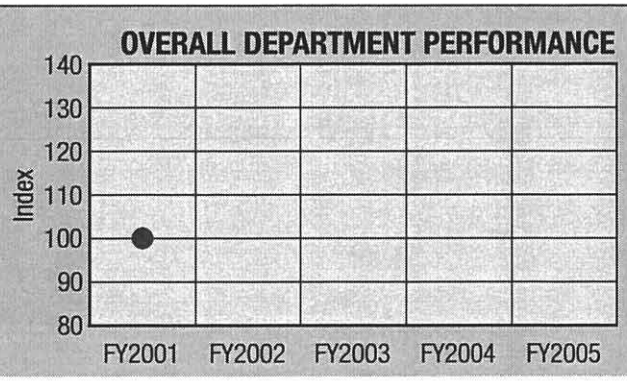
The indexed graphs below represent actual performance for the first year. The data gathered is assigned a baseline value of 100. This technique sets the baseline as it actually exists and will facilitate accurate and objective performance tracking year-to-year as opposed to more subjective methods. In addition, indexed graphs are a clear, consistent and concise tool to display key data, summarizing a myriad of detail over time.

The performance measures are weighted on a 5-point scale. The weight assigned to the measures clarifies the relative priorities. The baseline is used to set improvement goals and provide a basis for assessing future progress. This is in contrast to arbitrarily set goals that may be unrealistic. The indices provide a way to standardize and depict program and service delivery performance.

Key Performance Indicators

The overall department performance measure.

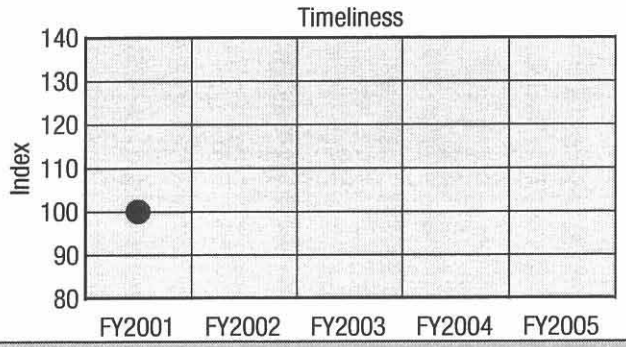
This chart reflects the weighted aggregate total index for the department based upon the eight measures identified below.



Key Performance Indicators

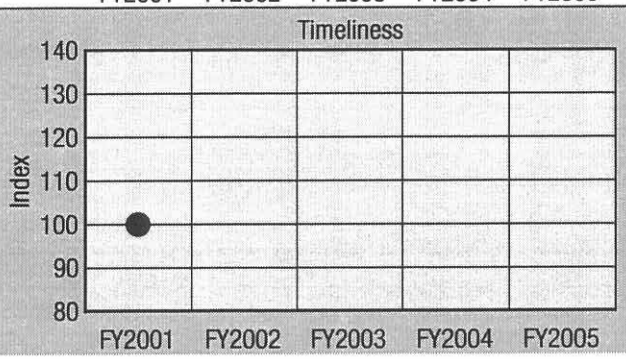
1. The percent of assessments completed by July 1 is ____ (Weight 5)

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.



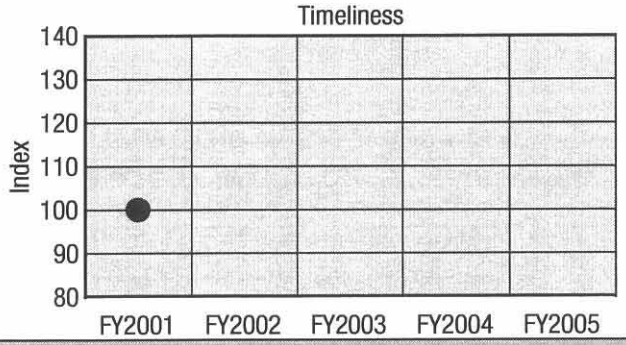
2. Supplemental assessments are delivered to the Tax collector in ____ days (Weight 4)

Why is this important?: Supplemental assessments occur upon a 'change in ownership' and 'new construction' of real property, which is in addition to the regular annual tax bill. This measure insures timely notification of assessments to property owners who recently acquired or completed new construction of their property.



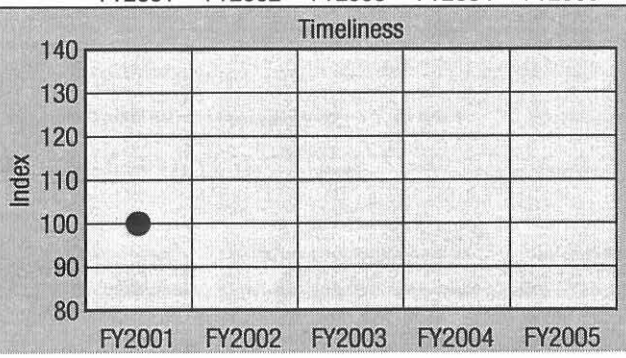
3. Fiscal year's assigned mandatory audits completed by June 30 is ____% (Weight 4)

Why is this important?: State statute requires audits of businesses with $300,000 or more in assets be completed at least once every four years. This measures the timeliness of performing these mandatory audits.



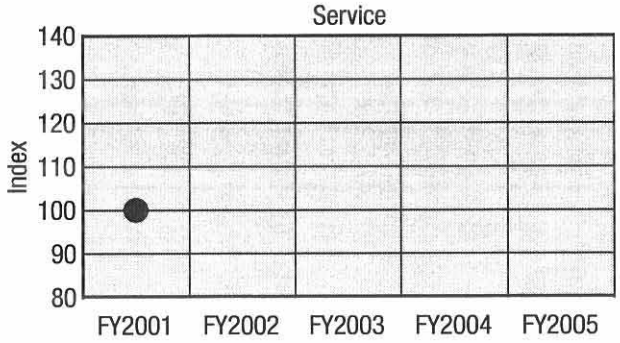
4. The overall average number of days for an appeal to be closed is ____ days (Weight 3)

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.



5. Department's customer satisfaction rate by survey is _____ (Weight 4)

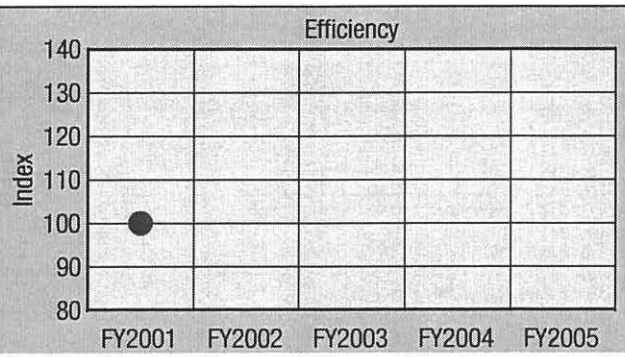
Why is this important?: This outcome measure gauges the satisfaction level of our internal and external customers who rely on our office for information.



Key Performance Indicators

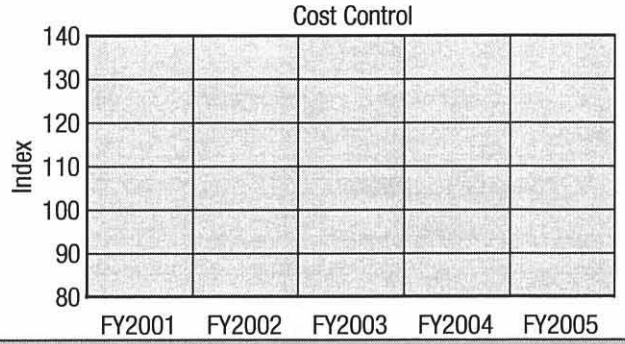
6. The Cost Efficiency Index is ____ (Weight 3)

Why is this important?: The Cost Efficiency 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. *This index is contingent upon acquisition of a fully integrated activity based cost accounting system.*



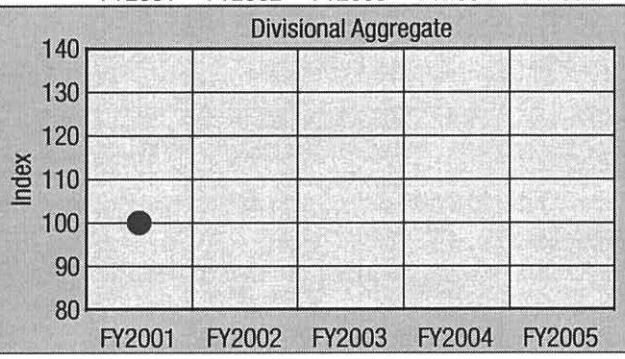
7. Total expenditures of the Department is ____% of the budget (Weight 3)

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)



8. The Department's agregate performance indicator of all Divisions is ____% (Weight 5)

Why is this important?: This measure takes each of the divisional overall performance indicators, assigns a weight, and produces an aggregate divisional performance index. Each division has approved the measures that expressly reflect their outcome measures which may or may not specifically appear at the higher department level of measurement.



FY 2002 Planned Objectives

1. Further improve the efficiency in the assessment of new construction.
2. Streamline exemption claims processing
3. Improve timeliness and efficiency of the enrollment and delivery of assessments to the Tax Collector
4. Improve efficiency and accuracy of Business Personal Property assessments and audits
5. Provide performance data to decision and policy makers that is fiscally accountable and results driven

FY 2002 Improvement Strategies

- Continue to expand the electronic building permit process to additional agencies (linked to objective #1)
- Develop dual year exemption processing capabilities (linked to objective #2)
- Document imaging preparation (linked to objective #2)
- Automate business personal property exemption processing (linked to objective #2)
- Increase staff development, training and product review with additional Supervising Assessment Clerk (linked to objective #3)
- Increase staff development, training and audit review with additional Supervising Auditor Appraiser (linked to objective #4)

- Develop an activity based cost accounting and management system to support PBB (linked to objective #5)
- Explore and define new and different ways of providing services and doing business (linked to objective #5)

Conditions Affecting Performance

- Pending legislative actions
- Change in demand for services
- Real Estate market value changes and sales transactions
- Business Property acquisition
- Building Permit Activity
- Documents recorded
- Local city and county zoning and planning changes

Business Personal Property Division (linked to Objective #4)

Recommendation

Add 1.0 FTE Supervising Auditor-Appraiser, 1.0 FTE Appraisal Data Coordinator, 1.0 FTE Accountant Assistant and delete 3.0 FTE Clerk Typists

Anticipated Outcome

The addition of the Supervising Auditor-Appraiser position will significantly improve the Assessor's ability to properly review the increasing number of complex mandatory and non-mandatory audits and will allow for improved training and oversight of the auditing staff.

The addition of an Appraisal Data Coordinator and Accountant Assistant will provide the appropriate technical staffing levels necessary to meet increasing technical workload demands, as well as provide accurate, current data which will improve operating efficiency in the Business Division.

The cost of these positions and the recommended Supervising Assessment Clerk in the Assessment Services Division are partially offset by the deletion of three vacant Clerk Typist positions.

Total Cost: $37,897

AB 719 and AB 919 State-County Property Tax Administration Programs (linked to Objective #4)

The State-County Property Tax Administration Programs have been extremely beneficial to the Office of the Assessor and have generated substantial revenue to the County General Fund. These funds are used to improve efficiency, productivity and effectiveness that substantially increased the number of audits completed and contributed to the resolution of an impressive number of appeals. The result is a significant increase in the timely delivery of services which has led to an increase in revenue to the County, cities, basic aid school districts, redevelopment agencies, special districts and the State of California.

Recommendation

- Delete 1.0 FTE Unclassified Departmental Information Systems Analyst-CEMA
- Delete 1.0 FTE Departmental Information Systems Specialist
- Add 1.0 FTE Unclassified Supervising Appraiser
- Add 1.0 FTE Unclassified Senior Auditor-Appraiser
- Add 1.0 FTE Assessment Clerk

Anticipated Outcome

These position changes will provide the appropriate staffing level required to meet the performance contract standards of the State-County Property Tax Administration Program (AB 719) for Fiscal Year 2002.

Total Cost: $-0-

Fully funded through AB719 loan proceeds. Net zero impact on General Fund

Assessment Services Division (linked to Objective #3)

Recommendation

Add 1.0 FTE Supervising Assessment Clerk

Anticipated Outcome

The addition of this position is needed to meet the stringent workload and training requirements within the Assessment Services Division. The use of an unclassified position originally funded through the AB 719 loan proceeds, has increased performance and improved both customer service and employee satisfaction. Based on the proven improvements related to this staffing level, the addition of this permanent position is critical to the Assessor's ability to maintain a high level of assessment service to the public and other public agencies.

Total Cost: $50,219

Position costs are partially offset by the deletion of a Clerk Typist position in the Business Personal Property Division

Information Systems Division (linked to Objectives 1 and 2)

Recommendation

Add 1.0 FTE Senior Management Analyst and Delete 1.0 FTE Departmental Information Systems Analyst

Anticipated Outcome

The Senior Management Analyst position will provide the appropriate policy-oriented staff to meet the needs of the Assessor's Office. This position will serve as the liaison between the department staff and technology groups and will coordinate and facilitate various user groups. This staffing level will be instrumental for the successful design and implementation of new technology.

Total Cost: $1,386

Position costs are partially offset by the deletion of a Departmental Information Systems Analyst position

Assessor — Budget Unit 0115
Expenditures by Cost Center

CC	Cost Center Name	FY 2000 Actual	FY 2001 Appropriations Approved	FY 2001 Appropriations Adjusted	FY 2002 Recommended	Amount Chg From FY 2001 Approved	% Chg From FY 2001 Approved
1150	Assessor Administration	1,233,356	1,501,478	1,591,478	1,450,787	(50,691)	-3
1151	Assessment Standards	438,674	418,052	418,052	443,394	25,342	6
1152	Exemptions	574,344	639,799	639,799	668,652	28,853	5
1153	Assessment Services	1,890,202	2,035,914	2,035,914	2,261,040	225,126	11
1154	Real Property	6,140,209	6,460,579	6,460,579	6,740,462	279,883	4
1155	Personal Property	4,119,917	4,448,803	4,448,803	4,924,195	475,392	11
1156	Information Systems	1,341,611	1,252,424	1,252,424	1,125,451	(126,973)	-10
1157	St-Cnty Property Tax Admin Program	134,197	4,661,364	4,661,364	843,478	(3,817,886)	-82
1158	St-Cnty Prop Tax Admin Program, AB 719	452,821	6,623,182	6,623,182	5,593,741	(1,029,441)	-16
	Total Expenditures	16,325,331	28,041,595	28,131,595	24,051,200	(3,990,395)	-14%

Assessor — Budget Unit 0115
Revenues by Cost Center

CC	Cost Center Name	FY 2000 Actual	FY 2001 Appropriations Approved	FY 2001 Appropriations Adjusted	FY 2002 Recommended	Amount Chg From FY 2001 Approved	% Chg From FY 2001 Approved
1150	Assessor Administration	474		90,000			0
1152	Exemptions	280					0
1153	Assessment Services	23,119	21,000	21,000	21,000		0
1154	Real Property	390,968	390,000	390,000	390,000		0
1157	St-Cnty Property Tax Admin Program	51,455	4,661,364	4,661,364	843,478	(3,817,886)	-82
1158	St-Cnty Prop Tax Admin Program, AB 719	624,011	6,623,182	6,623,182	5,593,741	(1,029,441)	-16
	Total Revenues	1,090,307	11,695,546	11,785,546	6,848,219	(4,847,327)	-41%

Assessor Administration — Cost Center 1150
Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2001 Approved Budget	10.0	1,501,478	
Board Approved Adjustments During FY 2001		90,000	90,000
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	1.0	102,274	
Internal Service Funds Adjustment		75,838	
Other Required Adjustments		(318,803)	(90,000)
Subtotal	11.0	1,450,787	
Recommended Changes for FY 2002			
Total Recommendation	11.0	1,450,787	

Assessment Standards — Cost Center 1151
Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2001 Approved Budget	7.0	418,052	
Board Approved Adjustments During FY 2001			
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments		21,691	
Internal Service Funds Adjustment		132	
Other Required Adjustments		3,519	0
Subtotal	7.0	443,394	
Recommended Changes for FY 2002			
Total Recommendation	7.0	443,394	

Exemptions — Cost Center 1152
Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2001 Approved Budget	11.0	639,799	
Board Approved Adjustments During FY 2001			
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments		28,668	
Internal Service Funds Adjustment		(1,695)	
Other Required Adjustments		1,880	0
Subtotal	11.0	668,652	
Recommended Changes for FY 2002			
Total Recommendation	11.0	668,652	

Assessment Services — Cost Center 1153
Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2001 Approved Budget	43.0	2,035,914	21,000
Board Approved Adjustments During FY 2001			
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	1.0	169,866	
Internal Service Funds Adjustment		2,209	
Other Required Adjustments		2,834	0
Subtotal	44.0	2,210,823	21,000
Recommended Changes for FY 2002			
1. Add 1.0 FTE Supervising Assessment Clerk	1.0	50,217	
The addition of this position will provide the appropiate staff to meet the stringent workload and training requirements of the Assessment Services Division. Position costs will be partially offset by the deletion of a Clerk Typist position in the Business Personal Property Division.			
Subtotal	1.0	50,217	0
Total Recommendation	45.0	2,261,040	21,000

Real Property — Cost Center 1154
Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2001 Approved Budget	97.0	6,460,579	390,000
Board Approved Adjustments During FY 2001			
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	-1.0	254,951	
Internal Service Funds Adjustment		4,289	
Other Required Adjustments		20,643	0
Subtotal	96.0	6,740,462	390,000
Recommended Changes for FY 2002			
Total Recommendation	96.0	6,740,462	390,000

Personal Property — Cost Center 1155
Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2001 Approved Budget	65.0	4,448,803	
Board Approved Adjustments During FY 2001			
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	1.0	440,594	
Internal Service Funds Adjustment		3,209	
Other Required Adjustments		(6,308)	0
Subtotal	66.0	4,886,298	
Recommended Changes for FY 2002			
1. Position Changes in Business Property Division		37,897	
The following position changes in the Business Personal Property Division are necessary to provide the appropriate staffing level to efficiently and effectively meet the changing needs of the office: a. Delete 3.0 FTE Clerk Typists b. Add 1.0 FTE Appraisal Data Coordinator c. Add 1.0 FTE Accountant Assistant d. Add 1.0 FTE Supervising Auditor-Appraiser			
Subtotal	0.0	37,897	0
Total Recommendation	66.0	4,924,195	

Information Systems — Cost Center 1156
Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2001 Approved Budget	13.0	1,252,424	
Board Approved Adjustments During FY 2001			
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	-2.0	4,793	
Internal Service Funds Adjustment		(253)	
Other Required Adjustments		(132,899)	0
Subtotal	11.0	1,124,065	
Recommended Changes for FY 2002			
1. Position Changes in Information Systems Division		1,386	
The following position changes will provide the Office with the appropriate staff for policy-oriented coordination and facilitation which will better serve the needs of the Office. a. Delete 1.0 FTE Departmental Information Systems Analyst b. Add 1.0 FTE Senior Management Analyst			
Subtotal	0.0	1,386	0
Total Recommendation	11.0	1,125,451	

St-Cnty Property Tax Admin Program — Cost Center 1157
Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2001 Approved Budget	3.0	4,661,364	4,661,364
Board Approved Adjustments During FY 2001			
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments		18,926	
Internal Service Funds Adjustment			
Other Required Adjustments		(3,752,576)	(3,733,650)
Subtotal	3.0	927,714	927,714
Recommended Changes for FY 2002			
1. Delete 1.0 FTE Unclassified Departmental Information Systems Specialist	-1.0	(84,236)	(84,236)
This action partially offsets the addition of 1.0 FTE Unclassified Supervising Appraiser position in the Property Tax Administration Program (Index Code 1158) and is necessary to meet AB 719 performance contract requirements for FY 2002.			
Subtotal	-1.0	(84,236)	(84,236)
Total Recommendation	2.0	843,478	843,478

St-Cnty Prop Tax Admin Program, AB 719 — Cost Center 1158
Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2001 Approved Budget	25.0	6,623,182	6,623,182
Board Approved Adjustments During FY 2001			
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments		145,060	
Internal Service Funds Adjustment			
Other Required Adjustments		(1,296,745)	(1,151,685)
Subtotal	25.0	5,471,497	5,471,497
Recommended Changes for FY 2002			
Internal Service Fund Adjustments		140,000	0
1. Funding for legal services provided by County Counsel		(140,000)	

These funds are being moved to internal professional services to offset the cost of legal services provided to the Assesor by the Office of the County Counsel.

2. AB 719 Budget for FY 2002

This action allows the County to budget the State-County Property Tax Administration Program AB 719. In addition to salary and benefits for 27 positions, this program also funds the following items:

- $1,000,000 - GIS Requirement Study
- $750,000 - On-line Business Property Statement Filing
- $250,000 - Hardware Support
- $50,000 - Barcoding

3. Staff Changes in the Property Tax Administration Program AB 719	2.0	122,244	122,244

The following position changes will provide the appropriate staffing levels to meet the State-County Property Tax Administration Program's (AB 719) performance contract requirements for Fiscal Year 2002. All position costs will be fully funded through the AB 719 program and will have no fiscal impact on the General Fund.

a. Delete 1.0 FTE Unclassified Departmental Information Systems Analyst-CEMA

b. Add 1.0 FTE Unclassified Supervising Appraiser

c. Add 1.0 FTE Unclassified Senior Auditor-Appraiser

d. Add 1.0 FTE Assessment Clerk

Subtotal	2.0	122,244	122,244
Total Recommendation	27.0	5,593,741	5,593,741

Measure B Transportation Improvement Program

Mission

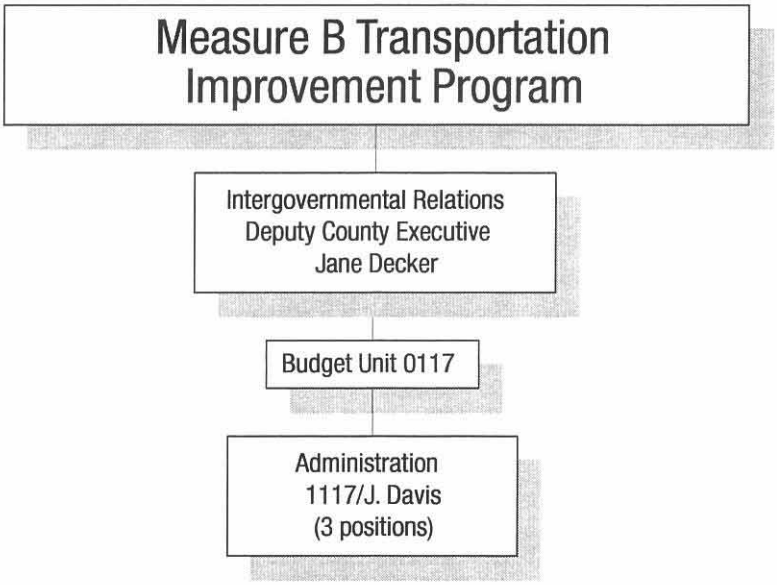
The mission of the Measure B Transportation Improvement Program is to oversee the implementation of the $1.5 billion transit and highway projects listed in the 1996 voter-approved advisory Measure A. These projects are financed nearly entirely by the 1996 voter-approved Measure B half-cent County sales tax. Most of the projects will be designed and constructed by Santa Clara Valley Transportation Authority (VTA) staff and consultants through a cooperative agreement with the County. Measure B staff are responsible for overseeing the performance of the VTA and keeping the Board of Supervisors current as to the progress of Measure A projects.

Cost: $419,987,564

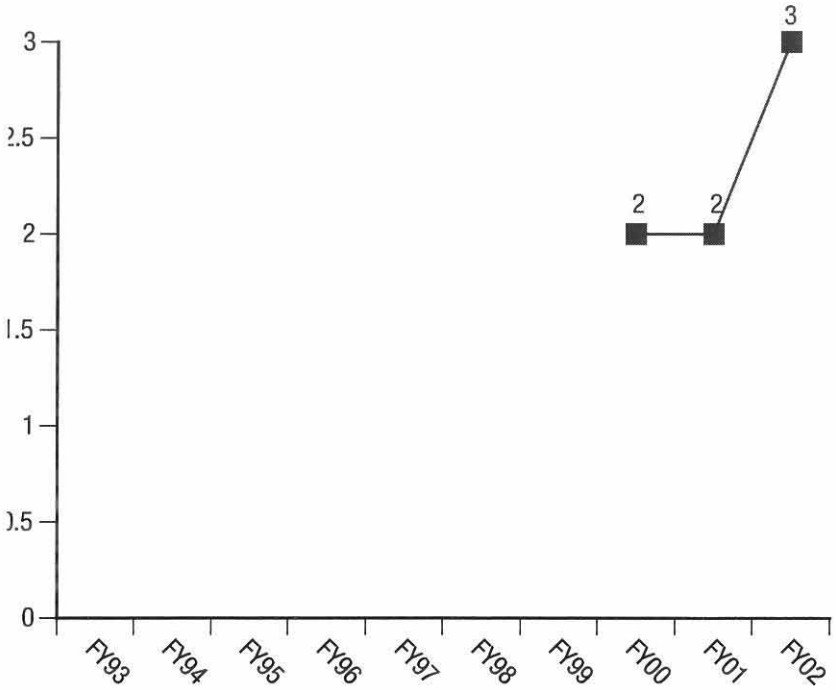
Goals

- To provide effective fiscal and program management oversight for Measure A transportation projects derived from the Measure B half-cent sales tax.
- To provide staff support to the Citizens Watchdog Committee which conducts an annual audit of the Measure B Transportation Improvement Program.

Staff: 3



10-Year Staffing Trend



Measure B Transportation Improvement Program

Overview

This program serves as a liaison to the Board of Supervisors to ensure that the financial grants made to the implementing agencies (Valley Transit Authority and County Roads and Airports Department) for acquisition and construction of public transportation facilities are appropriately and responsibly administered. This includes monitoring each project's progress in order to determine if the project is on time, within budget, and in conformance with the grantee's plans and specifications.

FY 2001 Accomplishments

- Board of Supervisors approved the FY 2001 Revenue and Expenditure Plan, the first annual update of the Base Case Implementation Plan.
- Board of Supervisors amended the Master Agreement with the Valley Transportation Authority (VTA) to establish baseline scope, schedule and cost estimates for the Low Floor Light Rail Vehicle, Route 85/87 Interchange, Route 880 widening, Route 101 widening, Route 237/880 Interchange and Route 85/101 Interchange projects.
- Board of Supervisors amended the Master Agreement to delegate authority to the County Executive and the VTA General Manager to make adjustments to projects within the CalTrain Improvement Plan as well as provisions regarding project contingencies and budget adjustments.
- Board of Supervisors approved the list of projects and amounts funded for the Route 17 project, the 152 project, and the Bicycle Program.
- Board of Supervisors approved several fund exchanges with the VTA, including involving redesignating $200 million of Measure B funds for low floor light rail vehicles.
- The budget for Community Oriented Design Enhancements (CODE) for was increased for highway projects to achieve parity with rail projects (i.e., 2% of construction costs)
- Board of Supervisors approved "Alternative 2", the six-lanes plus two High Occupancy Vehicle lanes alternative as described in the Draft Environmental Impact Report for the Route 101 widening project, and forwarded this recommendation to Caltrans and the VTA.
- Board of Supervisors approval of one FTE Accountant position.
- Developed a process for considering the allocation of a potential Measure B surplus
- Groundbreaking at Diridon Station for the Vasona Light Rail tunnel in March 2001
- Opening of the first phase of the Tasman East Light Rail project, from Baypoint to I-880 in May 2001
- Groundbreaking for the I-880 widening project in June 2001

Fiscal Year 2002 Planned Accomplishments

- Ongoing construction of the Vasona, Capitol and Tasman East Light Rail Projects
- An update of the Caltrain Improvement Plan
- Delivery of the remaining twenty-eight Low Floor Vehicles is projected to begin no later than November 2001, but may begin as early as July 2001 at VTA's discretion.
- A decision by December 2001 on the viability of the Fremont South Bay Commuter Rail project based on a Major Investment Study along that corridor conducted by VTA.
- Environmental clearance for the balance of the projects.
- Design activities will be complete for most projects (with the exception of Route 87 (S), Route 87 (N), Route 152, and Route 17).
- Right-of-way engineering for most projects will be completed.
- Construction likely to be completed on 4 "Fast Track" projects on Route 17.

- Several major projects will be under construction including: 880 Widening, 85/87 Interchange, 101 Widening, 85/101 (S) Interchange, 85/101 (N) Interchange, and 237/880 Interchange.
- The scope of work for the Route 85 Noise Mitigation Project will be determined.
- A project-based accounting system will be fully implemented.

County Executive's Recommendation

Maintain the current level budget for Fiscal Year 2002.

Measure B Trans Improvement Prog — Budget Unit 0117
Expenditures by Cost Center

CC	Cost Center Name	FY 2000 Actual	FY 2001 Appropriations Approved	FY 2001 Appropriations Adjusted	FY 2002 Recommended	Amount Chg From FY 2001 Approved	% Chg From FY 2001 Approved
1117	Measure B Trans Improvement Program	45,907,269	182,393	182,393	4,348	(178,045)	-98
1701	Measure B Administration	385,821	357,580	357,578	580,203	222,623	62
1702	Measure B Program Measurement Oversight	298,570	1,000,000	1,000,000	1,000,000		
1703	Measure B Highway Projects	4,834,326	48,512,000	48,512,000	103,772,013	55,260,013	114
1704	Measure B Railway Projects	54,601,561	125,781,000	125,781,000	237,998,000	112,217,000	89
1705	Measure B Bicycle Projects		4,000,000	4,000,000	4,000,000		
1706	Measure B County Expy Level of Service		4,000,000	4,000,000	4,000,000		
1707	Measure B County Expy Signalization Prg		4,000,000	4,000,000	4,000,000		
1708	Measure B Pavement Management Program	(18,552,183)	32,884,000	32,884,000	23,110,000	(9,774,000)	-30
	Total Expenditures	87,475,364	220,716,973	220,716,971	419,987,564	199,270,591	90%

Measure B Trans Improvement Prog — Budget Unit 0117
Revenues by Cost Center

CC	Cost Center Name	FY 2000 Actual	FY 2001 Appropriations Approved	FY 2001 Appropriations Adjusted	FY 2002 Recommended	Amount Chg From FY 2001 Approved	% Chg From FY 2001 Approved
1117	Measure B Trans Improvement Program	170,416,982	164,000,000	164,000,000	164,000,000		
1703	Measure B Highway Projects	3,023					
1704	Measure B Railway Projects	51,107					
	Total Revenues	170,471,112	164,000,000	164,000,000	164,000,000	164,000,000	0

Measure B Trans Improvement Program — Cost Center 1117
Major Changes to the Budget

	Positions	Appropriations	Revenues
Measure B Trans Improve Prog Fund (Fund Number 0011)			
FY 2001 Approved Budget	2.0	182,393	164,000,000
Board Approved Adjustments During FY 2001			
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	-2.0	(180,368)	
Internal Service Funds Adjustment		2,323	
Other Required Adjustments			0
Subtotal		4,348	164,000,000
Recommended Changes for FY 2002			
Total Recommendation		4,348	164,000,000

Measure B Administration — Cost Center 1701
Major Changes to the Budget

	Positions	Appropriations	Revenues
Measure B Trans Improve Prog Fund (Fund Number 0011)			
FY 2001 Approved Budget		357,580	
Board Approved Adjustments During FY 2001	1.0	(2)	
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	2.0	190,013	
Internal Service Funds Adjustment		(8,280)	
Other Required Adjustments		40,892	0
Subtotal	3.0	580,203	
Recommended Changes for FY 2002			
Total Recommendation	3.0	580,203	

Measure B Program Measurement Oversight — Cost Center 1702
Major Changes to the Budget

	Positions	Appropriations	Revenues
Measure B Trans Improve Prog Fund (Fund Number 0011)			
FY 2001 Approved Budget		1,000,000	
Board Approved Adjustments During FY 2001			
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments			
Internal Service Funds Adjustment			
Other Required Adjustments			0
Subtotal		1,000,000	
Recommended Changes for FY 2002			
Total Recommendation		1,000,000	

Measure B Highway Projects — Cost Center 1703
Major Changes to the Budget

	Positions	Appropriations	Revenues
Measure B Trans Improve Prog Fund (Fund Number 0011)			
FY 2001 Approved Budget		48,512,000	
Board Approved Adjustments During FY 2001			
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments			
Internal Service Funds Adjustment			
Other Required Adjustments		55,260,013	0
Subtotal		103,772,013	
Recommended Changes for FY 2002			
Total Recommendation		103,772,013	

Measure B Railway Projects — Cost Center 1704
Major Changes to the Budget

	Positions	Appropriations	Revenues
Measure B Trans Improve Prog Fund (Fund Number 0011)			
FY 2001 Approved Budget		125,781,000	
Board Approved Adjustments During FY 2001			
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments			
Internal Service Funds Adjustment			
Other Required Adjustments		112,217,000	0
Subtotal		237,998,000	
Recommended Changes for FY 2002			
Total Recommendation		237,998,000	

Measure B Bicycle Projects — Cost Center 1705
Major Changes to the Budget

	Positions	Appropriations	Revenues
Measure B Trans Improve Prog Fund (Fund Number 0011)			
FY 2001 Approved Budget		4,000,000	
Board Approved Adjustments During FY 2001			
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments			
Internal Service Funds Adjustment			
Other Required Adjustments			0
Subtotal		4,000,000	
Recommended Changes for FY 2002			
Total Recommendation		4,000,000	

Measure B County Expy Level of Service — Cost Center 1706
Major Changes to the Budget

	Positions	Appropriations	Revenues
Measure B Trans Improve Prog Fund (Fund Number 0011)			
FY 2001 Approved Budget		4,000,000	
Board Approved Adjustments During FY 2001			
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments			
Internal Service Funds Adjustment			
Other Required Adjustments			0
Subtotal		4,000,000	
Recommended Changes for FY 2002			
Total Recommendation		4,000,000	

Measure B County Expy Signalization Prg — Cost Center 1707
Major Changes to the Budget

	Positions	Appropriations	Revenues
Measure B Trans Improve Prog Fund (Fund Number 0011)			
FY 2001 Approved Budget		4,000,000	
Board Approved Adjustments During FY 2001			
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments			
Internal Service Funds Adjustment			
Other Required Adjustments			0
Subtotal		4,000,000	
Recommended Changes for FY 2002			
Total Recommendation		4,000,000	

Measure B Pavement Management Program — Cost Center 1708
Major Changes to the Budget

	Positions	Appropriations	Revenues
Measure B Trans Improve Prog Fund (Fund Number 0011)			
FY 2001 Approved Budget		32,884,000	
Board Approved Adjustments During FY 2001			
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments			
Internal Service Funds Adjustment			
Other Required Adjustments		(9,774,000)	0
Subtotal		23,110,000	
Recommended Changes for FY 2002			
Total Recommendation		23,110,000	

Office of the County Counsel

Mission

The County Counsel is the legal advisor to the County of Santa Clara. We are counselors in the fullest sense, providing service that is intelligent, trustworthy and dedicated to public service. We commit ourselves to professionalism and to understand and further the needs and goals of the Board of Supervisors and County agencies and departments. We adhere to the highest standards of ethics and confidentiality.

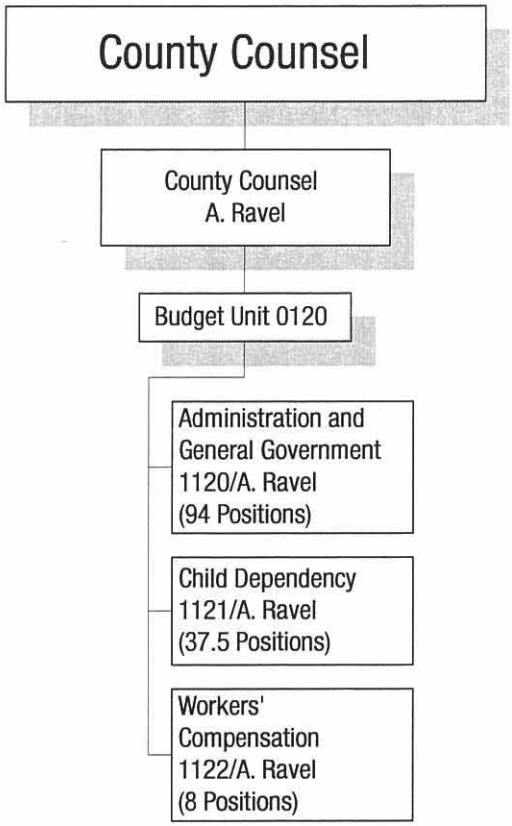
Goals

To accomplish our mission, we will:

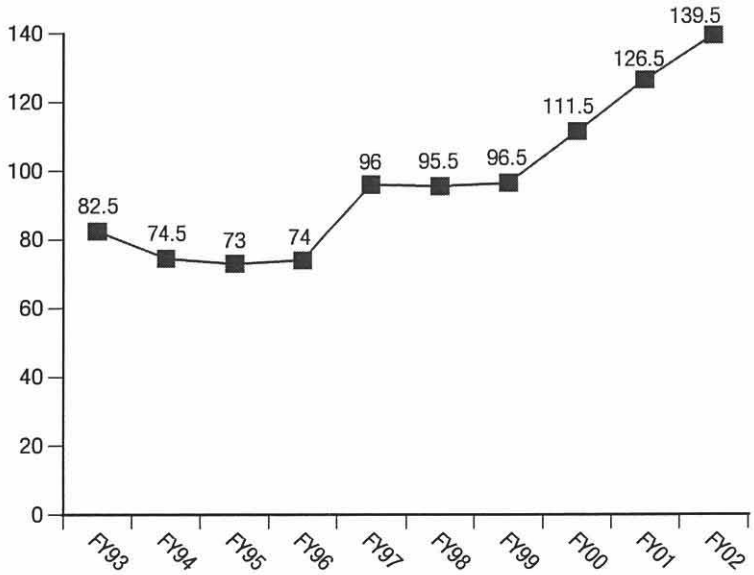
- Provide responsive legal advice and client service.
- Provide creative assistance to the Board and to County officers to enable them to carry out their policy goals.
- Provide assertive representation in civil litigation and administrative hearings.
- Provide prompt and effective assistance in negotiation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

Cost: $5,194,072

Staff: 139.5



10-Year Staffing Trend



Office of the County Counsel

Overview

The Office of the County Counsel is divided into the following major areas of practice:

Child Dependency
Provides legal services to the Department of Family and Children Services for juvenile dependency and child welfare matters

General Government
Represents and advises the Finance Agency, Environmental Resources Agency, General Services Agency, other County departments and special districts

Human Services
Provides legal services to the Health and Hospital System and the Social Services Agency including Public Administrator-Guardian

Law and Justice
Represents and advises the Department of Correction, the Office of the Sheriff and other County justice agencies

Litigation
Represents the County in defense of tort actions, third party claims and personnel and civil rights matters

Worker's Compensation
Handles litigated claims by County employees

Upon request, the Office of the County Counsel provides legal services to the Superior Court, the Grand Jury, school districts, other local public entities and special districts whose governing boards are composed, in whole or part, of persons who are also members of the County Board of Supervisors.

Fiscal Year 2001 Accomplishments

- Developed legal strategies on the following key issues with significant County impact: redevelopment, Assessment Appeals Board litigation, personnel matters, Fairgrounds renewal, and the transition of the Courts to a state agency
- Provided new services relating to children and family issues, including effective strategy and legal advice on matters involving Children's services and the Shelter
- Provided preventative and protective legal assistance to elders who are victims of financial and emotional abuse
- Provided legal counsel to FAST team assessing reports of financial and emotional abuse on a 24-hours, seven days a week basis. Efforts resulted in preventing loss of real and personal property and the recovery of significant assets for victims of elder abuse
- Provided advice and assistance to the Contract Streamlining Task Force. Continued heightened scrutiny of County contracts and assisted in the streamlining and updating of policies and procedures
- Aggressively defended numerous claims against the County in tort, civil rights and employment matters
- Successfully defended and disposed of suits against the County through skillful use of County immunities and pretrial motions
- Provided for judicious and effective use of outside counsel through increased oversight
- Secured favorable settlements in cases where the County was exposed to substantial liability

Year 2002 Planned Accomplishments

The Office of the County Counsel's focus for Fiscal Year 2002 will be on:

- Elder Abuse Litigation
- Affirmative Litigation
- Ordinance Code Revision Project
- Standardization of Forms

Office of the County Counsel
County Executive's Recommendation

Advancement of Board Priorities

The County Executive's recommendations for the Office of the County Counsel supports the Board of Supervisors priorities related to the prevention and early intervention strategies for children, elderly and disabled constituents.

Add One Attorney to Support the Office of the Assessor

Recommendation

Add 1.0 FTE Attorney IV/III/II/I position, $4,000 one-time resources for workstation equipment and $3,000 on-going resources for general office supplies.

Background

In October 1999, an unclassified attorney position was added to the Office of the County Counsel to provide legal advice and representation on property tax litigation matters in the trial and appellate courts. The cost of the position was reimbursed with funds received by the Assessor's Office for the State-County Property Tax Administration Program. This unclassified position is scheduled to expire on June 30, 2001.

Therefore, a permanent position is recommended to continue providing essential legal services to the Assessor's Office in the area of property tax appeals and the resulting appellate court decisions. In addition, this position will be instrumental in the preparation of two existing high profile litigation cases, which could have a profound affect on the number of challenges filed by other corporations in the future.

The Office of the County Counsel estimates that the cost of hiring an expert attorney to perform the legal work that will be needed for these cases as they move into the appellate stage and the potential follow-up work will be significantly higher than hiring a full-time attorney.

In addition to the litigation on hand, the Office is also faced with the impact of inappropriate administrative actions by the State Board of Equalization. Without additional staff resources, such actions cannot be challenged, and the Office of the County Counsel will not be able to proactively review situations that may pose litigation hazards.

Anticipated Outcome

The County will have adequate resources to defend itself against present and future challenges to assessments levied on real and personal property. Additionally, the County will also be able to challenge administrative actions by other government entities that may have an adverse impact on its operations.

Total Cost: $160,855

Position cost is offset by the deletion of an unclassified attorney and $140,000 reimbursement from the Assessor in FY 2002
$4,000 one-time funding

Add One Attorney to Support Social Services Agency's Department of Family and Children's Services

Recommendation

Add 1.0 FTE Attorney IV/III/II/I position, $4,000 one-time resources for workstation equipment and $3,000 on-going resources for general office supplies.

Background

The Child Dependency Unit (CDU) of the Office of County Counsel provides legal advice and representation for the Social Services Agency's Department of Family and Children's Services (DFCS). There are approximately 3,500 juvenile court dependency cases in Santa Clara County, which generate more than 10,000 court hearings each year.

CDU attorneys appear on behalf of DFCS at every jurisdictional hearing, mediation and trial conducted by the Juvenile Dependency Court. However, on-site legal advice is not currently available for social workers preparing the initial juvenile dependency petitions.

The new Attorney position will provide transactional legal services to DFCS and on-site assistance at specific locations identified by DFCS. This assistance will include reviewing dependency petitions and detention packets (Dependent Intake Center, Union Avenue), providing legal advice and forensic training (Children's Shelter, Union Avenue), and reviewing petitions and detention reports (Family Resource Center, Gilroy).

Anticipated Outcome

DFCS staff will receive appropriate legal advice prior to filing petitions for dependency. This will reduce the exposure to law suits due to non-compliance with legal requirements.

Total Cost: $132,056

Position plus related overhead expenses will be partially reimbursed from State and Federal funding through the Social Services Agency
$4,000 one-time funding

Add One Attorney to Support the Employee Services Agency's Insurance Division

Recommendation

Add 1.0 FTE Attorney IV/III/II/I position, $4,000 one-time resources for workstation equipment and $3,000 on-going resources for general office supplies.

Background

The Litigation Section of the Office of the County Counsel handles law suits arising from claims filed with Employee Services Agency Risk Management. Many claims resulting in litigation are related to employment matters and involve issues of discrimination.

During the period from July 1, 1997 through January 2001, sixty-eight employment claims were filed, forty-two of which were litigated. In the absence of in-house staff, twenty-eight of the litigated cases were sent to outside counsel, resulting in outside legal fees in the amount of $972,966.

In addition to the above litigated matters, sixty-two Personnel Board hearings/arbitrations were also sent to outside counsel. The Office estimates that the legal fees for these cases will be $210,800.

The Office of the County Counsel is aware that the addition of one Attorney position will not eliminate reliance on outside counsel but will significantly reduce those costs.

Anticipated Outcome

Costs for employment cases will be reduced by approximately 25%. In time, the Office of the County Counsel will benefit from having a trained person with knowledge of the County's policies and procedures, and the priorities and operations of its various departments.

Total Cost: $132,056

Position plus related overhead expenses will be reimbursed by ESA Insurance
$4,000 one-time funding

Add One Departmental Information Systems Specialist

Recommendation

Add 1.0 FTE Departmental Information Systems Specialist II/I (G13/G39), $1,500 ongoing resources for general office supplies and $4,000 one-time resources for workstation equipment.

Background

In 1997, the County Counsel's Office converted an existing coded position to a Departmental Information System Coordinator position to provide support to the Local Area Network computers. This position is designed to work under technical supervision to coordinate the planning, design, implementation and operation of existing and new computer systems. The position acts as a liaison between the Office of the County Counsel and the Information Services Department and other information systems providers.

Due to significant increases in complexity of the systems environment, it is necessary to have a full-time technical services business analyst on staff who has different and higher level skills than the existing systems coordinator position.

Current projects not yet completed due to unresolved technical issues and insufficient available staff time, will require significant in-house technical support.

Anticipated Outcome
The Office will be able to reduce the reliance on the Customer Services Division of the Information Services Department. This in-house resource will also be more economical than hiring outside technical experts.

Total Cost: $85,033
$4,000 one-time funding

Document Imaging System

Recommendation
Approve the allocation of $322,900 for the purchase and implementation of an automated system for the indexing, storage, retrieval and display of documents.

Background
This request was submitted to the Information Technology Committee (ITEC) as part of the Information Technology Budget Review process for Fiscal Year 2002. ITEC recommends that the Board consider approving this request as it supports the Board's priority to focus on physical infrastructure, including automated systems.

This system would also support the Office of the County Counsel's goal to provide resources which enable the Office to deliver effective, timely legal services to client departments. This includes providing the required administrative support services and systems to run the Office efficiently.

Funding to implement this project includes:

- $185,000 one-time resources for the purchase and implementation
- $25,000 one-time resources for consulting services to assist with planning and implementation
- $15,000 one-time resources for data communications services
- $4,000 one-time resources for workstation equipment
- $74,952 one-time resources for 4.0 FTE Unclassified Office Clerks (funded for 6 months)
- $18,948 ongoing resources for 1.0 FTE Office Clerk (funded for 6 months)

Anticipated Outcome
This document storage and retrieval system will improve customer service by providing better access to necessary documents which will allow more timely response and enhance consistency in approach and advice. Access to the legal history of issues will assist client departments in planning and implementing policy and procedure changes, thereby improving internal County operations. In addition, it is anticipated that the effective use of this system will result in improved space utilization, reduce redundancy and will provide better security of confidential records.

Cost: $322,900
$303,952 one-time funding

Add One Account Clerk II/I

Recommendation
Delete 1.0 FTE Account Clerk I and add 1.0 FTE Account Clerk II/I

Background
The Account Clerk I position, currently assigned to the Accounting Unit, performs elementary accounting clerical work. The requirements and duties of the accounting staff have changed and require an increased level of responsibility and complexity of the duties assigned to the accounting unit staff.

An Account Clerk II position can be assigned responsibility for maintaining controls and records requiring more complex clerical accounting procedures and knowledge of the broader departmental accounting system procedures. Higher level duties also include the ability to work more independently, performing tasks which require less supervision and review.

Outcome
This action will provide the most appropriate staffing level required to meet the needs of the office. In addition, the higher level position will result in improved service to internal staff and external contacts by providing more timely responses; more complex accounting duties will be assigned to this position, making the other positions available for more analytical processes and duties.

Cost: $0
No additional funds are requested in Fiscal Year 2002

County Counsel — Budget Unit 0120
Expenditures by Cost Center

CC	Cost Center Name	FY 2000 Actual	FY 2001 Appropriations Approved	FY 2001 Appropriations Adjusted	FY 2002 Recommended	Amount Chg From FY 2001 Approved	% Chg From FY 2001 Approved
1120	County Counsel Administration	2,688,149	3,461,354	3,857,584	5,194,072	1,732,718	50
	Total Expenditures	2,688,149	3,461,354	3,857,584	5,194,072	1,732,718	50%

County Counsel — Budget Unit 0120
Revenues by Cost Center

CC	Cost Center Name	FY 2000 Actual	FY 2001 Appropriations Approved	FY 2001 Appropriations Adjusted	FY 2002 Recommended	Amount Chg From FY 2001 Approved	% Chg From FY 2001 Approved
1120	County Counsel Administration	891,635	622,760	822,760	835,425	212,665	34
	Total Revenues	891,635	622,760	822,760	835,425	212,665	34%

County Counsel Administration — Cost Center 1120
Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2001 Approved Budget	127.0	3,461,354	622,760
Board Approved Adjustments During FY 2001	5.0	708,176	200,000
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	-0.5	637,019	
Internal Service Funds Adjustment		166,084	
Other Required Adjustments		(7,757)	12,665
Subtotal	131.5	4,964,876	835,425
Recommended Changes for FY 2002			
Internal Service Fund Adjustments		467,735	0
ITEC Doc Storage&Retrieval System		12,775	0
1. Add Attorney for Assessor		7,000	
Add Attorney IV/III/II/I to provide legal services to the Office of the Assessor. The cost of this position is offset by the deletion of an unclassified Attorney position and $140,000 reimbursement from the Office of the Assessor's Property Tax Administration Program (AB 710). Also included in this request are $3,000 ongoing resources for general office supplies and $4,000 one-time resources for workstation equipment.			
2. Add Attorney for SSA, Department of Family and Children's Services	1.0	132,054	
Add Attorney IV/III/II/I to provide transactional legal services to the Social Services Agency, Department of Family and Children's Services. Also included are $3,000 ongoing funding for general office supplies and $4,000 one-time funding for workstation equipment. Position plus related overhead expenses will be partially reimbursed from State and Federal funding through the Social Services Agency.			
3. Add Attorney for ESA Insurance	1.0	132,054	
Add Attorney IV/III/II/I to provide employment litigation services to Employee Services Agency's Insurance Division. Also included are $3,000 ongoing funding for general office supplies and $4,000 one-time funding for workstation equipment. Position will be fully funded through reimbursement from ESA Insurance.			
4. Add Departmental Information Systems Specialist II/I	1.0	85,031	
Add Departmental Information Systems Specialist II/I to perform technical services for automation support. Also included are $1,500 on-going funding for general office supplies and $4,000 one-time funding for workstation equipment.			
5. Document Imaging System	5.0	322,900	
This augmentation will provide funding for the following: a. $185,000 one-time funding for purchase and implementation of an automated system for indexing, storage, retrieval and display of documents. b. $25,000 one-time funding for consulting services to assist with planning and implementation. c. $15,000 one-time funding for data communications services. d. 4.0 FTE Unclassified Office Clerks (funded for 6 months). e. 1.0 FTE Office Clerk (funded for 6 months). f. $4,000 one-time funding for workstation equipment.			
6. Add Account Clerk II/I			
Delete 1.0 FTE Account Clerk I and Add 1.0 FTE Account Clerk II/I. No additional funds are requested in Fiscal Year 2002.			
Subtotal	8.0	1,164,666	0
Total Recommendation	139.5	5,194,072	835,425

Registrar of Voters

Mission

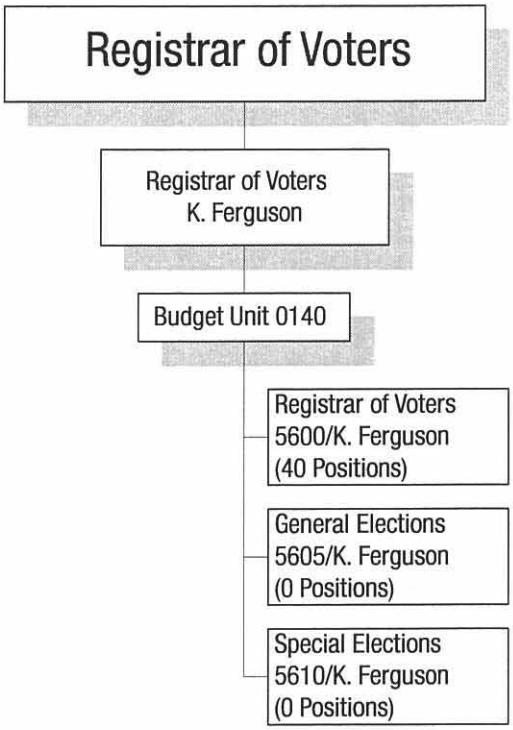
The mission of the Santa Clara County Registrar of Voters is to remain responsive to the needs of our customers in efficiently conducting elections, registering voters, and disseminating useful information, while maintaining the accessibility, accuracy, integrity and reliability of our services.

Goals

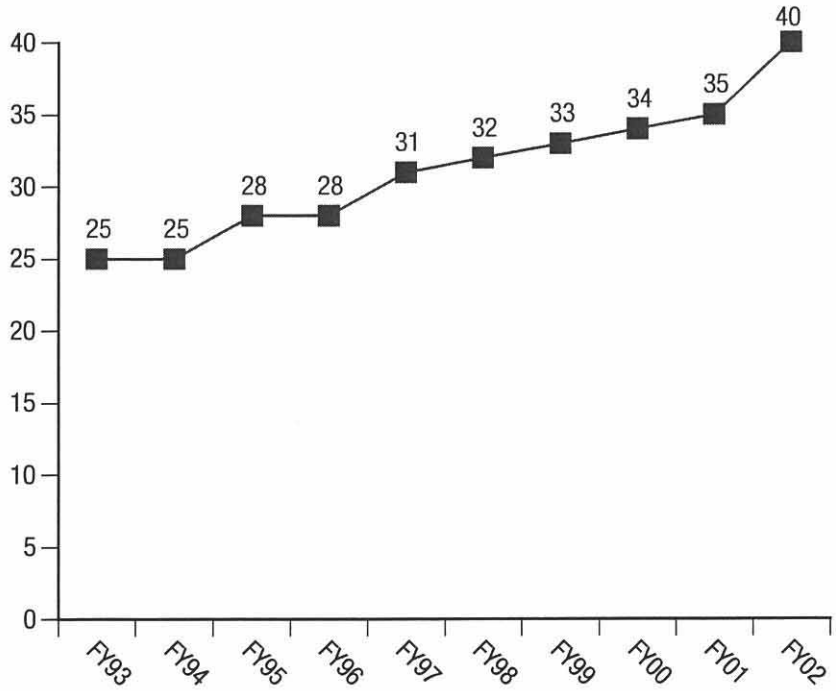
- An efficient election process with minimal potential for error.
- Election services that address the needs of every eligible voter and candidate.
- An informed and participatory electorate, confident in the integrity of Santa Clara County's election process.
- A stable, motivated, professional work force knowledgeable in all aspects of the election process.

Cost: $8,333,946

Staff: 40



10-Year Staffing Trend



Registrar of Voters

Overview

The Registrar of Voters is the County Elections Official and conducts all Federal, State-wide, County, School District, General District and Special elections. Election services are provided to cities and special districts when authorized by the Board of Supervisors. School districts, cities, and special districts reimburse the County in full for election services. Revenues from these sources are approximately $1.5 million annually.

The Office of the Registrar of Voters provides for the registration of qualified electors and maintains an accurate register of the County's eligible voters. Multi-lingual voting materials are provided in Spanish (mandated by Federal law) and Vietnamese and Chinese (mandated by the Board of Supervisors); multi-lingual oral assistance is provided at targeted polling places. The Office examines and verifies signatures on initiative, referendum, recall, nomination and other election petitions. This Office also maintains jurisdictional and precinct boundaries and provides precinct maps for public sale.

In the upcoming fiscal year, the Office of the Registrar of Voters will face the following issues:

- Providing increased ballot access to disabled and elderly voters
- Providing increased voter education with regard to our voting system and process
- Recruiting and training a sufficient number of qualified poll workers
- Redrawing jurisdictional lines for reapportionment
- Evaluating and updating precinct lines following redistricting
- Updating procedures and reprogramming software to accommodate new laws
- Following the Board's direction in conducting an early voting/touch-screen electronic voting pilot project during the November U.D.E.L. election
- Conducting a successful November 6, 2001 U.D.E.L. election
- Following the Board's direction with regard to conducting early voting and increasing the number of early voting sites for the March 5, 2002 Primary Election. This will also entail purchasing additional touch screen voting machines as required.
- Conducting a successful March 5, 2002 Primary Election.

Fiscal Year 2001 Accomplishments

- Organized a voter registration effort for the November 2000 Presidential Election that helped to register 37,000 new voters during the final week of registration, with 7,000 new registrants coming into the office on the final day.
- Installed an intelligent voice recognition telephone system that automatically provided voter registration status and polling place locations and directions to callers 24 hours per day, 7 days a week, in the month prior to the General Election.
- Trained more election officers for the General Election than were ever trained before in the history of Santa Clara County.
- Surveyed approximately one-third of all polling places in Santa Clara County to determine accessibility.
- 98% of the polling places in Santa Clara county were accessible during the General Election - the highest accessibility rating among the large California counties.
- For the General election, 800,000 error-free, sample ballot booklets of 179 different ballot types in English, Spanish, Chinese and Vietnamese were prepared, addressed and mailed on time.
- Implemented an automated absentee ballot process to shorten the time to deliver and process the absentee ballots.
- Processed 140,000 absentee ballot requests for the November 2000 Presidential General Election - a 28,000 increase over the previous record number of requests.

- Provided cellular phones to most of the poll workers and staffed a Poll Worker hotline (299-POLL) from 5:30 a.m. until 11:00 p.m. on Election Day.
- Provided both a public hotline (299-VOTE) and a poll worker hotline (299-POLL) beginning 29 days before the General Election.
- Processed 11,000 provisional ballots for the General Election.
- Reported a greater percentage of absentee ballot totals on Election Night than ever before in a major election in the County.
- Consistently cleaned the hanging chads from our punch card ballots before tabulating them and cleaned the chads out of our voting machines both before and after every election.
- Conducted six, well attended, poll worker de-briefing sessions following the General Election.
- Successfully conducted the March 6 Special Election.
- Successfully conducted the June 5 Special Election.
- Upgraded the voter registration/election management computer system to a PC-based system utilizing networked servers.

Fiscal Year 2002 Planned Accomplishments

- Provide increased ballot access to disabled and elderly voters through the procurement of better surveyed and selected polling places; provision of sample ballot voting pages with screen reader capability on our Web site; and implementation of community-based early voting on touch-screen electronic voting machines that display the ballot in larger print or read it aloud to the blind.
- Cross train our recruiting officers to work across traditional boundaries as a team in order to more efficiently recruit and effectively retain our poll workers by responding to their requests.
- Redraw jurisdictional lines for reapportionment and create new jurisdictional maps in time for the October 2001 candidate filing period for the March 5, 2002 Primary Election.
- Evaluate and update precinct lines following redistricting to ensure their conformance to new district boundaries and to maximize the ratio of voters to polling place.
- Notify voters of new election precincts and changes in election precincts.
- Update procedures, reprogram software, and educate voters to the new "15-day close" of voter registration law and the "pseudo-open" Primary rules, wherein non-partisan voters may choose to vote a political party ballot in the March 2002 Primary Election.
- Issue unique, system assigned voter identification numbers to be bar coded on the voter notification cards and the sample ballots for quick, accurate retrieval of voter records during early voting.
- Implement early voting/electronic voting procedures and develop an early voting poll worker training program.
- Develop an educational/informational campaign for the pilot project.
- Conduct an early voting/touch-screen electronic voting pilot project during the November U.D.E.L. election and evaluate its success.
- Conduct a successful November 6, 2001 U.D.E.L. election.
- Conduct a voter registration/education drive prior to the March 2002 Primary Election,
- Outsource the mailing and addressing of the English/Spanish sample ballots during the March 2002 Primary Election.
- Follow the Board's direction with regard to conducting early voting and increasing the number of early voting sites for the March 5, 2002 Primary Election. Purchase additional touch-screen voting machines as required.
- Conduct a successful March 5, 2002 Primary Election.
- Collaborate with GIS to create polling place maps for printing on sample ballots for the November 5, 2002 General Election.

Registrar of Voters
County Executive's Recommendation

Advancement of Board Priorities

The County Executive's recommendations for the Registrar of Voters Office are consistent with the Board's priority to invest in service quality, efficiency and convenience.

Early Electronic Voting Pilot

Recommendation

Allocate $1,749,848 to implement an expanded early voting pilot using electronic touch screen machines.

Background

In FY 2001, the Board approved $694,099 for an early electronic voting pilot. The pilot was not implemented due to staff vacancies and a demanding Presidential election.

Additional funding is needed in order to provide the project with the resources that will result in a successful expanded pilot. Ongoing costs of $190,000 will support the addition of four positions needed for the implementation: one Senior Warehouse Materials Handler, one Programmer in the Information Services Department (ISD), one Program Manager II, and one Accountant III position. A reduction in extra-help allocation will partially offset the cost of the permanent positions by $39,890.

One-time costs of $1,559,848 will be used to pay poll workers and purchase electronic voting machines and personal computers (PC's) that will be used at polling sites to verify registered voters' signatures.

Anticipated Outcome

The anticipated outcome of this funding will be two early electronic voting opportunities for the voters in Santa Clara County:

- Voters will have an option to vote during a two-week time period immediately preceding the November 6, 2001, election using touch screen voting machines. Four sites will be utilized throughout the County. One site will be the Registrar of Voters Office at Berger Drive. Community-based locations such as shopping malls are being considered for the other three sites.
- Voters will also have an option to vote during a two-week time period immediately preceding the March 5, 2002, Gubernatorial Primary Election using touch screen voting machines. Seven community- based sites will be utilized.
- The County will gain an opportunity to measure the reliability, responsiveness, and accuracy of the touch screen voting machines as well as the ease of use.
- The County will gain an opportunity to measure the effectiveness and voter satisfaction with early voting.
- The County will gain an opportunity to measure the effectiveness and voter satisfaction with machines that are retrofitted to accommodate voters with physical limitations and voters with limited proficiency in reading English.

Total Ongoing Cost: $190,000
Total One-time Cost: $1,559,848

Replacement of Minicomputer System

Recommendation

Allocate $51,000 to be used to purchase personal computers to replace an obsolete minicomputer system.

Background

In FY 2001, the Board approved $324,009 to purchase personal computers to replace the Registrar of Voter's obsolete minicomputer system. This original estimate of cost was short by $51,000, which is being requested in FY 2002 to complete the project.

Anticipated Outcome
This funding will provide the necessary appropriation to replace the remaining obsolete computer terminals and servers with personal computers. This replacement will increase the reliability of the computer system that controls the County's registered voter database of approximately 800,000 voters.

Total One-time Cost: $51,000

Add Multi-Lingual Staff

Recommendation
Add one Spanish-Speaking Precinct Technician position and one Chinese-Speaking Floater Clerk to continue development of multi-lingual and culturally-appropriate materials for County services.

Anticipated Outcome
The County will improve bilingual voting materials and oral language assistance to limited-English-proficient citizens as required by the Federal Voting Rights Act.

Total One-time Cost: $5,000
Total Ongoing Cost: $81,142
(Positions funded for 10 months in FY 2002)

Furniture Panels

Recommendation
Allocate funding to purchase 47-inch high work station panels to replace the existing 67-inch high panels.

Background
Tall work area panels reduce visibility in the office and impact staff ability to see customers at the front counter, and to see other co-workers available to take phone calls.

Anticipated Outcome
The purchase and installation of shorter work station panels will facilitate an increase in work productivity and improve customer service. Staff will be able to see over the panels and react quickly to customers at the front counter and on the phone.

Total One-time Cost: $16,200

Replace Inkjet Ballot Addressing Machine

Recommendation
Allocate $75,000 to be used for the purchase of an Inkjet Ballot Addressing Machine.

Background
The existing 10-year old inkjet addressing system has been breaking down frequently. Due to its age, replacement parts are increasingly unavailable and maintenance is difficult.

Anticipated Outcome
Purchase of a new Inkjet Ballot Addressing Machine will increase the reliability of the production of timely sample ballots and protect the integrity of the election process.

Total One-time Cost: $75,000

Mailing House Services

Recommendation
Allocate $30,000 to outsource the addressing and mailing of 600,000 English/Spanish sample ballots for the March 2002 Election.

Background
With Census 2000 and the subsequent re-drawing of political jurisdiction and election precinct boundary lines, the Registrar of Voters anticipates a significant increase in the number of precincts and ballot types for Santa Clara County. This will result in an increased workload in a limited time period.

For the March 2002 Election, the Registrar of Voters will also have to launch aggressive voter education efforts to counter the effects of recently-passed legislation:

- The 15-day close -of-registration law which extends the time during which voters can register from the 29-day close until 15 days before the election.
- The "pseudo-open" Primary law allows non-partisan voters to vote on ballots for specific parties; partisan voters do not have this option. Further, this law gives political parties until 60 days before the election to inform the Secretary of State of their intent to allow non-partisan voters to vote in their Primary Election.

Both new laws will create a pool of voters who will not be included in the election materials that will be generated as part of the current process, since the precinct rosters and sample ballots are based on the information available at the 29-day close.

To mitigate the confusion that will ensue because of the new legislation, and to reduce potential polling worker errors, the Registrar of Voters urges that those voters who register after the 29-day close, and the non-partisan voters who will be voting on ballots of specific parties, should vote early. This will enable the office to check information online and use the electronic voting machines to ensure that voters receive the correct ballots and do not use provisional ballots.

The proposed voter education campaign will stress the importance of early voting and enhance the chances for a successful election.

Anticipated Outcome

Outsourcing some of the mailing tasks will allow staff to devote attention to other critical duties in preparation for the March 2002 election.

Total One-time Cost: $30,000

Registrar Of Voters — Budget Unit 0140
Expenditures by Cost Center

CC	Cost Center Name	FY 2000 Actual	FY 2001 Appropriations Approved	FY 2001 Appropriations Adjusted	FY 2002 Recommended	Amount Chg From FY 2001 Approved	% Chg From FY 2001 Approved
5600	Registrar Of Voters	3,417,794	4,358,228	4,423,494	5,584,762	1,226,534	28
5605	General Elections	1,426,738	2,202,937	2,202,937	2,680,335	477,398	22
5610	Special Elections	8,086	68,652	68,652	68,849	197	
	Total Expenditures	4,852,618	6,629,817	6,695,083	8,333,946	1,704,129	26%

Registrar Of Voters — Budget Unit 0140
Revenues by Cost Center

CC	Cost Center Name	FY 2000 Actual	FY 2001 Appropriations Approved	FY 2001 Appropriations Adjusted	FY 2002 Recommended	Amount Chg From FY 2001 Approved	% Chg From FY 2001 Approved
5600	Registrar Of Voters	640,494	581,125	581,125	581,125		0
5610	Special Elections	814,619	862,000	862,000	862,000		0
	Total Revenues	1,455,113	1,443,125	1,443,125	1,443,125		0%

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

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2001 Approved Budget	35.0	4,358,228	581,125
Board Approved Adjustments During FY 2001		65,266	
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments		77,136	
Internal Service Funds Adjustment		122,190	
Other Required Adjustments		(635,026)	0
Subtotal	35.0	3,987,794	581,125
Recommended Changes for FY 2002			
Internal Service Fund Adjustments		–	–
1 FTE for Software Engineer Support for Election Mgt System		82,687	0
1. Early Electronic Voting Project		1,142,652	
Allocations are recommended in Cost Centers 5600 and 5605 to provide funding for services and supplies needed to implement an early electronic voting pilot in November, 2001 and an expanded early electronic election in March, 2002. Four sites will be available for citizens to vote 2-3 weeks before election day, November 6, 2001. Seven sites will be available throughout Santa Clara County for citizens to vote 2-3 weeks prior to election day, March 5, 2002.			
2. Replace Mini-Computer System		51,000	
This allocation will provide funds to purchase PCs necessary to complete the conversion from an obsolete mini-computer system to a state-of-the-art PC system. This system supports all registered voters in the County.			
3. Add 1 Precinct Technician	1.0	40,780	
The addition of one Spanish-Speaking Precinct Technician position will allow the Registrar of Voters Office to better serve limited-English-proficient citizens by providing oral language assistance and bilingual voting materials. A one-time equipment allocation of $2,500 is included.			
4. Add 1 Floater Clerk Position	1.0	45,358	
The addition of one Chinese-Speaking Floater Clerk position will greatly enhance the Registrar of Voters provision of service to limited-English-proficient citizens in need of oral language assistance and bilingual voting materials. A one-time equipment allocation of $2,500 is included.			
5. Add 1 Sr. Warehouse Materials Handler	1.0	4,498	
The addition of one Senior Materials Handler position will be offset by an equal reduction in the Registrar of Voter's extra-help allocation. A one-time equipment allocation is included. The Senior Materials Handler position will be needed to move and store the electronic voting machines.			
6. Add 1 Program Manager II Position	1.0	75,863	
A Program Manager II position is needed in order to manage the early voting elections. Early voting requires extensive planning and perfect execution in order to maintain the integrity of the elections. A one-time equipment allocation of $2,500 is included.			
7. Add 1 Accountant III Position	1.0	62,930	
An Accountant III position is needed in order to address new legal requirements which tighten deadlines and require more complex reports. A one-time equipment allocation of $2,500 is included.			
8. Herman Miller Furniture		16,200	
This one-time allocation will be used to purchase short Herman Miller Panels to replace the existing tall panels that currently reduce customer visibility.			
9. Inkjet Ballot Addressing Machine		75,000	
Provides a one-time allocation to purchase an Inkjet Ballot Addressing machine that will replace the existing machine that is 10 years old and failing.			
Subtotal	5.0	1,596,968	0
Total Recommendation	40.0	5,584,762	581,125

General Elections — Cost Center 5605
Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2001 Approved Budget		2,202,937	
Board Approved Adjustments During FY 2001			
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments			
Internal Service Funds Adjustment		75,282	
Other Required Adjustments		(45,080)	0
Subtotal		2,233,139	
Recommended Changes for FY 2002			
1. Early Electronic Voting Project		417,196	
Allocations are recommended in Cost Centers 5600 and 5605 to provide funding for services and supplies needed to implement an early electronic voting pilot in November, 2001 and an expanded early electronic election in March, 2002. Four sites will be available for citizens to vote 2-3 weeks before election day, November 6, 2001. Seven sites will be available throughout Santa Clara County for citizens to vote 2-3 weeks prior to election day, March 5, 2002.			
2. Outsource Ballot Addressing/Mailing		30,000	
This one-time allocation will provide funds to outsource English/Spanish sample ballot addressing and mailing.			
Subtotal	0.0	447,196	0
Total Recommendation		2,680,335	

Special Elections — Cost Center 5610
Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2001 Approved Budget		68,652	862,000
Board Approved Adjustments During FY 2001			
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments			
Internal Service Funds Adjustment		197	
Other Required Adjustments			0
Subtotal		68,849	862,000
Recommended Changes for FY 2002			
Total Recommendation		68,849	862,000

Information Services Department

Mission

In partnership with our customers, develop information technology strategies, and deliver and support cost effective solutions that are responsive to County business and public service needs.

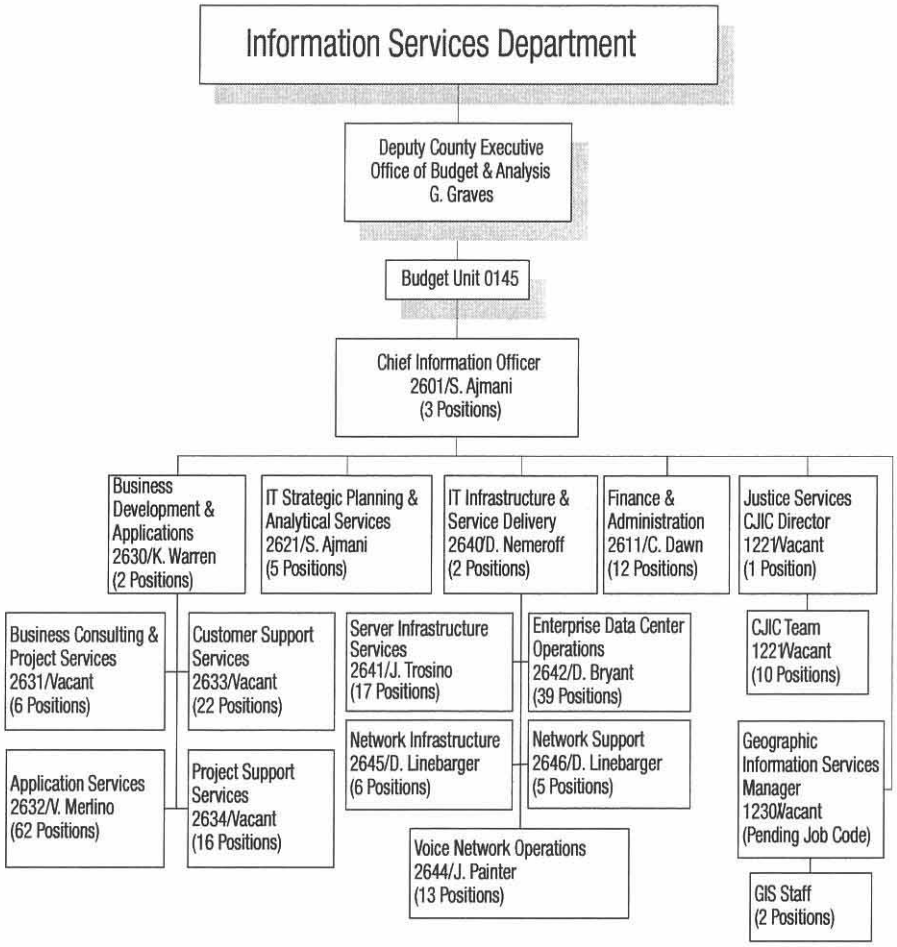
We value integrity, respect for the individual and teamwork. Our dedication to customer service will focus on excellence, leadership and creativity.

Goal

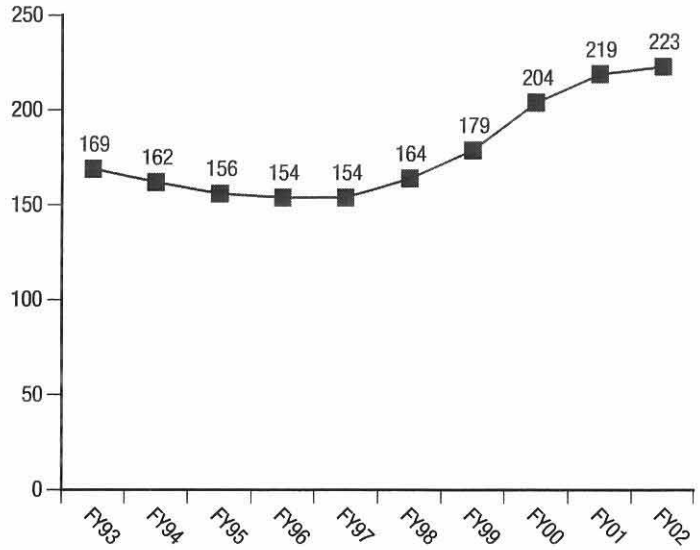
- Be the information technology provider of choice, demonstrate leadership, collaboration and innovation while fostering a learning culture.

Cost: $41,959,218

Staff: 223



10-Year Staffing Trend



Information Services Department

Overview

The Information Services Department is managed by the County's Chief Information Officer, whose office is charged with responsibility for Countywide planning, development, coordination of information technology and telecommunications. ISD supports County departments with computer system planning, programming, systems development and maintenance services geared to helping each departmental client fulfill its own service mission.

The Information Services Department operates 24 hours a day, seven days a week to provide information services resources to both centralized computing systems and departmental decentralized systems, including teleprocessing networks and CLARAnet. The Information Services Department operates primarily through an Internal Service Fund, which is managed as an internal business whose costs are recovered through a rate structure which is reviewed annually.

The Information Services Department provides coordination of Countywide department telephone service requests; design, installation, repair and maintenance of telephone and other electronic equipment; data cabling for network installation and maintenance; and centralized payment of most telephone invoices. The cost of providing telephone services to County departments is also recovered through a rate structure managed through an Internal Service Fund.

Fiscal Year 2001 Accomplishments

The Information Services Department serves as the information technology center of the County. Customers are primarily internal; that is, other County departments. Some of the Information Services Department's accomplishments for fiscal year 2001 include:

- Developed a vision for strategic utilization of Information Technology (IT) for services to County customers and for the improvement of internal processes. This includes e-Government services to the public and corporations in the County. ISD shared this vision with the Board of Supervisors during a regularly scheduled meeting in April 2001, and has requested funding to continue development of e-Government.
- Established the County Information and Knowledge Management Factory project and delivered Phase I. This project, which is currently supported by a distinguished consulting firm specializing in delivery of this type of information, is progressing per plan. This project will be able to answer business questions about effectiveness and outcomes of County services, performance management, and for executive decision support. Current examples are: Cross Systems Evaluation, Violence Prevention, Public Health analysis and Mental Health analysis.
- Launched the IT Strategic Plan and Architecture project in March 2001. A Request for Proposal has been issued to acquire the services of a nationally renowned consulting firm to begin the project in July.
- Launched the ASAP project in January 2001. This project addresses re engineering of accounting and purchasing processes.
- Maintained more than fifty mainframe applications with normal maintenance and several significant enhancements delivered. Met Service Level Agreements (SLA) for production operation of these 50 applications achieving 99% availability and on time delivery.
- Initiated major upgrade project for payroll system.
- Delivered the first release of KEYBOARD, the Board agenda, preparation and review system.
- Designed and successfully installed five computer networks in a variety of county locations.
- Continued to maintain application software in our customer business areas.
- Provided ongoing design and installation for relocation or remodeling of customer offices.
- Completed study and design for replacement of an antiquated UPS (uninterrupted power supply) system. This will be replaced with an energy efficient system this Summer.

- Replaced the outdated high speed printing equipment with new technology to better support our customers needs.
- Developed and received Board approval for the County Voice Communications Strategic Plan and Architecture. Started a large project to replace the existing nine telephone systems at the Civic Center complex. This is the first Phase of implementing the countywide Voice Communications Architecture.
- Provided ongoing maintenance and upgrades to 60+ telephone systems in the County with three major replacements.
- Provided ongoing maintenance and enhancements to CLARAnet, the countywide data network, with significant capacity upgrades at key locations.
- Upgraded the County's Internet gateway with significant improvements.
- Successfully renegotiated a telecommunications service agreement generating an annual savings of approximately $1.3 million.
- Entered into an agreement with the City of San Jose and the Santa Clara Valley Water District to obtain a highly accurate digital aerial photographs of Santa Clara County.

Fiscal Year 2002 Planned Accomplishments

- Deliver Phase I of e-Government.
- Deliver the two remaining releases for KEYBOARD.
- Complete Cross Systems Evaluation from the County Information Factory project.
- Complete the payroll upgrades.
- Continue to provide support to the ASAP project.
- Continue with the Voice Communications Strategic Plan and Architecture.
- Complete the IT master plan with business justifications for IT projects, time lines and funding strategies.
- Continue to provide ongoing quality services to our customers.

Performance-Based Budget Effort

ISD is moving to a Performance-Based Budget by adopting Service Level Agreements, developing metrics, and contracting with a corporation that specializes in consolidating varied disciplines into a Performance Based Budget model.

Service Level Agreements

ISD has developed Service Level Agreements (SLAs) whereby specific levels of service and cost are documented and mutually agreed upon. This benefits the customer by clearly stating what ISD will deliver throughout the term of the agreement. For example, a department that is dependent on a database for its operation could suffer a system failure resulting from a power outage. ISD can guarantee that a system will be restored within 4 hours for 90 percent of occurrences and within 24 hours for 100 percent of occurrences. Virtually every relevant aspect of an ISD supported System can be clearly stated in a Service Level Agreement.

Performance Metrics

ISD has contracted with a professional management group to develop performance measurements that ensure full service delivery as specified in their SLAs. Once in place the department can use this data to monitor performance and modify or reallocate resources. In addition, these metrics will play a key role in ISD's performance model.

Performance Model

Under the guidance of PKV Management Consulting, the same firm guiding several other County departments in the development of their PBB model, ISD will integrate metrics, Service Level Agreements and traditional performance statistics into their own unique model. This methodology will map the inputs and outputs of ISDs service into a logical display. From this product ISD can then develop a fully linked Performance Based Budget.

Information Services Department
County Executive's Recommendation

Advancement of Board Priorities

The County Executive's recommendations for the Information Services Department advance the Board of Supervisors' priorities as follows:

- Continued investment in technology while consolidating and implementing initiatives started in previous years
- Addressing a severe hiring and retention issue through extensive reclassification of positions in ISD
- Continued investment in education and training of existing staff
- Directing the County's progress in electronic government

Information Technology Projects

The Information Technology Council (ITC) and Information Technology Executive Committee (ITEC) approved eleven initiatives proposed by the Information Services Department for funding in FY2002:

CLARAnet Infrastructure Improvements

Recommendation: Upgrade CLARAnet by funding the following initiatives:

- Internet Firewall Upgrades - Required to keep pace with upgraded network capacity and increased reliance on the Internet to conduct routine business.

Total One-time Cost: $140,000
Ongoing Cost: $15,000

- Civic Center Router Upgrade - Allows increased data flow for KEYBOARD, ASAP, PROMISE and other IT projects.

Total One-Time Cost: $79,000
Ongoing Cost: $7,000

- Civic Center-ISD Network Core Expansions - Supports increased network traffic flow.

Total One-Time Cost: $59,000

- Virtual Private Network (VPN) - This is a proof-of-concept initiative which will allow convenient and secure remote access to County business applications through CLARAnet. This system will benefit the County by allowing employees, contractors, and other County partners to safely access County systems from any location having internet access.

Total One-Time Cost: $75,000
Ongoing Cost: $5,000

- Network Diagnostic Equipment - These tools will allow Network Engineers to quickly locate and resolve system problems.

Total One-Time Cost: $33,000
Ongoing Cost: $5,000

- Internet Use Analysis System - Minimizes loss and risk to the County from inappropriate Internet use.

Total One-Time Cost: $26,000
Ongoing Cost: $2,000

Background: CLARAnet is entering its ninth year of development, becoming an essential, expanding and mature infrastructure for County operations. New Countywide applications such as KEYBOARD, e-Government, PROMISE, video-based training, videoconferencing, network broadcasts, and eventually voice traffic will all be based on CLARAnet as the foundation on which these projects are built.

Anticipated Outcome: CLARAnet will grow as a safe, robust and essential infrastructure for the efficient accomplishment of County business.

Disaster Recovery Plan - IT Critical Systems

Recommendation: Fund this initiative to develop and implement a Countywide Information Technology security policy and plan, a disaster recovery plan, and a business continuity plan.

Background: The protection of County Information Technology assets require a continual and long-term policy development and planning effort that addresses IT security, disaster recovery and business continuity planning in a changing environment. County IT assets have become more decentralized with recent transitions away from mainframe to client server technology.

Two recent reviews have been completed examining and assessing the County's IT security, backup and recovery practices and procedures. Both state the County's need for formal policies and procedures to be implemented Countywide.

Anticipated Outcome: This initiative will focus on three areas:

1. IT Security Policy: Develop and recommend IT security policies protecting infrastructure and systems, allowed use of resources, data retention, remote access, confidentiality, and other areas of IT security.

2. IT Security Plan: Develop and adopt IT security plans for user authentication, external and internal data integrity, network security, physical security, operational security, configuration management, and incident response procedures.

3. IT Disaster Recovery Business Continuity Plan: Identify IT vulnerabilities to possible disaster scenarios and develop plans, methods, and procedures to ensure operational capability within agreed upon time frames in the advent of a disaster.

Total One-Time Cost: $775,000
Ongoing Cost: $75,000

Output Management System

Recommendation: Fund initiative to provide STARS users with the ability to view data on-line, reducing reliance on paper reports and decreasing the time it takes for users to have access to data.

Background: The County's dated financial system, STARS, is incapable of providing users with timely and user-friendly reports. By using a third party reporting tool to access STARS data the current reports, as well as additional reports, could be provided electronically through the internet.

This funding will also be leveraged with $255,820 approved in FY 2001 for a print reduction study. This study was to provide online reports for 50 ISD customers to access and retrieve necessary information on-line. For FY 2002, the recommendation is to combine this project with Output Management System to make electronic reports available to users.

Anticipate Outcome: Make STARS accounting information available to a wide range of personnel in a user-friendly manner so that previously unavailable data will be readily accessible. Financial reporting will be more efficient, and managers will have better control over their department's financial status. In addition, ISD staff will not have to rely on paper reports.

Total Ongoing Cost: $500,000

High Speed Tape Backup System

Recommendation: Purchase a High Speed Tape backup system for the County's central mainframe system, reducing the number of tapes and associated costs. This system will increase the speed of data transfer to tape, enhancing the backup and restore processes.

Background: The current tape backup system does not meet requirements to support disaster recovery and business resumption processes due to slow data transfer rates.

Anticipated Outcome: This project will implement state of the art technology in tape subsystems in order to meet disaster recovery and business resumption processes. With increased tape capacity and speed, fewer tapes need to be purchased and stored off site, which will reduce costs.

Total One-Time Cost: $65.000
Ongoing Cost: $5,000

PROMISE Initiative Phase II

Recommendation: Fund this action which will complete the development of PROMISE and provide the County with an enterprise data warehouse.

Background: PROMISE, previously known as CIF or County Information Factory, is in its third funding year. Starting in fiscal year 2000, CIF Phase I, Cross Systems Evaluation Data Warehouse, began the process of

establishing a countywide conceptual architecture as the foundation for creating an enterprise data warehouse. The project was expanded to include Mental Health and Juvenile Probation data.

Anticipated Outcome:

- Provide the infrastructure and architecture for consistent and verifiable data exchange across the County's disparate systems.
- Furnish the framework for program evaluation
- Support the means to answer business questions specific to or span the participating business units
- Supply data required for performance-based budgeting

Development and deployment of data marts for Mental Health, Cross Systems and Juvenile Probation will be completed by May 2001, October 2001, and December 2001 respectively.

Total One-Time Cost: $1,459,000

e-Government Initiative Phase I

Recommendation: Approve this initiative to move Santa Clara County forward with the development of comprehensive e-Government solutions. This project is anticipated by the residents and employees of Santa Clara County and will enhance numerous internal and external business processes.

Background: The County is in the first wave of "Electronic Government," with a web site that is a repository of documents being maintained by a small, dedicated group of web masters. The process is labor intensive, the tools are limited and the backlog is growing daily.

Currently there are numerous County web sites available to the public and employees consisting of thousands of pages. To improve public access the County needs to move away for a department/agency structure to a more intuitive and informative format.

This project is not limited to web-based solutions in order to insure that all residents benefit from e-Government. It recognizes that County business will always be conducted in a variety of methods including personnel contact, traditional mail, telephone and internet. All business processes can benefit directly or indirectly for advances in e-Government.

Anticipated Outcome:

- Provide public data and information.
- Enhance public service.
- Improve the efficiency and effectiveness of County services
- Establish the County's e-Government strategy and policy

Total Cost: $2,300,848

Recommendations to Meet Departmental Request for Additional Support

These recommendations respond to departmental requirements for additional technical support as various projects transition from development to operational status. The expense in the Internal Service Fund is offset by reimbursements from client department's. The fiscal impact of these additional resources is shown in the client department budgets.

Add One Senior Database Administrator

Recommendation: Approve the addition of this position to ensure the investments in both KEYBOARD and PROMISE are appropriately supported and the benefits are fully realized.

Background: The Clerk of the Board agenda system project (KEYBOARD) is proceeding towards implementation this year as is PROMISE, the County's data warehouse. KEYBOARD uses an Oracle database and udb (Universal DataBase) while PROMISE is built on DB2. Both projects require a Senior Database Administrator for both operational support and to implement enhancements.

Anticipated Outcome: KEYBOARD and PROMISE will have the database support they require for successful operation and to fully exploit the value of the County's investment in these projects.

Total Cost: $82,645

Based on ten months funding plus 1-time equipment cost

Add One System Software Engineer II/Sr

Recommendation: Add this position to support both KEYBOARD and HaRP, the County's PeopleSoft based payroll system.

Background: A technical infrastructure readiness assessment was completed by a PeopleSoft-certified consulting firm to determine support requirements for the new PeopleSoft application. This report identified the current and future lack of server support as a major risk factor that must be addressed due to PeopleSoft version 8 being more complex than the current version.

KEYBOARD is scheduled for implementation this year. Currently one Senior Systems Software Engineer is providing NT and Solaris server support. This extremely complex, custom built application runs on Metaframe, Secant, DB2, Documentum, Java and AutoRender Pro, which will require additional support.

Anticipated Outcome: Both KEYBOARD and HaRP will have adequate support to meet business requirements.

Total Cost: $102,915
Based on ten months funding plus 1-time equipment cost

Additional Systems Support for the Registrar of Voters

Recommendation: Allocate funds to create a position that will support increased systems requirements of the Registrar of Voters Office.

Background: Recent legislation mandates certain requirements that can only be met if major programming changes are made to the Voter Registration database. An increase in technical support is needed to implement these programming changes along with increased support for the Early Voting Pilot project.

Anticipated Outcome: The Registrar of Voters will have the support and technical expertise required to implement the programming changes necessary to comply with new legal mandates and implement an Early Voting Pilot project.

Total Cost: $82,687
Based on ten months funding plust 1-time equipment cost

Professional Service Contracts

The following contracts provide unique and special skills on a one-time basis for specific County needs.

- $200,000 for KEYBOARD Knowledge Transfer: KEYBOARD is a unique application developed almost entirely on-site by a team of highly skilled contract staff. As development ends and KEYBOARD transitions to an operational status the skills that went into building this application must be retained by support staff.
- $140,000 for transfer of CASES: This request will provide one contractor to migrate the CASES function to the State.
- $250,000 for IT Project Manager I - Voice: This contract is required to implement the Voice Communications strategic plan, which will benefit all county departments supported by ISD Voice Communications.
- $200,000 for Network Designer - Voice: Required to design the new voice communications network which will significantly reduce costs throughout the County once implemented.
- $200,000 for a Network Engineer: This contractor will assist the CLARAnet infrastructure to support the CalWIN and California Health and Human Services Data Center (HHSDC), move to the State.
- $200,000 for PROMISE contract support: This is an alternative solution to adding permanent staff for PROMISE, the County's data warehouse. This contractor will assist with the final development of PROMISE.

Budget Requests Funded by ISD Retained Earnings

The following recommendations are all funded from the fund balance of the Internal Service Fund.

IBM RAMAC Disk Storage and Annual Maintenance

The ISD mainframe disk storage uses an IBM RAMAC which supports numerous applications such as CJIC, STARS, CASE etc. The disk storage system is at 96% capacity and must be expanded.

Total One-Time Cost: $25,000
Ongoing annual maintenance cost of $35,000 funded by increased billing rate

Purchase 26 Printers and Equipment for Probation
Probation has requested replacement of 26 aging IBM impact printers which are no longer covered by IBM maintenance. Future maintenance will require third party assistance.

Total One-Time Cost: $33,020

Purchase 9 Intel Based Servers
These servers are a replacement of equipment that was purchased over 4 years ago and have exceeded their useful life. The new machines are more capable which results in fewer servers supporting more systems.

Total One-Time Cost: $86,400

Purchase 20 IBM 4247 Printers
ISD has 40 IBM impact printers that will no longer be serviced by IBM. These printers are subject to frequent breakdown and other operational problems. They are dedicated to mainframe printing and are heavily used for the production of CJIC reports. This action will spread replacement over 2 years.

Total FY 2002 Cost: $54,000

General Fund Position Recommendations

Add One Network Engineer

Recommendation: Add this position as CLARAnet continues to be the foundation on which numerous County applications and business systems are built.

Background: CLARAnet is entering the ninth year of development and has become an essential and mature infrastructure for County operations. The reduction in development activities and increase in maintenance and operations expenses are a result of the system's maturity. New demands are constantly generated to take advantage of CLARAnet's inherent capabilities.

Anticipated Outcome: CLARAnet will continue as a viable County infrastructure supporting new applications and growing in the number of users.

Total Cost: $86,710
Based on ten month funding plus 1-time equipment expenses

Add One IT Planner Architect/Delete One DISS II

Recommendation: Add this position which is critical to the success of PROMISE, the County's data warehouse.

Background: Starting in May 2001, PROMISE will deliver a means for Program Outcome measures for Mental Health, Cross System Evaluation and Probation through the implementation of data warehousing based solutions. Additional department data sources will be added as the system grows. Continuous design and planning are required to accommodate this growth.

Anticipated Outcome: PROMISE will have appropriate planning and design resources as it grows into a County infrastructure resource.

Total Ongoing Cost: 8,776
This cost represents the difference between the added and deleted positions

Add One LAN Analyst I/II

Recommendation: Add this position to support the Countywide e-mail directory service and Lotus Notes administration

Background: Countywide e-mail service is scheduled to be implemented in FY2001. The only resources available for system administration responsibilities are highly skilled technicians that are inappropriate for this position. Similarly, Lotus Notes administration is currently conducted by over qualified staff.

Anticipated Outcome: Appropriate staffing to support both the Countywide e-mail directory and Lotus Notes administration will provide excellent service level while freeing more highly skilled resources.

Total Cost: $72,707
Based on ten month funding plus 1-time equipment expenses

Add One Software Engineer I/II/III

Recommendation: Add this position to support Geographical Information Services (GIS) and reduce object two cost by the same amount resulting in no additional cost to the General Fund.

Background: The Center for Urban Analysis (CUA) was merged with ISD in FY 2000. CUA provided oversight of GIS responsibilities. The merger resulted in the transfer of GIS program funds, which provided for the costs of

contract staff. A contractor has been used for the past several years to meet the program needs and maintain the current level of service.

Anticipated Outcome: GIS will continue to provide valuable Geographical information by converting this contracted work to a classified position.

Total Cost: None

Positions Not Impacting the General Fund

The following position actions will not impact the General Fund. Departments requesting ISD service will pay by reallocating existing funds or from external revenue.

Add Two LAN Analysts I/II

Recommendation: Add these positions enabling the Sheriff's department to completely redesign, implement and support a new LAN for the entire department including three off-sites.

Background: Currently the Sheriff's LAN environments are physically separated. Personnel needing access to more than one LAN environment must have a workstation for each LAN. Information sharing between all Sheriff's personnel is severely hindered and inefficient. Access to County e-mail is restricted. Documentation is still distributed on diskette for collaboration when users are not on the same LAN.

The scope of this project requires two additional LAN Analysts to provide and define project requirements, procurement information, test, load and install software on all workstations, and provide assistance to outside vendors to implementing a large number of special applications.

Anticipated Outcome: Information flow throughout the Sheriff's office will be fast, secure and reliable.

Total Cost: $169,223
Based on ten month funding plus 1-time equipment expenses

Add One System Software Engineer II/Sr

Recommendation: Add this position to augment the two LAN Analysts on the preceding action to fully support the Sheriff's new system.

Background: See preceding action to add two LAN Analysts. A System Software Engineer is required to implement, install and configure all servers. This position will create the workstation load process and assist outside vendors requiring application server installation and configuration.

Anticipated Outcome: Information flow throughout the Sheriff's office will be fast, secure and reliable.

Total Cost: $102,202
Based on ten month funding plus 1-time equipment expenses

Add One System Software Engineer II/Sr

Recommendation: Add this position supporting multiple departments including Family Support, Children and Families First Commission, ESA and Pretrial Services.

Background: Children and Families First Commission (CFFC), which is currently dependent on an external source for billing, requires a System Software Engineer to implement and assist the vendor with the installation of a new financial application. This system will also require the installation and configuration of a server. The CFFC is doubling in size and will need addition support converting to a new e-mail system, configuring and supporting related equipment.

Family Support and ESA need additional support for a new application server. This position will work with the vendor and internal sources to load applications, configure hardware, establish backups and establish a client install. Pretrial Services is working on a Case Management System which requires additional assistance to load and test the server.

Anticipated Outcome: Several departments will have the support they need to implement new applications and related equipment.

Total Cost: $103,954
Based on ten month funding plus 1-time equipment expenses

Add One LAN Analyst Specialist

Recommendation: Add this position to support new systems in the Clerk of the Board and ERA.

Background: The Clerk of the Board's new application, KEYBOARD, is scheduled for implementation in FY2001. Currently only one LAN Analyst is providing system administration support as well as project management support for KEYBOARD which is inadequate for the scope of this application.

ERA has installed a new LAN mid-year and currently has minimal LAN support. A LAN Analyst will perform system administration function and maintain their server/workstation environment.

Anticipated Outcome: Both the Clerk of the Board and ERA will have adequate support to implement and support new applications.

Total Cost: $84,362
Based on ten month funding plus 1-time equipment expenses

Add One Account Clerk I/II, Accountant Assistant

Recommendation: Add this position to insure timely and accurate accounting in ISD.

Background: The ISD redesign and subsequent mergers with CJIC, Urban Analysis, Network Infrastructure, and Voice Communications has resulted in a staff increase of 24%. In addition, ISD is no longer under GSA and now performs several financial and administrative functions previously completed by GSA staff.

The financial and administrative workload has increased significantly in all areas while the staff complement remain unchanged. Due the increase in staff elsewhere in the department, and the overall growth of responsibilities ISD has taken on, financial and administrative tasks are being performed by managers and other staff.

Anticipated Outcome: ISD will be able to comply with Internal Audit recommendations, consolidate all financial functions and process documents on time and efficiently.

Information Services Department — Budget Unit 0145
Expenditures by Cost Center

CC	Cost Center Name	FY 2000 Actual	FY 2001 Appropriations Approved	FY 2001 Appropriations Adjusted	FY 2002 Recommended	Amount Chg From FY 2001 Approved	% Chg From FY 2001 Approved
1221	Criminal Justice Info Control	850,016	1,304,850	1,278,915	1,234,571	(70,279)	-5
1230	Geographic Info Services	519,269	517,457	1,147,635	456,318	(61,139)	-12
2601	Chief Information Officer		8,142,233	9,754,318	6,610,980	(1,531,253)	-19
2611	Finance & Administration		4,841,116	5,216,116	3,839,913	(1,001,203)	-21
2621	IT Strategic Planning And Analytical Svcs			76,944	476,095	476,095	
2630	Business Development & Applications		11,733,634	11,833,634	11,813,535	79,901	1
2640	IT Infrastructure & Service Delivery		15,900,474	17,753,874	17,527,722	1,627,248	10
	Total Expenditures	32,271,230	42,434,248	47,055,920	41,959,218	(475,030)	-1%

Information Services Department — Budget Unit 0145
Revenues by Cost Center

CC	Cost Center Name	FY 2000 Actual	FY 2001 Appropriations Approved	FY 2001 Appropriations Adjusted	FY 2002 Recommended	Amount Chg From FY 2001 Approved	% Chg From FY 2001 Approved
1221	Criminal Justice Info Control	137,400	135,000	135,000	100,000	(35,000)	-26
1230	Geographic Info Services	335,509	227,000	227,000	227,000		0
2611	Finance & Administration		22,567,787	22,567,787	25,510,652	2,942,865	13
2640	IT Infrastructure & Service Delivery		3,354,808	3,354,808	3,907,552	552,744	16
	Total Revenues	24,349,632	26,284,595	26,284,595	29,745,204	3,460,609	13%

Criminal Justice Info Control — Cost Center 1221
Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2001 Approved Budget	12.0	1,304,850	135,000
Board Approved Adjustments During FY 2001		(25,935)	
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments		33,998	
Internal Service Funds Adjustment		(8,189)	
Other Required Adjustments		25,423	(35,000)
Subtotal	12.0	1,330,147	100,000
Recommended Changes for FY 2002			
1. Delete 1 Department Information System Specialist II	-1.0	(95,576)	
This action deletes 1 Department Information System Specialist to partially offset the cost of adding 1 Information Technology Planner Architect (see index code 2601), who will be essential to the ongoing success of the PROMISE Project.			
Subtotal	-1.0	(95,576)	0
Total Recommendation	11.0	1,234,571	100,000

Geographic Info Services — Cost Center 1230
Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2001 Approved Budget	1.0	517,457	227,000
Board Approved Adjustments During FY 2001	1.0	630,178	
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments		4,459	
Internal Service Funds Adjustment		(10,967)	
Other Required Adjustments		(669,316)	0
Subtotal	2.0	471,811	227,000

Geographic Info Services — Cost Center 1230
Major Changes to the Budget (Continued)

	Positions	Appropriations	Revenues
Recommended Changes for FY 2002			
1. Add Software Engineer I-II-III / Delete Contract Staff		(15,493)	
This action converts a contact staff in the Center for Urban Analysis to a classified position at no additional cost to the County. The Software Engineer will be dedicated to support Geographical Information Services.			
Subtotal	0.0	(15,493)	0
Total Recommendation	2.0	456,318	227,000

Chief Information Officer — Cost Center 2601
Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2001 Approved Budget	5.0	8,142,233	
Board Approved Adjustments During FY 2001	1.0	1,612,085	
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	-3.0	(270,917)	
Internal Service Funds Adjustment		18,094	
Other Required Adjustments		(8,553,957)	0
Subtotal	3.0	947,538	
Recommended Changes for FY 2002			
Internal Service Fund Adjustments		–	–
.5 FTE Senior DBA for PROMISE		41,323	0
1. Disaster Recovery Plan - IT Critical Systems		850,000	
This ITEC approved project entails defining and completing an overall Information Technology Critical system and Infrastructure Disaster Recovery plan using a phased approach for the County. This action was deemed vital by both internal and external reviews of the existing critical systems backup and storage.			
2. ITEC-ASAP Output Managment System		500,000	
Funding for this initiative comes from the ASAP project. Using third party reporting tools, this initiative will provide internet based financial reports from STARS, the County's current financial system. Benefits include faster access to financial data, user-friendly reports, greatly reduced paper consumption and additional report formats.			
3. High Speed Tape Backup System		170,000	
This ITEC approved project provides the installation of a high speed tape subsystem to provide faster tape transfer speeds and increase the volume of data to tape. This will reduce staff time to mount tapes and minimize the tape volume residing outside the Automated Tape Library. In addition, the faster tape transfer speeds will assist with the disaster recovery backup and restore process.			
4. PROMISE Project Phase II		1,459,000	
This ITEC approved project funds Phase II of PROMISE (Program Results and Outcomes for Management Information and Service Excellence). The PROMISE initiative consists of three business elements: Mental Health's Outcomes and Evaluation Data Mart, Probation's Outcomes and Evaluation Data Mart and the Cross Systems Evaluation Program.			
5. eGovernment Phase I		2,300,848	
This ITEC approved initiative is a multi-year, multi-phased project beginning in FY2002 with the following milestones:[n] Phase I - Develop both a tactical and strategic plan, policy recommendations, and e-Government activity coordination. In addition, enhance navigation and categorization of existing County Web sites, and install Self-publishing software to empower department to publish their own material[n]Phase II - Develop common public transactions using pilot projects such as tax payments, birth certificates, etc.[n]Phase III - County efficiency improvements to include electronic forms/work flow improvements such as Service Agreements, Expense Reports, etc.			

Chief Information Officer — Cost Center 2601
Major Changes to the Budget (Continued)

	Positions	Appropriations	Revenues
6. Increase ISF Charges		35,000	
This action is a temporary budget placeholder for increased ISF charges that will be incorporated in the final budget. The purpose of these increases is to fund the following service improvements: ◆ $35,000 - Ongoing maintenance for RAMAC disk storage ◆ $250,000 - 1-time charge for IT Project Manager - Voice ◆ $200,000 - 1-time charge for Network Designer - Voice Both enhancements to the voice system will be charged within ISD resulting in no increases to the departments using ISD supported telephone systems.			
7. PROMISE Project Support	1.0	307,271	
PROMISE Project has the potential to benefit the entire County by allowing departments with separate and unique information systems to share data. Current efforts focus on Mental Health, to be followed by the Cross Systems Evaluation project and Probation. This augmentation is composed of the following elements: ◆ Add 1 Information Technology Planner Architect partially offset by deleting 1 Department Information System Specialist II ◆ 1-time contract for professional services ◆ 1-time expense for office equipment and related costs			
Subtotal	1.0	5,663,442	0
Total Recommendation	4.0	6,610,980	

Finance & Administration — Cost Center 2611
Major Changes to the Budget

	Positions	Appropriations	Revenues
Data Processing ISF (Fund Number 0074)			
FY 2001 Approved Budget	13.0	4,841,116	22,567,787
Board Approved Adjustments During FY 2001		375,000	
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	-2.0	(232,215)	
Internal Service Funds Adjustment		688,878	6,610,094
Other Required Adjustments		(1,968,818)	(4,289,265)
Subtotal	11.0	3,703,961	24,888,616
Recommended Changes for FY 2002			
Internal Service Fund Adjustments		–	–
.2 FTE System Software Engineer for HaRP-ESA		0	20,583
.2 FTE System Software Engineer for HaRP-Controller			20,583
.5 FTE Senior DBA for PROMISE			41,323
1 FTE for Software Engineer Support for Election Mgt System			82,687
82 Additional hours of support, 30 more BRASS Licenses Installed			6,986
Add 2d Level Support for LAN			682
Add 2nd Level Support for LAN			36,465
Add half-time Data Base Administrator to Support KEYBOARD			41,323
Add halft-time System Software Engineer to Support KEYBOARD			51,458

Finance & Administration — Cost Center 2611
Major Changes to the Budget (Continued)

	Positions	Appropriations	Revenues
CASES Support Tranfer to KEYBOARD			(70,500)
Contract LAN Support for HaRP-ESA			24,000
Contract LAN Support for HaRP-Controller			24,000
DISS Position added in Department, ISD not required			(73,278)
HaRP Support (Moved from Fleet)			78,422
ISD Professional Services for Transfer of CASES to State			140,000
ITEC Doc Storage&Retrieval System			17,892
One-time Contract Support for KEYBOARD Knowledge Transfer			200,000
Rate Increase			1,696
Reduce 2nd Level Support for LAN			(8,350)
Support transferred to GSA Admin			(84,436)
Transfer ISD Support to KEYBOARD From DA CASES Project			70,500
1. Add Account Clerk I/II, Accountant Assistant	1.0	42,807	
The ISD redesign and subsequent mergers with CJIC, Urban Analyst, Network Infrastructure, and Voice Communications increased staff by 24% and added numerous financial functions. This position will allow the Financial and Administration Division to keep up with the workload brought on by these changes.			
2. Add IT Business Consultant / Delete Sr Mgt Analyst		93,145	
Add 1 Information Technology Business Consultant partially offset by deleting 1 Senior Management Analyst. (more justification required from Cherie)			
Subtotal	1.0	135,952	622,036
Total Recommendation	12.0	3,839,913	25,510,652

IT Strategic Planning And Analytical Svcs — Cost Center 2621
Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2001 Approved Budget			
Board Approved Adjustments During FY 2001	1.0	76,944	
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	3.0	362,315	
Internal Service Funds Adjustment			
Other Required Adjustments		36,836	0
Subtotal	4.0	476,095	
Recommended Changes for FY 2002			
Total Recommendation	4.0	476,095	

Business Development & Applications — Cost Center 2630
Major Changes to the Budget

	Positions	Appropriations	Revenues
Data Processing ISF (Fund Number 0074)			
FY 2001 Approved Budget	104.5	11,733,634	
Board Approved Adjustments During FY 2001		100,000	
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	4.5	949,194	
Internal Service Funds Adjustment			
Other Required Adjustments		(1,739,367)	0
Subtotal	109.0	11,043,461	
Recommended Changes for FY 2002			
1. Add System Software Engineer for KEYBOARD and HaRP		102,915	
This position will support KEYBOARD (.5 FTE), the payroll system HaRP (.4 FTE) and some capability to assist other programs (.1 FTE). A 1-time allocation of $2,000 is included in this package for office equipment and other initial position expenses.			
2. Add Software Engineer for Regstrar of Voters - Election Management System		82,687	
This position is dedicated to the Registrar of Voters for the new Election Management System. Included in this package are 1-time costs of $3,169 of office equipment and other initial position requirements.			
3. 1-Time Contracts for Professional Services		340,000	
This request funds two contracts for professional services: ◆ $200,00 - Allows ISD to retain one of the critical KEYBOARD project developers for 1 year to transfer critical development knowledge to the maintenance team providing ongoing support. ◆ $140,000 - Provides one contractor to migrate the CASES function from the County to the State.			
4. Add 2 LAN Analyst to Support the Sheriff's Department		169,223	
This action will add 2 LAN Analysts I/II to support the Sheriff's department. The current LAN configuration in the Sheriff's department employs multiple unique systems resulting in a very inefficient operation. These positions will be vital to a complete re-engineering effort to install and maintain an integrated system common to the entire department.			
5. Add 1 LAN Analyst Speccialist for Clerk of the Board and ERA		84,362	
This action will add 1 LAN Analyst who will primarily support the Clerk of the Board and secondarily support ERA. In the Clerk of the Board's office KEYBOARD is scheduled for implementation this year which will require extensive LAN support. ERA installed a new LAN mid-year and currently has minimal LAN support. In ERA this individual will perform system administration and maintenance for their server/workstation environment.			
6. Add 1 Sr Database Administrator to support KEYBOARD and PROMISE		82,645	
This position will support KEYBOARD (.5 FTE) and the PROMISE Project (.5 FTE). Both projects employ database systems that require the ongoing support of a Senior Database Administrator. Included in this package are 1-time costs of $2,919 for office equipment and other initial job related requirements.			
Subtotal	-1.0	770,074	0
Total Recommendation	108.0	11,813,535	

IT Infrastructure & Service Delivery — Cost Center 2640
Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2001 Approved Budget	5.0	4,517,357	
Board Approved Adjustments During FY 2001		1,815,400	
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments		72,291	
Internal Service Funds Adjustment		2,702	
Other Required Adjustments		(3,753,023)	0
Subtotal	5.0	2,654,727	
Recommended Changes for FY 2002			
1. CLARAnet Infrastructure Upgrade	1.0	286,710	
Upgrades to the CLARAnet infrastructure are required to keep this system fully operational as numerous users are added and other County functions are built using CLARAnet as a foundation. This upgrade includes: ◆ Add 1 Network Engineer ◆ $200,000 for 1-time contract staff to assist Network Engineer ◆ 1-Time setup cost of $5,422 for office equipment and related costs.			
2. Add LAN Analyst I/II for Countywide E-Mail Directory		72,707	
This position will support the Countywide Directory e-mail Service scheduled to be implemented in FY2001. In addition, this individual will also support Lotus Notes, which is used by approximately half of all County employees. This package includes 1-time costs of $3,039 for office equipment and related expenses.			
3. ITEC Approved CLARAnet Projects		446,000	
Several CLARAnet upgrades and improvements were approved during the ITEC process which include: ◆ $140,000 1-time cost and $15,000 ongoing costs for Internet Firewall Upgrades ◆ $79,000 1-time cost and $7,000 ongoing costs for Civic Center Router Upgrades ◆ $59,000 1-time cost for Civic Center Network Core Expansion ◆ $75,000 1-time cots and $5,000 ongoing costs for a Virtual Private Network ◆ $33,000 1-time cost and $5,000 ongoing costs for Network Diagnostic Equipment ◆ $26,400 1-time cost and $1,600 ongoing for Internet Use Analysis System			
Subtotal	1.0	1,255,417	0
Fund Subtotal	6.0	3,910,144	0
Data Processing ISF (Fund Number 0074)			
FY 2001 Approved Budget	75.0	11,383,117	3,354,808
Board Approved Adjustments During FY 2001		38,000	
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	1.0	535,484	
Internal Service Funds Adjustment		8,519	512,122
Other Required Adjustments		762,342	40,622
Subtotal	76.0	12,727,462	3,907,552
Recommended Changes for FY 2002			
1. IBM RAMAC Disk Storage and Maintenance		25,000	
The current ISD mainframe disk storage uses an IBM RAMAC, which is nearing maximum capacity at 96%. Additional disk storage costing $25,000 on a 1-time basis will be paid from retained earnings. Ongoing annual maintenance of $35,000 will be included in the billing rate for those departments relying on this system.			
2. 1-Time Purchase of 9 Intel Based Servers		86,400	

IT Infrastructure & Service Delivery — Cost Center 2640
Major Changes to the Budget (Continued)

	Positions	Appropriations	Revenues
Replace 9 Intel based servers that have exceeded their normal useful life cycle. This purchase is from ISD retained earnings at no cost to the general fund.			
3. Add System Software Engineer for Sheriff		102,202	
The current LAN/server configuration in the Sheriff's department is extremely inefficient and requires a complete renovation. This action will add a System Software Engineer who will be dedicated to the redesign, overhaul and ongoing maintenance of the Sheriff's LAN/server systems. Specific tasks assigned to this position include server installation, configuration, and create and execute a workstation load process.			
4. Add System Software Engineer - Family Support, CFFC, ESA, Pretrial		103,954	
This action will add 1 System Software Engineer who will support several organizations including Family Support (30%), Children and Families First Commission (50%), ESA (10%), and Pretrial Services (10%). The primary client will be the Children and Families First Commission, who will be implementing and maintaining their own financial application. The secondary client will be Family Support, who require assistance with a new application server.			
5. 1-Time Contracts for Voice Communications		450,000	
Two service contracts are required to implement the Countywide Voice Communications Strategic Plan ◆ $250,000 - One IT Project Manager I, who will plan and implementation the new voice network ◆ $200,000 - One Netrwork Designer, required to design the new voice communications network.			
6. 26 Printers and Equipment for Probation		33,020	
Replace 26 aging printers used to print reports for Probation using retained earnings.			
7. 1-Time Purchase of 20 IBM 4247 Printers		54,000	
Purchase 20 IBM 4247 Printers to replace 40 aging printers that are no longer supported by the manufacturer. These printers will be used as follows: ◆ 6 - in the DA's office ◆ 4 - in DOC ◆ 1 - in the Sheriff's office ◆ 8 - in Superior Court. This purchase is from ISD retained earnings with no impact on the General Fund.			
Subtotal	0.0	889,576	0
Fund Subtotal	76.0	13,617,038	3,907,552
Insurance ISF (Fund Number 0075)			
FY 2001 Approved Budget			
Board Approved Adjustments During FY 2001			
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments			
Internal Service Funds Adjustment			
Other Required Adjustments		540	0
Subtotal		540	
Recommended Changes for FY 2002			
Fund Subtotal	0.0	540	0
Total Recommendation	82.0	17,527,722	3,907,552

County Library

Mission

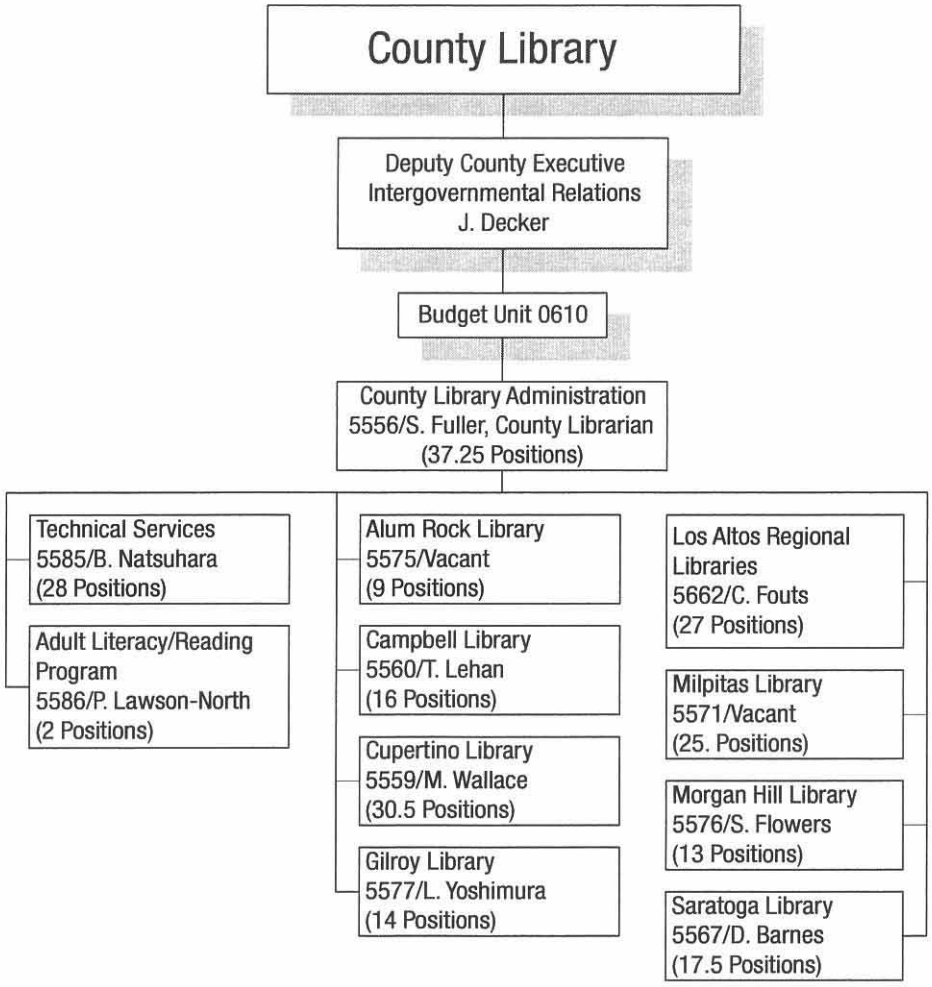
The Santa Clara County Library is an open forum promoting knowledge, ideas and cultural enrichment. The Library provides free access to informational, educational, and recreational materials and services. In response to community needs, the Library provides diverse resources on a variety of subjects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

Goals

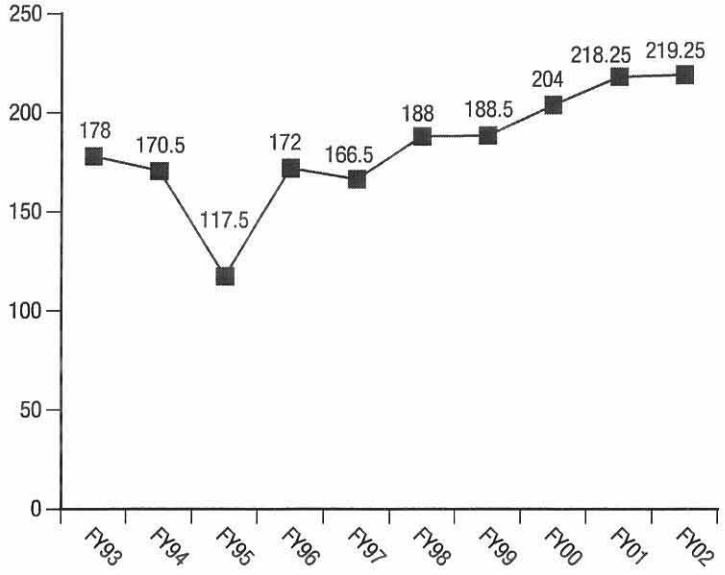
- Develop collections and services for a changing community.
- Integrate technological resources and print materials to provide patrons with one comprehensive collection system.
- Ensure that the Santa Clara County Library is an active participant in the local community.

Cost: $24,287,470

Staff: 219.25



10-Year Staffing Trend



County Library

Overview

The County Library provides service to nine cities and the unincorporated areas of the County. Eight community libraries and one branch provide a full range of services to the community. One bookmobile serves locations isolated by geography or other circumstances, such as the rural South County, the mountains, nursing homes, locked facilities and migrant camps. In addition, the County Library also reaches out to the community through its award winning Literacy Program.

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

The County Library is a dependent special district funded primarily from property tax revenue. In 1994, the voters approved an advisory measure to levy a benefit assessment throughout the Library district. Subsequently, the Board of Supervisors created a County Service Area (CSA) for the provision of library service, and levied a benefit assessment to both replace property tax diverted to the State, and to augment existing library resources.

Since the inception of the Joint Powers Authority (JPA) in July 1995, library hours and programs have been expanded to the extent that revenue levels will allow. Patron response has been substantial as the Library continues to experience high usage.

Fiscal Year 2001 Accomplishments

- The Santa Clara County Library was rated #1 for its size on a national list of the best public libraries

Revenue Enhancement

- The Joint Powers Authority Board began initial planning for the renewal of Measure A that sunsets in 2005
- The Legislative Committee, aided by board members, began actively seeking a legislative remedy to the ERAF property tax shift enacted by the State in the early 1990's. Three bills were introduced in this legislative session, each of which was authored or co-authored by members of the Santa Clara County State Legislative delegation

Building Improvements

- Two cities, Saratoga and Milpitas, saw success in ballot measures to raise revenue in support of Library building expansion projects
- Worked with the City of Saratoga to complete construction drawings for the $15 million Library expansion set to break ground in August 2001
- Participated in the community process and architect selection for the City of Cupertino new library building project
- Actively working with the cities of Gilroy, Morgan Hill and Milpitas on building program and community process for expanded Library building projects

Electronic Information Resources

- Redesigned and update the Library Web site
- Implemented a new Web-based collection catalogue
- Offered new e-mail notification system for Library patrons
- Initiated the personalized reading advice and reference service online

Fiscal Year 2002 Planned Accomplishments

- Continue planning for Measure A renewal
- Advocate for a legislative remedy for the return of property tax to the Library
- Maintain high quality public service levels

County Library
County Executive's Recommendation

Advancement of Board Priorities

The Library Joint Powers Authority (JPA) is the governing body for the County Library. The County Executive's recommended budget for this department reflects the FY 2002 budget proposed to the JPA.

The County Executive's Office of Budget and Analysis and the Employee Services Agency will adjust Final Budget staffing, expenditure and revenue levels to match the FY 2002 budget adopted by the JPA.

Library Staffing Changes

Recommendations

- Delete .5 FTE Librarian II/I and add 1.0 FTE Librarian II/I at Library Headquarters
- Delete .5 FTE Library Clerk II/I and add 1.0 FTE Library Clerk II/I at the Cupertino Library
- Add .5 Librarian II/I at the Milpitas Library
- Delete .5 FTE Library Assistant and add .5 FTE Librarian II/I at the Los Altos Library
- Delete .5 FTE Janitor and add .5 FTE Library Clerk II/I at the Milpitas Library

Background

The County Libraries are staffed by County employees and therefore the number and type of positions authorized for the Library must be approved by the Board of Supervisors. The recommended staffing changes have been proposed to the Library Joint Powers Authority.

Anticipated Outcome

The proposed staffing changes will allow the County Library to maintain its current level of service within the JPA-adopted funding allocation formula and policies.

Fixed Assets

Recommendation

- Allocate $325,000 to replace 13 self-check machines with upgraded, user-friendly and reliable technology
- Allocate $38,000 to purchase lap top computers and upgrade server

Background

The recommended fixed asset purchases have been proposed to the Library Joint Powers Authority for FY 2002.

Anticipated Outcome

The upgraded self-check machines will improve patron usage, reduce waiting time at circulation desks and improve library service. The new machines are compatible with radio frequency technology so that the Library can avoid machine replacement when a radio frequency circulation system is implemented in the future.

The lap top computers will allow technical staff to provide better service help to all library locations. Additionally, the lap tops will allow the Bookmobile remote catalogue access.

County Library — Budget Unit 0610
Expenditures by Cost Center

CC	Cost Center Name	FY 2000 Actual	FY 2001 Appropriations Approved	FY 2001 Appropriations Adjusted	FY 2002 Recommended	Amount Chg From FY 2001 Approved	% Chg From FY 2001 Approved
5556	Library Headquarters	8,189,388	9,930,725	10,878,058	9,576,640	(354,085)	-4
5559	Cupertino Library	1,809,225	2,197,395	2,197,395	2,401,983	204,588	9
5560	Campbell Library	1,162,688	1,257,401	1,352,401	1,319,493	62,092	5
5567	Saratoga Library	1,218,406	1,315,518	1,342,018	1,417,327	101,809	8
5571	Milpitas Library	1,646,904	1,950,152	1,950,152	2,016,737	66,585	3
5575	Alum Rock Library	608,262	661,854	691,119	690,703	28,849	4
5576	Morgan Hill Library	895,017	978,589	978,589	1,042,096	63,507	6
5577	Gilroy Library	891,002	1,031,189	1,031,189	1,105,565	74,376	7
5585	Library Technical Services	1,761,771	1,987,381	2,052,781	2,211,334	223,953	11
5586	Adult Literacy	902,324	519,162	822,601	544,805	25,643	5
5662	Los Altos Library	1,763,706	1,844,743	1,844,743	1,960,787	116,044	6
	Total Expenditures	20,848,693	23,674,109	25,141,046	24,287,470	613,361	3%

County Library — Budget Unit 0610
Revenues by Cost Center

CC	Cost Center Name	FY 2000 Actual	FY 2001 Appropriations Approved	FY 2001 Appropriations Adjusted	FY 2002 Recommended	Amount Chg From FY 2001 Approved	% Chg From FY 2001 Approved
5556	Library Headquarters	21,675,433	20,722,100	21,856,333	22,385,125	1,663,025	8
5567	Saratoga Library	1,266					
5577	Gilroy Library	710					
5586	Adult Literacy	779,162	441,412	744,851	401,625	(39,787)	-9
	Total Revenues	22,456,571	21,163,512	22,601,184	22,786,750	1,623,238	8%

Library Headquarters — Cost Center 5556
Major Changes to the Budget

	Positions	Appropriations	Revenues
County Library Fund (Fund Number 0025)			
FY 2001 Approved Budget	37.5	9,930,725	20,722,100
Board Approved Adjustments During FY 2001		947,333	1,134,233
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	-0.8	159,992	
Internal Service Funds Adjustment		406,066	
Other Required Adjustments		(2,267,280)	528,792
Subtotal	36.8	9,176,836	22,385,125

Library Headquarters — Cost Center 5556
Major Changes to the Budget (Continued)

	Positions	Appropriations	Revenues
Recommended Changes for FY 2002			
1. FY 2002 Fixed Asset Request		363,000	
Two fixed asset requests are part of the budget proposal presented to the Library Joint Powers Authority. ◆ Automated Self-Check Machines - $325,000 Replacement of 13 older self-check machines with upgraded, user-friendly and reliable technology should improve patron usage, reduce waiting time at circulation desks and improve library service ◆ System Hardware - $38,000 The systems office technical support staff need lap top computers which can be taken to all library locations for service help. Two lap tops are also needed for the Bookmobile remote catalog access. Also included is hardware required for the necessary server upgrade.			
2. FY 2002 Staffing Changes	0.5	36,804	
This action reflects staffing changes proposed to the Library Joint Powers Authority (JPA). ◆ Delete .5 FTE Librarian I/II ◆ Add 1.0 FTE Librarian I/II funded at the Librarian II level in FY 2002. The proposed staffing changes meet the JPA-adopted personnel allocation formula.			
Subtotal	0.5	399,804	0
Total Recommendation	37.3	9,576,640	22,385,125

Cupertino Library — Cost Center 5559
Major Changes to the Budget

	Positions	Appropriations	Revenues
County Library Fund (Fund Number 0025)			
FY 2001 Approved Budget	30.5	2,197,395	
Board Approved Adjustments During FY 2001	-0.5		
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments		146,619	
Internal Service Funds Adjustment			
Other Required Adjustments		38,733	0
Subtotal	30.0	2,382,747	
Recommended Changes for FY 2002			
1. FY 2002 Staffing Changes	0.5	19,236	
This action reflects staffing changes proposed to the Library Joint Powers Authority (JPA). ◆ Delete .5 FTE Library Clerk I/II ◆ Add 1.0 FTE Library Clerk I/II funded at the Library Clerk I level for FY 2002 The proposed staffing changes meet the JPA-adopted personnel allocation formula.			
Subtotal	0.5	19,236	0
Total Recommendation	30.5	2,401,983	

Campbell Library — Cost Center 5560
Major Changes to the Budget

	Positions	Appropriations	Revenues
County Library Fund (Fund Number 0025)			
FY 2001 Approved Budget	16.0	1,257,401	
Board Approved Adjustments During FY 2001		95,000	
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments		76,553	
Internal Service Funds Adjustment			
Other Required Adjustments		(109,461)	0
Subtotal	16.0	1,319,493	
Recommended Changes for FY 2002			
Total Recommendation	16.0	1,319,493	

Saratoga Library — Cost Center 5567
Major Changes to the Budget

	Positions	Appropriations	Revenues
County Library Fund (Fund Number 0025)			
FY 2001 Approved Budget	17.0	1,315,518	
Board Approved Adjustments During FY 2001		26,500	
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	0.5	114,211	
Internal Service Funds Adjustment			
Other Required Adjustments		(38,902)	0
Subtotal	17.5	1,417,327	
Recommended Changes for FY 2002			
Total Recommendation	17.5	1,417,327	

Milpitas Library — Cost Center 5571
Major Changes to the Budget

	Positions	Appropriations	Revenues
County Library Fund (Fund Number 0025)			
FY 2001 Approved Budget	25.5	1,950,152	
Board Approved Adjustments During FY 2001			
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	-1.0	11,350	
Internal Service Funds Adjustment			
Other Required Adjustments		22,199	0
Subtotal	24.5	1,983,701	

Milpitas Library — Cost Center 5571
Major Changes to the Budget (Continued)

	Positions	Appropriations	Revenues
Recommended Changes for FY 2002			
1. FY 2002 Staffing Changes	0.5	33,036	
This action reflects staffing changes proposed to the Library Joint Powers Authority (JPA). ◆ Delete .5 FTE Janitor ◆ Add .5 FTE Library Clerk I/II funded at the Library Clerk I level for FY 2002 ◆ Add .5 FTE Librarian I/II funded at the Librarian II level in FY 2002. The proposed staffing changes meet the JPA-adopted personnel allocation formula.			
Subtotal	0.5	33,036	0
Total Recommendation	25.0	2,016,737	

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

	Positions	Appropriations	Revenues
County Library Fund (Fund Number 0025)			
FY 2001 Approved Budget	8.0	661,854	
Board Approved Adjustments During FY 2001		29,265	
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	1.0	88,532	
Internal Service Funds Adjustment			
Other Required Adjustments		(88,948)	0
Subtotal	9.0	690,703	
Recommended Changes for FY 2002			
Total Recommendation	9.0	690,703	

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

	Positions	Appropriations	Revenues
County Library Fund (Fund Number 0025)			
FY 2001 Approved Budget	13.0	978,589	
Board Approved Adjustments During FY 2001			
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments		72,338	
Internal Service Funds Adjustment			
Other Required Adjustments		(8,831)	0
Subtotal	13.0	1,042,096	
Recommended Changes for FY 2002			
Total Recommendation	13.0	1,042,096	

Gilroy Library — Cost Center 5577
Major Changes to the Budget

	Positions	Appropriations	Revenues
County Library Fund (Fund Number 0025)			
FY 2001 Approved Budget	14.0	1,031,189	
Board Approved Adjustments During FY 2001			
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments		51,705	
Internal Service Funds Adjustment			
Other Required Adjustments		22,671	0
Subtotal	14.0	1,105,565	
Recommended Changes for FY 2002			
Total Recommendation	14.0	1,105,565	

Library Technical Services — Cost Center 5585
Major Changes to the Budget

	Positions	Appropriations	Revenues
County Library Fund (Fund Number 0025)			
FY 2001 Approved Budget	28.0	1,987,381	
Board Approved Adjustments During FY 2001		65,400	
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments		119,634	
Internal Service Funds Adjustment			
Other Required Adjustments		38,919	0
Subtotal	28.0	2,211,334	
Recommended Changes for FY 2002			
Total Recommendation	28.0	2,211,334	

Adult Literacy — Cost Center 5586
Major Changes to the Budget

	Positions	Appropriations	Revenues
County Library Fund (Fund Number 0025)			
FY 2001 Approved Budget	2.0	519,162	441,412
Board Approved Adjustments During FY 2001		303,439	303,439
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments		1,365	
Internal Service Funds Adjustment			
Other Required Adjustments		(279,161)	(343,226)
Subtotal	2.0	544,805	401,625
Recommended Changes for FY 2002			
Total Recommendation	2.0	544,805	401,625

Los Altos Library — Cost Center 5662
Major Changes to the Budget

	Positions	Appropriations	Revenues
County Library Fund (Fund Number 0025)			
FY 2001 Approved Budget	27.0	1,844,743	
Board Approved Adjustments During FY 2001			
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments		100,100	
Internal Service Funds Adjustment			
Other Required Adjustments		13,958	0
Subtotal	27.0	1,958,801	
Recommended Changes for FY 2002			
1. FY 2002 Staffing Changes		1,986	
This action reflects staffing changes proposed to the Library Joint Powers Authority (JPA). ◆ Delete .5 FTE Library Assistant I/II ◆ Add .5 FTE Librarian I/II funded at the Librarian I level in FY 2002. The proposed staffing changes meet the JPA-adopted personnel allocation formula.			
Subtotal	0.0	1,986	0
Total Recommendation	27.0	1,960,787	

Purchasing Department

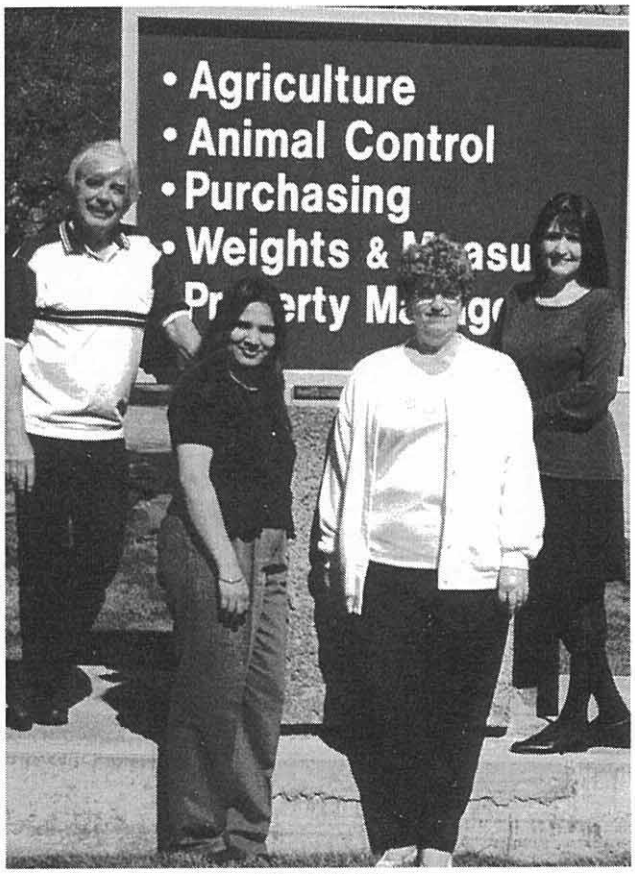
Mission

The mission of the Purchasing Department is to provide professional value-added procurement and materials management services, using effective, innovative processes that result in continuous customer satisfaction, while maintaining public trust with the assurance that each tax dollar will be used in the most efficient manner.

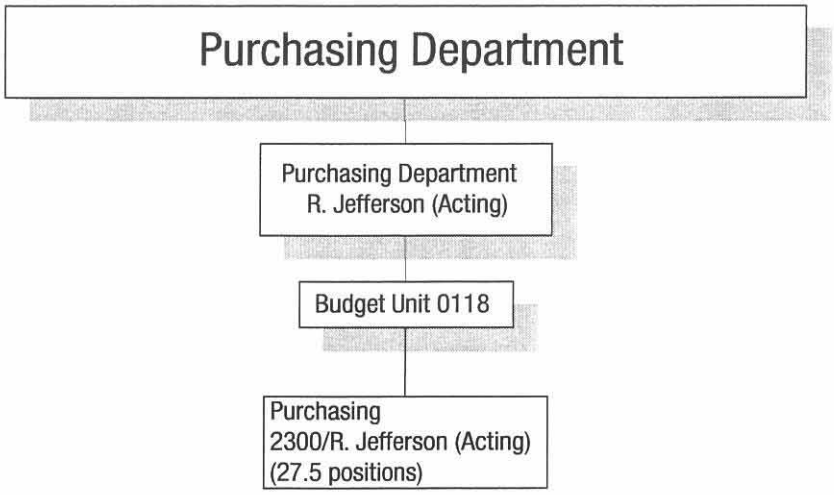
Goals

- Develop cost-effective procurement strategies.
- Focus procurement expertise on activities offering the greatest potential for savings.
- Promote fair and open competition.
- Provide efficient disposal of surplus equipment and supplies.
- Provide training, direction and oversight so that all purchasing transactions comply with County policies and procedures.

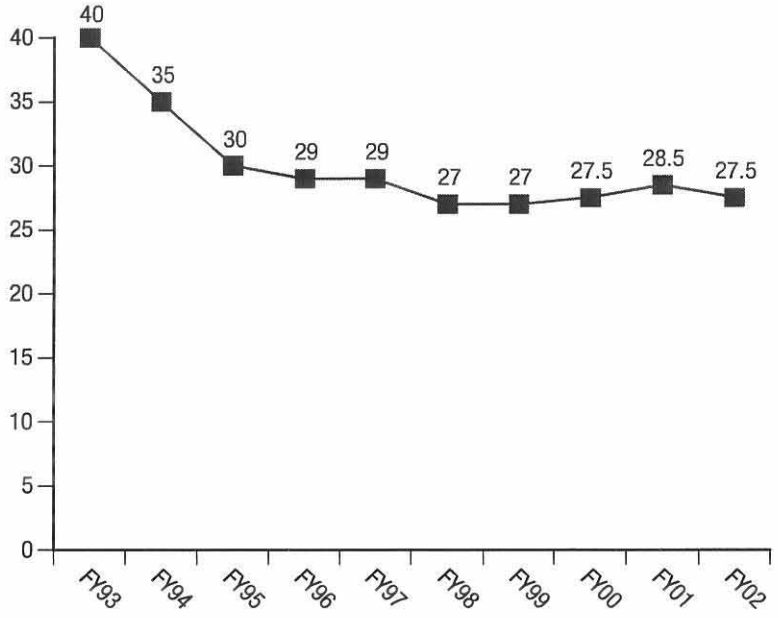
Cost: $3,527,400



Staff: 27.5



10-Year Staffing Trend



Purchasing Department

Overview

The Purchasing Department provides needed goods and services to County agencies and departments, cities, schools, and special districts. Additionally, the department manages a warehouse and property disposal services.

The department complies with all applicable federal, state, and local procurement regulations, as well as the ethical and professional standards of public purchasing, to ensure that the County obtains the best value for each tax dollar expended.

Free and open competition, and equal opportunity for all qualified vendors, is promoted.

Fiscal Year 2001 Accomplishments

- Worked closely with the Contracts Streamlining Workgroup to revise the Purchasing Ordinance Code with respect to the Purchasing Department. In addition to general housekeeping changes to reflect the Board-approved move of Purchasing from Finance to GSA, some significant changes were:
  - Clarification and broadening the definition of the "$100,000" limit on Purchasing's contract authority.
  - Delegation of additional authority to Purchasing regarding Information Technology contracts by increasing the limit for such contracts from $100,000 to $500,000 per year. Since IT contracts increasingly have a service component that exceeds the $100,000 limit. This effectively streamlined the IT acquisition process and was supported by the County's Chief Information Officer, IT Managers and Professionals.
  - Allowing the Purchasing Manager to extend contracts for a period of up to five years if such extensions were in the best interests of the County.
- Expanded the Purchasing Web site, launching a new Web page for surplus furniture. This Web page will provide departments with a means to learn about surplus furniture available for reuse within the County.
- Expanded the use of a best of breed automated purchasing application system that allows the Purchasing Department's customers to access and process requisitions for stock and non-stock items with a combination of a graphic user interface and a Web browser. This new system now allows departments to electronically approve and track requested items online and in a real-time mode. As a result, it will eliminate duplication of effort, reduce dependency on paper output and make the purchasing process more efficient. With these process improvements, the Purchasing Department can begin to capture commodity information and focus on strategic sourcing analysis.
- Implemented online access to the Computerland contract allowing Purchasing and its customers to get the latest contract pricing, product descriptions, and part numbers for computer systems, printers, scanners, Palm products, etc. This will save County departments and Purchasing time by eliminating frequent calls to the vendor for updated information. Departments can now print their own quote from the Web site and attach the quote to the contract release form.
- Actively managed and participated with the Office of Budget and Analysis, Information Services Department and the Finance Agency in the County wide Accounting systems and eProcurement business process reengineering project (ASAP). This project led to the recommendation of several quick wins such as:
  - Continued expansion of the existing Procurement application
  - Raising the direct purchasing ceiling
  - Ongoing procurement process training
  - Formation of procurement user/focus groups
  - Implementation of the Procurement Card

- Future participation in an electronic marketplace

Fiscal Year 2002 Planned Accomplishments

- Continue rollout and expansion of online requisitioning functionality to all County departments and agencies.
- Expand use of current automated Purchasing application.
- Implement Procurement Cards for the acquisition of non-routine goods and limited acquisition of non-routine services.
- Continued participation on the ASAP Core management and Project Teams to address specific functionality, such as the vision for centralized contract management, administration and data repository.
- Develop strategy and solutions for County wide online access to Request for Proposals (RFPs) and Requests for Quotations (RFQs) by the vendor community.
- Continue implementation and rollout of other online procurement functions, such as electronic ordering or "punch out" to the County's supply contract, free standing or "case goods" furniture contract, and additional computer software and hardware contracts.
- Ensure strict compliance with the new broadened authority given to the Purchasing Manager, while maintaining efficient deliveries of quality goods and services by quality vendors and contractors.
- Develop an ongoing procurement training curriculum, set up a "help desk" function and provide oversight and review of the procurement process.
- Develop "best practice" performance baseline measurements and indicators that will use data captured by the automated Purchasing application. Use appropriate best business practices to develop the performance measurements and indicators.

Purchasing Department
County Executive's Recommendation

Advancement of Board Priorities

The County Executive's recommendation for the Purchasing Department supports the Board of Supervisors priority of enhancing the County's fiscal integrity. These recommendations focus on investments in technology that will allow the County to function more efficiently and effectively.

E-Procurement

Recommendation

Use $1.8 million in one-time funds to purchase additional licenses, support to allow the Purchasing Department to pilot ProcureNet's OneSource software (for online submittal of stores requisitions) with a small group of departments. Wider implementation of ProcureNet and expanded use of its online requisitioning functionality is being explored as part of the ASAP project study.

Background

Santa Clara County's current procurement process is a paper-based, non-automated process. Because of the nature of the existing system, there is virtually no reporting mechanism for analysis by County managers of the type and number of procurements processed. As a result, minimal strategic sourcing is performed. It is extremely difficult for requesters of goods or services to track the status of individual procurements within the system. Because of the lack and inconsistency of information and the length of time it takes to process certain types of procurements, user frustration is high. Approval processes are manual, differ from department to department, and have multiple layers. The Purchasing Department is currently implementing a pilot program using an e-procurement system developed by ProcureNet. This pilot, in the process of being rolled out to four departments, currently involves the creation of electronic requisitions for stocked items from the County's general warehouse. As part of an upgrade to a web-based version of this system (called "OneSource"), the County is considering expanding the pilot to include non-stock requisitions (NSRs).

Anticipated Outcome

Allow department and Purchasing staff to learn the online functions, capture commodity buy information to set the stage for strategic sourcing analysis, and capture requirements, such as inventory turn information, to set the stage for supply chain inventory management. In addition, paper-intensive processes will be reduced.

Total One-time Cost: $1,800,000

Purchasing — Budget Unit 0118
Expenditures by Cost Center

CC	Cost Center Name	FY 2000 Actual	FY 2001 Appropriations Approved	FY 2001 Appropriations Adjusted	FY 2002 Recommended	Amount Chg From FY 2001 Approved	% Chg From FY 2001 Approved
2300	Purchasing Department	1,755,842	2,612,558	1,818,348	3,527,400	914,842	35
	Total Expenditures	1,755,842	2,612,558	1,818,348	3,527,400	914,842	35%

Purchasing — Budget Unit 0118
Revenues by Cost Center

CC	Cost Center Name	FY 2000 Actual	FY 2001 Appropriations Approved	FY 2001 Appropriations Adjusted	FY 2002 Recommended	Amount Chg From FY 2001 Approved	% Chg From FY 2001 Approved
2300	Purchasing Department	209,299	140,000	140,000	140,000		0
	1 General Fund	209,175	140,000	140,000	140,000		0
	72 Purchasing	124					0
	Total Revenues	209,299	140,000	140,000	140,000		0%

Purchasing Department — Cost Center 2300
Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2001 Approved Budget	28.5	2,612,558	140,000
Board Approved Adjustments During FY 2001	-1.0	(794,210)	
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments		37,953	
Internal Service Funds Adjustment		24,759	
Other Required Adjustments		(153,660)	0
Subtotal	27.5	1,727,400	140,000
Recommended Changes for FY 2002			
1. ASAP Project Phase II		1,800,000	
As part of the Accounting System and Procurement Project (ASAP), this allocation will be used to enhance Santa Clara County's procurement system.			
Subtotal	0.0	1,800,000	0
Total Recommendation	27.5	3,527,400	140,000

GSA Intragovernmental Services

Mission

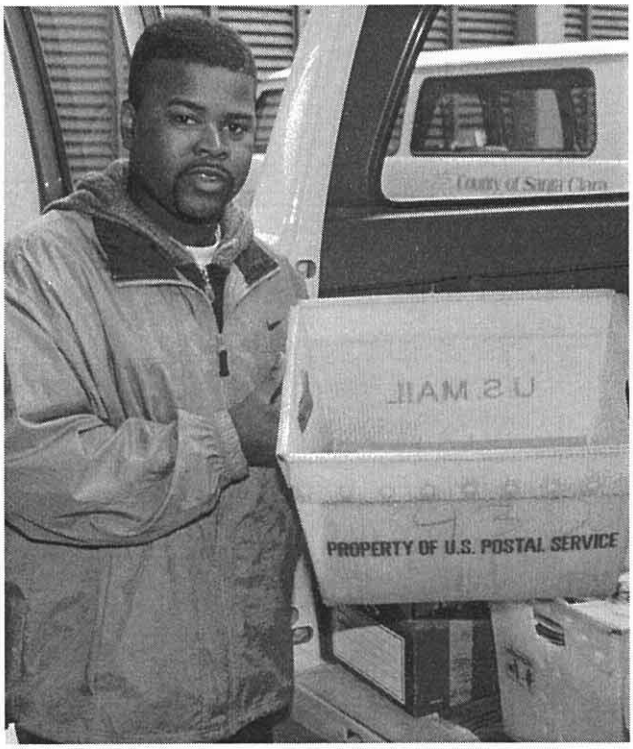
The mission of GSA Intragovernmental Services is to provide the highest level of customer-focused services in the following areas:

Fiscal: to provide high quality, cost-effective and timely financial support to our customers through a wide range of budgetary and financial services.

Fleet Management: to provide and maintain the most appropriate, safe, reliable, and clean vehicles at competitive rates to enable departments to better serve their customers.

Printing Services: to be the preferred provider and a valued resource for all Santa Clara County agencies requiring business imaging, inter-departmental mail/messenger, and record retention services. We are a customer-focused team determined to provide in-house convenience, quality products, competitive prices, and timely services in a professional manner.

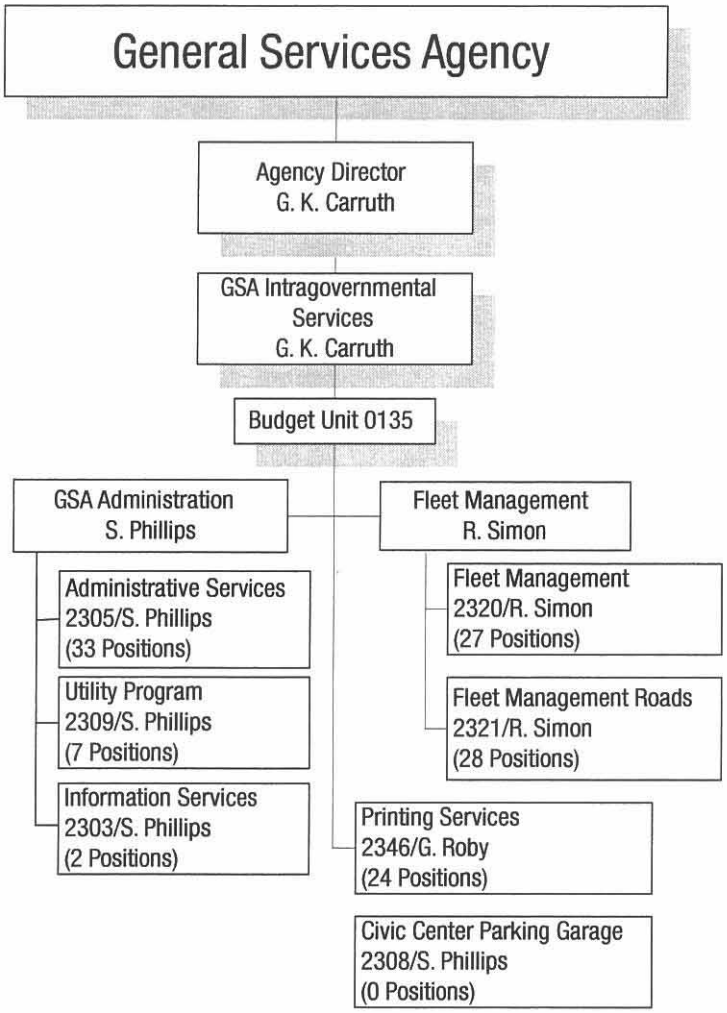
Cost: $34,146,467



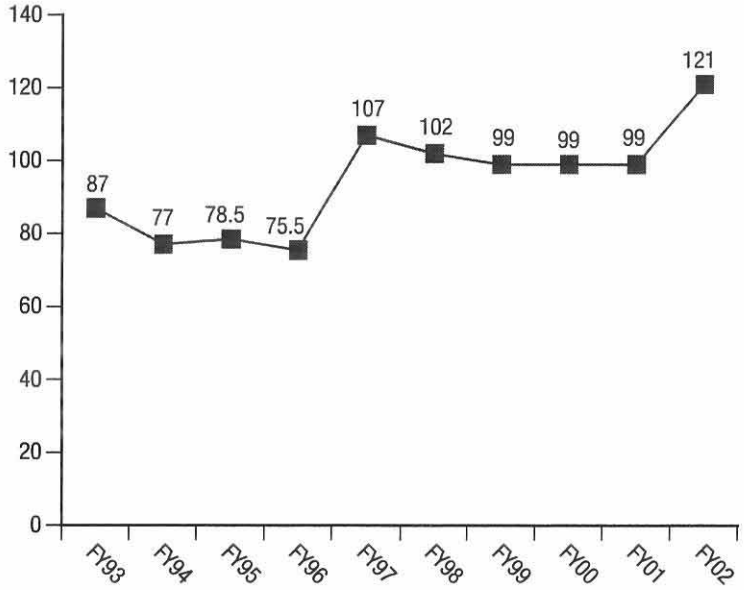
Staff: 121

Goals

- Continue the implementation of the General Services Agency Strategic Planning Initiative and action plans developed by Management-Employee Involvement Committees (MEICs).
- Complete development of performance outcomes and measurements and link to Comprehensive Performance Management (CPM) and Performance Based Budgeting (PBB).
- Implement management development and performance feedback system.
- Develop asset replacement and technology improvement plans.
- Review and revise, where appropriate, current fiscal operations to insure the most effective and efficient use of resources in providing financial support to our customers.



10-Year Staffing Trend



GSA Intragovernmental Services

Overview

The Intragovernmental Services Department of the General Services Agency provides Agency administration and accounting/budgetary services as well as the Internal Service Fund (ISF) operations of Printing Services and Fleet Management to County departments.

Administrative Services Division:
Provides agency administrative oversight and a wide range of financial and budgetary support services to agency and County departments.

Fleet Management:
Provides vehicles, fuel and maintenance services to all County departments, including Roads and Airports. The County maintains approximately 2,000 vehicles. The vehicles are either assigned to specific departments and charged to users through an internal service rate structure or held in the County pool and charged to users on a daily basis.

Printing Services Division:
Provides business imaging services, mail/messenger services, and records storage and retrieval services. The FY 2002 performance plan covers the division's business imaging services, which are provided through the Printing Internal Service Fund (Fund 77). The FY 2003 performance plan will be expanded to include the mail/messenger and the records retention functions, both of which are General Fund-supported. Three additional priority goals, related to messenger service, mail processing and records retention service, will be reported at that time.

Fiscal Year 2001 Accomplishments

Administrative Services Division

- Initiated reorganization of Administrative Services Division, to provide clear responsibility and accountability for meeting customer service needs, develop agency-wide policies and procedures and improved centralization of administrative and financial support.
- Created Utility Program to improve ongoing management of utility services and payments and to support County energy initiatives and projects designed to reduce energy use and minimize service disruptions associated with anticipated Statewide energy shortages.

Fleet Management

- GSA Fleet Management, GSA Capital Programs and a construction management firm jointly implemented a study to develop a space program for the possible remodel or merger of fleet facilities. This plan includes moving Fleet Management's Administrative Services function and Younger Maintenance to a new facility and location in order to provide streamlined, efficient services to customers and a suitable work environment for employees.
- Continued and improved the "First Wheels" program in collaboration with Social Services Agency Cal/WORKS Program to assist welfare-to-work clients in meeting their transportation needs.
- Relocated Fleet Management's administrative offices and pool parking lots in October 2000 to accommodate Valley Transportation Authority's Light Rail expansion at their Younger Maintenance facility.
- Expanded network capabilities at all sites by successfully implementing several Windows-based equipment management software programs. Maintaining one network rather than two separate databases allows all users to tie into the same information and reduces redundancies at all yards.
- Proposed options for additional vanpools, carpools and other commute alternatives for County employees. Implemented first phase of improved Vanpool Program in cooperation with Employee Services Agency - Insurance, Risk Management and Employee Benefits, as well as County Counsel. Also assessed risks, developed strategies, convened a Task Force and developed the plan related to this program.
- Enhanced County fuelling infrastructure at four Fleet locations by upgrading hardware performance and system reliability.

- Installed generator at Younger maintenance facility for emergency backup.
- Initiated development of a performance-based budgeting framework, to be implemented in the FY 2003 budget cycle. Full development will require implementation and refinement of the Fleet Anywhere tracking and management software system.

Printing Services

- Through increased productivity and efficiencies, Printing Services lowered its Quick Copy rate, Color Copy rate and labor rates yet exceeded projected revenues.
- Researched and evaluated various high-speed production printers that will be needed to continue to expand present and future needs for network printing. Equipment has been selected and black and color network printing is being upgraded.
- Expanded GSA-Printing's computer network into 70 W. Hedding Quick Copy. Installed expandable network hub with the basics - computer, e-mail, ftp access and network printer.
- Upgraded 70 W. Hedding Quick Copy Reprographic Technician position to a Print-On-Demand Operator position, allowing the copy center to be properly staffed for a major expansion of Quick Copy's network printing services.
- Added a 15" by 18" Offset two-color press which improved quality and efficiency of two-color offset printing. Due to workload and capabilities expansion needs in the production area, we filled a long time vacant Senior Offset Press Operator (Offset III) position with a journeyman level press operator.
- Added plastic lamination of posters or signs to our list of services now available in-house.
- Expanded GSA-Printing's computer network to include the 70 W. Hedding mailroom. Enabled file sharing, network printing and e-mail capabilities for the Mailroom Supervisor.
- Negotiated with USPS to place a United States mailbox in the East Wing lower level lobby at 70 W. Hedding, thus eliminating the need for County employees to walk to distant outside mailboxes in order to mail personal mail.

Fiscal Year 2002 Planned Accomplishments

Administrative Services Division

- Successfully conclude Administrative Services Division reorganization and reflect service expectations and measures in FY 2003 performance budgeting framework.

Fleet Management

- Continue consolidation plans with GSA Capital Programs and a construction management firm to implement relocating Fleet Management to a new facility and location.
- Continue to work with Vanpool Program Task force members to finalize draft of program with potential users. Implement approved plan and consider future possibilities such as alternately fueled vehicles, shuttles, and incentives.
- Prepare work analysis of Fleet Service operations to improve workflow, promote better communication and ultimately enhance customer support.
- Continue to work with outside governmental agencies to provide contract fleet management services.
- Review performance analysis of alternately fueled vehicles for County fleet. Consider future needs and issues for alternate fuel infrastructure. Introduce hybrid (gasoline/electric) vehicles into the fleet.
- Enhance network capabilities by allowing departments to report monthly odometer readings through the existing fuel system or through electronic messaging.
- Improve employee security issues relating to the use of Social Security Numbers as driver ID numbers in the fueling system. Work with Employee Services Agency to replace driver identification numbers from Social Security Numbers to Employee ID numbers or Drivers Licence Numbers.
- Finalize refinement and full implementation of the Fleet Anywhere system and fully implement performance-based budgeting for the FY 2003 cycle.

Printing Services

- Develop and implement performance-based budget processes.

- Reduce service rates to customers in printing and bindery by continuing to improve processes and efficiencies.
- Explore further Printing Service expansions through ongoing customer feedback and continue to improve customer service through equipment updates and staff training.
- Migrate 70 W. Hedding Quick Copy from the initial basic computer printing network established in FY 2001 to expanded network capabilities with high-speed black and digital color printing. Quick Copy will implement many of the same network printing capabilities now found at the Berger Drive facility while Berger Drive expands its present capabilities.

GSA Intragovernmental Services
County Executive's Recommendation

Advancement of Board Priorities

The County Executive's recommendation for GSA Intragovernmental Services supports the Board's priority to maintain the County's fiscal integrity and accountability.

Augment Accounting Staff

Recommendation

Add two Account Clerks and One Accountant Assistant position to support account tracking and financial reporting for Capital projects. The cost of these positions ($132,192) and computer equipment and supplies for the new staff ($10,500) will be reimbursed by Capital Fund 50.

Background

The General Services Agency Administrative Division provides financial and accounts payable support to both the Capital Programs Division and the Building Operations Division. The workload associated with capital projects funded through the annual capital budget cycle and Board actions during the year has increased dramatically. The Backlog Repair Program, funded through annual Capital Budget appropriations and managed by the Building Operations Division has also increased since FY 2000 and, by Board action, has become an ongoing program. There has been no increase in the five accounting positions which provide direct support to these projects over the last five years.

Anticipated Outcome

With the addition of 3 new accounting positions, Capital project management and Backlog project management will improve accountability and efficiency due to timely account tracking and financial reports to the Controller's Office and to the Project Managers.

Total Cost: $142,692

Fully offset by reimbursement from Capital Fund 50

Increase Funding for Utility Costs

Recommendation

Augment funding for utility costs by $2,000,000 to cover anticipated rate increases.

Background

In order to more carefully monitor the impact of rising energy costs, General Services Agency Administration has created an Energy Division, transferring the FY 2001 utilities budget of $9,278,510 from GSA Facilities Department (Budget Unit 263) to GSA Intragovernmental Services. Original projections of utility expenses for FY 2002 supported a 30% increase of $2,700,000 in the base budget, to a total of $11,978,500. The uncertainty of future energy price fluctuations and initial cost analyses, make it prudent to allocate additional funds for utility costs in FY 2002.

Anticipated Outcome

With a $2,000,000 increase to the base budget, the total appropriation for FY 2002 utility costs for General Fund facilities will be $13,978,510.

Total Cost: $2,000,000

Add One Departmental Information Systems Analyst

Recommendation

Add one Departmental Information Systems Analyst to support Fleet Services systems applications. The ongoing cost of the position and supplies along with one-time costs of hardware, software and workstation furniture is offset by a reduction in Fleet ISD costs for Information Services Department support. of $84,436 in recommended and $20,000 in base budget adjustments.

Background

The General Services Agency systems support needs are currently met with two systems positions and support from the Information Services Department (ISD).

Anticipated Outcome

The addition of a Departmental Information Systems Analyst position, will allow the Agency to address the myriad of systems tasks with an Agency-directed priority.

Total Ongoing Cost: $80,216
Total One-time Cost: $20,000
All costs fully offset by a reduction in expenses for ISD Support

Printing Services Division Performance Plan

County Executive's Recommendation

No augmentation requests for this Division were submitted to the County Executive for funding consideration in the FY 2002 Budget.

Priority Goal One

Provide the fullest range of business imaging services feasible to meet the service requests of County departments.

Background

The Printing Services Division provides an array of business imaging services to County departments and agencies.

Quick Copy: High-speed copying service is available at three locations: the basement of the County Government Center at 70 West Hedding, Building H on the Santa Clara Valley Medical Center campus, and at the Printing Services Division office in the basement of Berger Drive, Building #2.

Within the last two years, electronic file transfer over the internet has been possible between County departments and the Quick Copy centers at West Hedding and Berger Drive. This service improvement has saved time and associated costs for the customer departments, as it has minimized the need for department staff to send reproduction requests through the PONY (inter-office mail messenger service) or to travel to the Quick Copy centers with hard copies of documents.

Electronic file transfers have also made it possible to improve the quality of the images being reproduced because the copied image is not degraded by the quality of the original print.

Technological improvements in the quality and speed of the equipment which has been installed by the Division in recent years have made it possible to shift many print jobs from the offset press to the high-speed copier.

Color Copying: Digital color copying is currently available at 1555 Berger Drive, Building 2 and is being planned for 70 W. Hedding Quick Copy in the near future. Electronic job submission is available by sending files through Claranet. Alternatively, copies can be processed off the glass from supplied originals. The cost of color copying three years ago was $1.00 per 8.5 x 11-inch sheet and has been gradually reduced to $.75 in FY 2001. The proposed rate for FY 2002 is $.70 per copy. Plans are in place to upgrade to higher quality and much faster color equipment by the end of FY 2001. Once the new equipment is in place, customers will have greater choices in paper stock and much faster turn around times on large color copy jobs. The Division's goal is to provide faster and cheaper digital color copying in the future.

Offset Printing: Offset printing requires more setup time but can be more economical to use on long runs of specific types of printing. Offset printing is frequently used for specialty printing such as carbonless forms and multi-color printing on textured or coated stocks. Historically, offset printing required several steps to produce a printing plate. We now have the technology to produce printing plates directly from a computer file. This has reduced set-up time and made offset printing even more economical on certain types of jobs.

Bindery: Bindery and finishing services include paper drilling, padding, cutting, tabbing for mailing, addressing, and all types of folding. The different binding options are plastic comb binding, Xerox tape binding and stapling or saddle stitching. Custom binder inserts can also be produced for 3-ring binders for special projects. Color copies can be laminated with heavy plastic to make attractive covers.

Layout: Printing Services can design a project from beginning to end or staff can work with outside designers to put the finishing touches on printing projects.

Laminating: Recently, laminating services have been offered for small and specialized jobs.

NCR Forms: A variety of County forms, printed on carbonless paper are produced by Printing Services. New forms can be designed, and historical records are stored for design and reproduction of existing forms. Some forms are printed directly for customers and some are printed and distributed through Purchasing's Warehouse catalog.

Customer Service

Some services requested by County departments cannot be accommodated by the Division due to the lack of specialized equipment; lack of sufficient equipment or staff to provide service for extremely large volume runs or jobs with a very short turn-around time, when the equipment is already pre-scheduled for other jobs. In these cases, the Division advises departments to use outside vendors. Because equipment cannot be accommodated in the available space, or because it is not economically feasible to procure specialized equipment to meet the need of occasional jobs or to staff up to the level required for uncommon peak demand levels, some printing jobs will require the services of other vendors. With price reductions in equipment, technological improvements, available upgrades in software or increasing sophistication of departmental clients seeking specialized printing, the break point for determining when to purchase equipment or software or when to increase staffing changes over time.

The Division annually reviews the range of services which are provided and the types and quantities of jobs which are sent to outside vendors to determine whether anticipated revenues are sufficient to support the offering of additional services. In recent years, this has resulted in the purchase of faster and more versatile copying equipment, color copiers and a laminating machine, in order to expand the range of services provided.

Recommended Improvement Strategies

- Conduct annual reviews of services provided and job requests which must be sent to an outside vendor for processing to determine whether sufficient demand exists to add new services.
- Where service additions appear to be supported by department demands, evaluate the cost of equipment, supplies, staffing and staff training against the anticipated revenue associated with the new service, to determine whether it is economically feasible to offer the additional service in-house.

Staffing Impact

None at this time.

Fiscal Impact

None. The Printing Services Division is an Internal Service Fund, supported by revenues which are generated by providing direct service to County departments. Use of revenue offsets or retained earnings will be applied to offset the costs associated with service improvements.

Performance Impacts

Fewer common-demand job types will have to be sent out to private copy/print shops, simplifying service procurement for departments.

Conditions Affecting Performance

- Cost of supplies, materials and equipment maintenance costs
- Overall decline in business due to economic decisions or budgetary constraints on County departments, which cause them to reduce printing activities

Key Performance Indicators

Indicator	FY 2001 Estimate	FY 2002 Target
Number of jobs refused due to lack of specialized equipment	Not Available	To be developed
Number of jobs refused due to lack of available staff or machine time available	Not Available	To be developed

Priority Goal Two

Provide timely high quality business imaging services at delivered prices which are lower than those of private sector copy and print shops.

Background

The quality of business imaging services provided by Printing Services is defined by many factors - whether the job is completed on time (by the due dates requested by customers), whether errors in set up or production required a re-run of the print job, the level of satisfaction reported by customers in surveys which are performed annually or on job feedback forms which may be developed and included with each completed printing order, and the number of jobs which are rejected by customers due to poor quality or lack of timely delivery.

The cost of providing service is dependent upon the efficiency of work production, labor costs, allocated Countywide overhead costs, equipment maintenance and repair costs, and cost of materials used to perform the work. The rates which are established for each service provided are dependent upon the cost of providing the service and the anticipated revenue which would be earned by delivering those services - rates and demand for service are interrelated.

Recommended Improvement Strategies

- Annually calculate the cost of providing each service offered and benchmark this cost against prices offered by local private copy/print shops. Evaluate the factors involved in providing services which cannot be offered below the rates charged by competitors and determine whether these services should continue to be offered.
- Track number of jobs which are not completed by the date requested, the number of occasions on which set-up or production errors required a re-run of the job, and the number of jobs which are rejected by customers due to quality or delivery problems. Evaluate estimating and production processes which allowed these errors to occur.
- Annually survey customers for their opinion of service quality.

Staffing Impact

None at this time.

Fiscal Impact

None. The Printing Services Division is an Internal Service Fund (ISF), supported by revenues which are generated by providing direct service to County departments. Use of revenue offsets or retained earnings (profits) will be applied to offset the costs associated with service improvements.

Performance Impact

Enhanced customer service because quality print and copy jobs will be provided at rates that will be competitive with private vendors.

Conditions Affecting Performance

- Cost of labor is established centrally through negotiated agreements.
- Countywide overhead cost allocations are imposed, based on the centralized County departments and agencies which provide service and service levels in these areas are outside the control of the Printing Services Division.

Key Performance Indicators

Indicator	FY 2001 Estimates	FY 2002 Target
Percent of non-rush jobs completed on time	Not Available	97%
Percent of sure date jobs delivered on time	Not Available	100%
Number of jobs rejected by customers due to poor quality or late delivery	Not Available	0
Percent of customers satisfied with quality and accuracy of jobs	Not Available	100%
Number of re-runs due to Printing Services error		0
Pricing of similar printing or copying services compared to private sector copy/print shops	Not Available	5% - 15% less

GSA Intragovernmental Services — Budget Unit 0135
Expenditures by Cost Center

CC	Cost Center Name	FY 2000 Actual	FY 2001 Appropriations Approved	FY 2001 Appropriations Adjusted	FY 2002 Recommended	Amount Chg From FY 2001 Approved	% Chg From FY 2001 Approved
2303	GSA Info Services				302,901	302,901	
2305	GSA Administration	774,777	637,596	925,185	1,080,081	442,485	69
2308	Civic Center Parking Garage	255,885	284,190	284,190	284,420	230	
2309	GSA Utilities			467,351	15,004,405	15,004,405	
2320	GSA Fleet Management Division	14,938,485	9,741,627	19,266,259	11,033,795	1,292,168	13
	1 General Fund	(5)					
	73 Garage ISF	14,938,490	9,741,627	19,266,259	11,033,795	1,292,168	13
2321	Fleet Management-Roads	3,597,260	3,271,518	3,314,354	3,573,985	302,467	9
2346	GSA Printing Services	2,469,385	2,885,261	2,885,261	2,866,880	(18,381)	-1
	1 General Fund	530,834	767,359	767,359	791,088	23,729	3
	77 Printing Services ISF	1,938,551	2,117,902	2,117,902	2,075,792	(42,110)	-2
	Total Expenditures	22,035,792	16,820,192	27,142,600	34,146,467	17,326,275	103%

GSA Intragovernmental Services — Budget Unit 0135
Revenues by Cost Center

CC	Cost Center Name	FY 2000 Actual	FY 2001 Appropriations Approved	FY 2001 Appropriations Adjusted	FY 2002 Recommended	Amount Chg From FY 2001 Approved	% Chg From FY 2001 Approved
2305	GSA Administration	72,774	78,600	107,937	59,800	(18,800)	-24
2308	Civic Center Parking Garage	450,836	411,516	411,516	486,000	74,484	18
2320	GSA Fleet Management Division	13,825,143	11,111,580	16,739,580	12,994,345	1,882,765	17
	1 General Fund	16,950					0
	73 Garage ISF	13,808,193	11,111,580	16,739,580	12,994,345	1,882,765	17
2321	Fleet Management-Roads	2,154,863	2,073,985	2,073,985	2,234,664	160,679	8
2346	GSA Printing Services	2,282,192	2,207,100	2,210,939	2,350,316	143,216	6
	1 General Fund		182,000	182,000	110,000	(72,000)	-40
	77 Printing Services ISF	2,282,192	2,025,100	2,028,939	2,240,316	215,216	11
	Total Revenues	18,785,808	15,882,781	21,543,957	18,125,125	2,242,344	14%

GSA Info Services — Cost Center 2303
Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2001 Approved Budget			
Board Approved Adjustments During FY 2001			
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	2.0	202,685	
Internal Service Funds Adjustment			
Other Required Adjustments			0
Subtotal	2.0	202,685	
Recommended Changes for FY 2002			
1. Add One Departmental Information Systems Analyst	1.0	100,216	
The addition of one Departmental Information Systems Analyst is needed to support Fleet Services systems applications. The ongoing cost of the position and supplies along with one-time costs of hardware, software and workstation furniture is offset by a reduction in Fleet ISD costs of $84,436 in recommended and $20,000 in base budget adjustments.			
Subtotal	1.0	100,216	0
Total Recommendation	3.0	302,901	

GSA Administration — Cost Center 2305
Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2001 Approved Budget	21.5	637,596	78,600
Board Approved Adjustments During FY 2001	8.0	398,899	29,337
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	1.5	191,133	
Internal Service Funds Adjustment		71,150	
Other Required Adjustments		(218,697)	(48,137)
Subtotal	30.0	1,080,081	59,800
Recommended Changes for FY 2002			
1. Add 3 Accounting Positions	3.0		
The addition of two Account Clerks and one Accountant Assistant will provide accounting support for Capital Projects. The cost of these positions is offset by a reimbursement from Fund 50.			
2. Increase Expenses for New Positions			
Provides a one-time allocation of $9,000 for computer equipment and an ongoing increase of $1,500 for training for three new accounting positions. The accounting positions will support Capital Programs. These costs will be offset by a reimbursement from Fund 50.			
Subtotal	3.0	0	0
Total Recommendation	33.0	1,080,081	59,800

Civic Center Parking Garage — Cost Center 2308
Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2001 Approved Budget		284,190	411,516
Board Approved Adjustments During FY 2001			
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments			
Internal Service Funds Adjustment		230	
Other Required Adjustments			74,484
Subtotal		284,420	486,000
Recommended Changes for FY 2002			
Total Recommendation		284,420	486,000

GSA Utilities — Cost Center 2309
Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2001 Approved Budget			
Board Approved Adjustments During FY 2001	6.0	424,463	
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments			
Internal Service Funds Adjustment		1,423	
Other Required Adjustments		12,575,519	0
Subtotal	6.0	13,001,405	
Recommended Changes for FY 2002			
1. Utilities Rate Hike		2,000,000	
A 30% increase was assumed in the Base Budget by increasing the utilities budget by $2.7 million. An additional allocation of $2 million is being recommended due to the uncertainty of the market and indications that the increase will be greater than 30%.			
2. Increase Expenses for New Position		3,000	
Provides a one-time augmentation to purchase a computer and software for new staff.			
Subtotal	0.0	2,003,000	0
Total Recommendation	6.0	15,004,405	

GSA Fleet Management Division — Cost Center 2320
Major Changes to the Budget

	Positions	Appropriations	Revenues
Garage ISF (Fund Number 0073)			
FY 2001 Approved Budget	28.0	9,741,627	11,111,580
Board Approved Adjustments During FY 2001	1.0	9,490,104	5,628,000
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	-2.0	(8,738)	
Internal Service Funds Adjustment		60,119	1,898,074
Other Required Adjustments		(9,255,034)	(5,919,653)
Subtotal	27.0	10,028,078	12,718,001
Recommended Changes for FY 2002			
Internal Service Fund Adjustments		–	–
Reduction of one vehicle		0	(6,000)
Support transferred to GSA Admin		(84,436)	0
Vehicles for Probation Officers			15,000
Vehicles for Parks			14,000
Vehicles for Deputies			41,568
Vehicles for Backlog Maintenance and Preventive Maintenance			161,500
Vehicle for Patrol			16,884
Vehicle for Parks			7,000
Vehicle for Detective			10,392
Vehicle for Custodial Maintenance			8,000
Vehicle for Capital Project Management			8,000
1. New Vehicle Appropriations		1,090,153	
Provides Fleet Management with an appropriation to purchase vehicles associated with recommended positions.			
Subtotal	0.0	1,005,717	276,344
Total Recommendation	27.0	11,033,795	12,994,345

Fleet Management-Roads — Cost Center 2321
Major Changes to the Budget

	Positions	Appropriations	Revenues
Garage ISF (Fund Number 0073)			
FY 2001 Approved Budget	25.0	3,271,518	2,073,985
Board Approved Adjustments During FY 2001	1.0	42,836	
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	2.0	162,228	
Internal Service Funds Adjustment		(37,862)	254,290
Other Required Adjustments		135,265	(93,611)
Subtotal	28.0	3,573,985	2,234,664
Recommended Changes for FY 2002			
Total Recommendation	28.0	3,573,985	2,234,664

GSA Printing Services — Cost Center 2346
Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2001 Approved Budget	7.0	767,359	182,000
Board Approved Adjustments During FY 2001			
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	1.0	82,165	
Internal Service Funds Adjustment		(159,905)	(72,000)
Other Required Adjustments		101,469	0
Subtotal	8.0	791,088	110,000
Recommended Changes for FY 2002			
Fund Subtotal	8.0	791,088	110,000
Printing Services ISF (Fund Number 0077)			
FY 2001 Approved Budget	17.0	2,117,902	2,025,100
Board Approved Adjustments During FY 2001			
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	-1.0	(1,124)	
Internal Service Funds Adjustment		(25,423)	214,877
Other Required Adjustments		(15,563)	339
Subtotal	16.0	2,075,792	2,240,316
Recommended Changes for FY 2002			
Fund Subtotal	16.0	2,075,792	2,240,316
Total Recommendation	24.0	2,866,880	2,350,316

County Communications

Mission

The mission of County Communications is to provide high quality, cost-effective communications services to the public and the public safety community through both coordinated emergency 9-1-1 call answering and dispatching services, and the design, implementation and maintenance of modern communications systems.

Goals

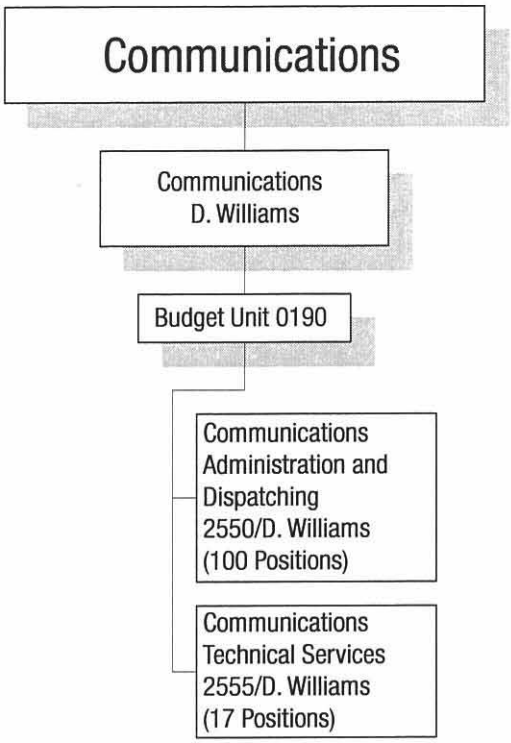
- To answer emergency telephone calls quickly, efficiently and courteously and to elicit information necessary to determine the appropriate response.
- To provide accurate data to public safety service providers so that they can deliver timely and appropriate services.
- To serve customers by maintaining the highest professional standards, by recruiting and retaining qualified dispatchers.
- To achieve timely and quality repairs of radio communication equipment.

Priority Goals

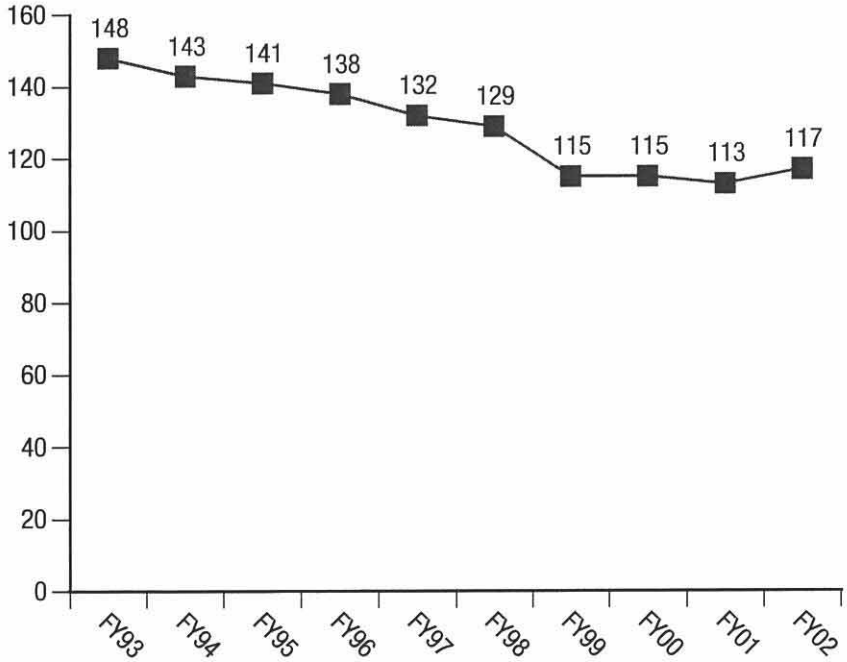
- Improve recruitment, training and retention of 9-1-1 dispatchers
- Reduce 9-1-1 call answering times
- Maintain and improve the efficient and reliable delivery of public safety radio dispatching services

Cost: $10,196,214

Staff: 117



10-Year Staffing Trend



County Communications

Overview

The Communications Department serves as a vital link between the public and numerous public safety and local government service providers.

The Department consists of two major divisions, Dispatch Operations and Technical Services.

The Dispatch Operations Division provides emergency dispatching services to various law enforcement, fire, medical and local government agencies, and Enhanced-9-1-1 emergency telephone services to the public. E-9-1-1 emergency telephone answering service is mandated by the State. Emergency dispatching services directly support other mandated County programs, such as Sheriff Services, County Fire Services, and Emergency Medical Services Ambulance Transport. Costs for service to non-General Fund agencies are reimbursed through direct charges to users.

The Technical Services Division provides customers with the technical design, implementation and maintenance of modern communications systems. This Division's primary function is to support the infrastructure and individual radio equipment used by Dispatch Operations and its customers for County-wide emergency communications. Reimbursement for services provided by the Technical Services Division is received from approximately twenty-five County departments and other governmental agencies.

Fiscal Year 2001 Accomplishments

- Implemented Phase I of the Priority Dispatch Program. Now medical transport resources are optimized through structured screening of emergency medical calls to determine the proper level of ambulance transport needed (basic vs. advanced life support).
- Replaced obsolete infrastructure equipment, improving the performance and reliability of the emergency medical radio system.
- Implemented a program of continuous testing, hiring and training of dispatch staff. This program addresses anticipated staff turnover and the need to provide an adequate number of trained staff on each shift to deliver essential dispatching services.
- Completed conversion and systems upgrade of the new mobile emergency communication van.
- Implemented a global positioning system (GPS) equipment upgrade to the automatic vehicle location (AVL) system used in dispatching paramedic and County fire units.
- Continued upgrading the computer-aided dispatch (CAD) system. FY 2001 was the third year of a 5-Year ITEC project.

Fiscal Year 2002 Planned Accomplishments

- Recruit, test, hire and begin initial level training for 12 Communications Dispatcher I positions to address anticipated staff turnover.
- Establish dispatch-training consoles needed to facilitate initial and ongoing training.
- Achieve "Center of Excellence" accreditation from the National Academy of Emergency Medical Services.
- Address multi-jurisdictional voice and data communication needs through participation in Santa Clara County Police Chief's Interoperability Project.
- Continue upgrading the computer-aided dispatch (CAD) system - year 4 of 5-year ITEC project.

Communications Department Performance Plan

Summary of Improvement Strategies and Recommendations

Improvement Strategies	Net General Fund Cost	Net Positions	Recommended Yes	Recommended No
Priority Goal 1: Improve recruitment, training and retention of 9-1-1 dispatchers.				
Upgrade radio console and workstations, add training consoles for dispatch operations.	$0[a]	0	X	
Priority Goal 2: Reduce 9-1-1 call answering times.				
Add four (4) Communications Dispatcher I/II positions.	$246,000	4.0	X	
Priority Goal 3: Maintain and improve the efficient and reliable delivery of public safety radio dispatching services.				
Upgrade radio consoles and workstations, add training consoles for dispatch operations.	$546,000	0	X[b]	
Add one (1) Senior Communications Technician and one (1) Data Information Technician II and delete two (2) Communications Technicians.	$0	0	X	
Continue Computer Aided Dispatching (CAD) System Hardware Upgrade & Software Rewrite Project (Year 4 of 5-year project).	$137,000	0	X	
Replace County Park's owned duplex radio equipment used by County Communications Dispatchers, Park Rangers and Sheriff Deputies withdigital, simulcast equipment.	$361,000	0		X[c]
Total Improvement Strategies	$1,290,000	**4.0**		
Total Recommended	$929,000	**4.0**		

a. Shared Improvement Strategy - see Priority Goal 3
b. Requested funding for powered workstation upgrade ($83,000) is not recommended
c. Project approval on hold pending alternative funding discussions between the County Executive's Office of Budget & Analysis and the Parks & Recreation Department.

Advancement of Board Priorities

The performance plan prepared by the Communications Department is responsive to Board priorities for retention, recruitment and development and investment in service quality, efficiency and convenience through its focus on strategies pertaining to employee retention within high turnover departments, investing in educational and training opportunities that encourage development of the County's workforce, and by investing in strategies that seek to increase Public Safety services through improved public safety response times for sheriff and fire services. It incorporates a focus on outcomes supported by data analysis.

GSA-Communications provides a vital link between the public and law enforcement, fire, medical and other public safety service providers. Currently, the Department is facing several major issues related to escalating dispatcher retirements, increased need for new hire training, increased Sheriff radio channel overloading, and maintenance of radio consoles and workstations.

Priority Goal One

Improve recruitment, training and retention of 9-1-1 dispatchers.

Background

GSA-Communications' work force currently includes many long-term employees. Anticipated staff retirements over the next seven years will result in over a 54% turnover in personnel, in Dispatch Operations. This could impact 9-1-1 call answering and processing times, and create a tremendous need for training. Hiring and training entry level Communications Dispatchers to replace experienced dispatchers is a

lengthy process, requiring approximately 2.5 years to complete training in all three dispatching functions (law enforcement, medical and fire). Supervisory positions take longer to address. Conducting a comprehensive ongoing training program for every employee has been difficult because of inadequate and inefficient training facilities.

In addition to new hire training, mandated and customer driven training requirements have increased. Both Medical Priority Dispatching System (MPDS) and the State of California Police Officer Standards and Training (POST) programs, require 24 hours of training every two years to maintain certification (for 86 positions, 2,064 training hours).

Currently, there are three levels of non-supervisory trained Communications Dispatchers. 1) A Dispatcher I can handle 9-1-1 call processing and radio dispatching for Sheriff and local government services. 2) When journey level Dispatchers are available to provide individual training, Dispatcher I staff can qualify to perform medical or fire radio dispatching and to advance to the Dispatcher II level with an increase in pay. 3) Some Dispatcher II employees have acquired training in *both* medical and fire dispatching. Maintenance of this higher level of training is extremely beneficial to dispatch operations, service delivery, and is required for advancement to supervisory positions. Currently, only 28% of Communications Dispatcher II personnel are trained in all three dispatching functions.

Recommended Improvement Strategies

- Intensify departmental focus on recruitment, enhanced initial training and retention of 9-1-1 dispatchers.
- Add six (6) fully functional dispatcher-training consoles that mirror those used within dispatch operations, to facilitate initial and ongoing training and the transition of new dispatchers to live operations.

Staffing Impact: None

Fiscal Impact: With the exception of the ITEC radio console upgrade (cost reflected under Priority Goal 3), there are no net costs associated with Priority Goal 1 recommended improvement strategies.

Performance Impact:

- Customer Service - Improved initial and ongoing training will increase employee efficiencies, effectiveness and decision making abilities.
- Work Environment & Safety - Training equipment will help improve the physical and mental transition of new dispatchers to live operations, improve dispatcher efficiency and productivity, as well as facilitate reductions in repetitive motion and ergonomic related injuries through training.
- Operational Efficiencies/Service Delivery - Dispatchers maintaining proficiency in all three functional dispatch areas (law enforcement, medical and fire) can provide better response during incidents involving more than one service provider. They allow for maximum flexibility in work assignment by being able to handle the duties of any position directly or as back up, thus reducing staffing and overtime needs.
- Disaster Operations - Additional training consoles (two 9-1-1 call taking and four dispatch positions) can be used to provide expanded support during disaster responses and/or special events.
- County Liabilities - the potential liabilities related to the delivery of public safety services and employee safety will decrease through a more effective training program.

Collectively, these improvements in training will add value to the services provided by Communications, by assuring continuity and targeted improvement of services in all areas, and will maintain competitiveness in the public safety communications market place.

Conditions Affecting Performance: A strengthened local economy could affect the employment market so that it is impossible to attract candidates for Dispatcher position openings.

Recruitment competition with other local dispatch centers experiencing similar staff turnover will impact our ability to recruit new and retain existing dispatch personnel.

Key Performance Indicators Related to Priority Goal 1

	Current	Target	Gap
Dispatch Operations			
Number of Dispatchers trained in 9-1-1 call processing and in all three dispatch functions: law enforcement, medical & fire	20	25	5
Percentage of Journey-level Communications Dispatcher IIs.	77%	85%	8%

Priority Goal Two

Reduce 9-1-1 call answering times.

Background

With mandatory staffing of law enforcement, fire, medical and local government post radio dispatching positions, 9-1-1 call answering times and staff stress levels increase as staff vacancies increase.

Sheriff's Office activity is increasing significantly as the southern portion of the County grows in population, causing the primary radio channel to be dangerously overcrowded. During peak hours, as many as 50 deputies may be dispatched and answered on the frequency, resulting in long delays when checking for warrants, stolen vehicles, drivers license status, and coordinating activities on in-progress calls. Increased activity levels often require pulling staff resources from 9-1-1 call taking positions to provide additional dispatching support. As a result, 9-1-1 call answering times increase. Radio channel overcrowding also prevents dispatchers from being able to dispatch some calls in a timely manner, and causes stress and frustration in both dispatchers and deputies.

Recommended Improvement Strategy

Add four (4) FTE funded Communications Dispatcher I/II positions.

Staffing Impact: Increases the number of Communications Dispatcher II/I FTE positions from seventy-two (72) to seventy-six (76).

Fiscal Impact: $246,000 in total new FY 2002 costs associated with Priority Goal 2 recommended improvement strategies.

Performance Impact:

- Customer Service - A better distribution of workload will increase dispatcher efficiencies, effectiveness and decision making abilities.
- Work Environment & Safety - Improved distribution of workload will improve field officer safety.
- County Liabilities - the potential liabilities related to the delivery of public safety services and employee safety will decrease.

This recommendation addresses existing 9-1-1 call answering and radio channel overloading issues by providing staffing needed to open an additional radio dispatch channel for the southern portion of the County during peak day and swing shift periods, freeing dispatchers assigned to 9-1-1 call answering.

Conditions Affecting Performance: The high cost of living, compensation and competition from other dispatch centers and the local electronics industry for qualified candidates will impact our ability to recruit and retain new dispatchers.

Key Performance Indicators Related to Priority Goal 2

	Current	Target	Gap
Dispatch Operations			
% of 9-1-1 emergency calls answered within 10 seconds or less [a]	84.9%	90%	5.1%
% of processed law enforcement priority one calls dispatched within 60 seconds or less [b]	81.7%	90%	8.3%

a. This gap represents approximately 2 seconds. The Department plans to close the gap by the end of FY 2003 through hiring and training of four (4) new Communications Dispatchers

b. Although the gap seems large, during calendar year 2000 90.63% were dispatched within 65 seconds or less. The reduction target for FY 2002 is 5 seconds.

Priority Goal Three

Maintain and improve the efficient and reliable delivery of public safety radio dispatching services.

Background

Radio Console and Workstation Equipment: The manufacturer has discontinued production of the Department's existing radio dispatch consoles. To ensure continued delivery of critical dispatching services, these radio consoles must be replaced. Manually adjusted ergonomic workstations are six years old (eighteen years, if based on 24 hour usage) and are experiencing increased maintenance needs. Staff ergonomic-related injuries are also increasing.

Staffing Considerations: Currently, a Communications Engineer and an Administrative Support Officer I supervise Communications Technicians' activities. Over the past several years, Technical Services has upgraded and expanded countywide public safety communications by implementing new technology and integrating systems. Such expanded support and integration of new systems and technology, as well as ongoing maintenance, continue.

At this time all departmental computer networks are handled in part by the Communications Engineering Manager, Engineers and Communications Technicians, in addition to their regular two-way radio-related duties. Recently, there has been a significant increase in the nature and level of support required for the department's networks, which includes a component of the critical emergency dispatching system. At present, technical service support is more reactive than proactive in certain areas, such as remote site equipment monitoring, regular preventive maintenance, and equipment replacement analysis.

Computer Aided Dispatch (CAD) System Upgrade: GSA-Communications' 5-year plan for downsizing/ replacing its computer aided dispatching system was presented to and approved by the ITEC Committee in March 1998. The Board of Supervisors approved this 5-year project, and to date, has approved FY 1999, FY 2000 and FY 2001 funds.

County Parks & Recreation Radio System: The two-way radio system used by County Park's Public Safety Division and Sheriff Park Patrol Deputies is an integral tool used to provide prompt response to emergencies and requests for services. The existing infrastructure equipment (6 fixed location and 2 mobile repeaters) is over 11 years old and has exceeded its useful life span and needs to be replaced with current simulcast technology. When County Parks purchased the equipment in 1989, activities were much simpler, outside law enforcement needs were low, and primarily only park rangers and maintenance personnel used it to communicate internally and with County Communications. The existing infrastructure uses duplex radio technology that requires County Communications Dispatchers, Park Rangers and Sheriff Deputies to manually choose one of six different repeater sites. This site selection process is inefficient, labor intensive, and often results in increased event response times and missed communications. Duplex signal coverage has limited range, restricting long-range two-way communication and the monitoring of activities between park locations. Because field units cannot hear other traffic, they often cover each other's

transmissions resulting in lost operational efficiencies, reduced public and officer safety, and communication delays as messages are repeated.

Collectively, these factors can result in reduced operational efficiencies and hinder Dispatch Operation's ability to deliver reliable public safety radio dispatching services.

Recommended Improvement Strategies

- Add one (1) Senior Communications Technician (K20) and delete one (1) Communications Technician (K21) to provide needed day-to-day leadership, job scheduling, and higher-level technical direction in the field.
- Add one (1) Information Systems Technician II (G50) and delete one (1) Communications Technician (K21) to administer and maintain the department's complex computer networks in Technical Services and Dispatch Operations.
- Upgrade radio consoles and workstations, adding training consoles for dispatch operations.
- Continue fourth (4th) year of approved five (5) year ITEC project upgrading computer aided dispatch system with newer, more flexible and easily maintained hardware and software. Establish and maintain outside contracts to ensure project can be completed as scheduled. Work to include migration from current obsolete mini-computer hardware to upgraded server hardware to increase reliability and reduce maintenance costs; upgrading current DOS-based console workstation and LAN to modern windows-based client/server system to obtain enhanced system performance and flexibility; implementing hardware and operating system standardization to simplify and make more timely system modifications and enhancements in the future.
- Purchase and install modern simulcast repeaters, adding satellite and multicast repeaters and battery backup for greater radio coverage, improved system reliability and integration with the recently upgraded Countywide radio and microwave communication infrastructure. Utilizing this new communication backbone will allow the new Parks radio system to take advantage of the latest technology, while reducing the overall cost of this project, when compared to that of a stand-alone system, by 66% to 75%. This project is aimed at improving internal and intra-agency communications, simplifying radio/dispatch operations for County Parks, the Office of the Sheriff and GSA-Communications, reducing field response times, and improving public and employee safety.

Staffing Impact: Net zero.

Fiscal Impact: $683,000

This amount represents the 4th year funding of a 5-year Board approved ITEC project ($137,000) and Radio console upgrades ($546,000). The two recommended add/delete actions represent no net increase in costs.

The Department originally asked the Information Technology Executive Committee (ITEC) for FY 2002 funding consideration of $361,000 for the Park's Radio Upgrade Project. This project is on hold pending further discussions with County Parks and Recreation Administration regarding funding alternatives. No funding is recommended for FY 2002.

Performance Impact:

- The Senior Communications Technician position will provide technicians with needed day-to-day leadership, job scheduling, and higher-level technical direction in the field. Existing staff will be freed to devote more time to project planning, analysis and other important functions that will help improve efficiency of operations.
- The Information Systems Technician II position will allow existing staff to be free from the day-to-day network administration and maintenance tasks, and provide the resource needed to do needed planning and documentation. Addition of these positions also will enhance the division's career opportunities, and will help in attracting and retaining technical staff, which have long been problems.
- The computer aided dispatching (CAD) system hardware and software upgrade will result in improved operational efficiencies in the delivery of public safety services. System standardization will also help simplify program maintenance and system support.

- Although not recommended for funding in FY 2002, the proposed Parks radio system upgrade from duplex to simulcast technology would significantly improve response times, thereby improving customer service, protection of property, and public and employee safety in County Parks. It would simplify communications by Sheriff Deputies, Park Rangers and Communication Dispatchers by eliminating the inefficient and labor-intensive site-selection dispatch process that exists today. The simulcast technology (linked repeaters that simultaneously transmit the radio signal County-wide) would also permit all Park Rangers and Sheriff Deputies on the Park's radio frequency to monitor emergency traffic and enforcement activities in other park units and/or park locations, improving officer safety and reducing overlapped transmission situations.

Conditions Affecting Performance: Not implementing internal reorganization within the Technical Services Division could result in increased system outages and the likelihood that existing staff will be hired away by competing agencies or companies.

Establishing contracts for programming services is expensive (at least double ISD costs) and requires additional support by ISD staff due to contractor's unfamiliarity with Communications' CAD systems.

Economic uncertainty and determination of viable funding alternatives by the Office of Budget and Analysis and the County Parks and Recreation Department will delay replacement on aging infrastructure equipment. System performance, reliability and maintenance issues will continue to be increasing concern.

Key Performance Indicators Related to Priority Goal 3

	Current	Target	Gap
Dispatch Operations			
Number of Dispatchers trained in 9-1-1 call processing in all three dispatch functions: law enforcement, medical & fire	20	25	5
Percentage of Journey-Level Communications Dispatcher II positions	77%	85%	8%
% of processed emergent medical events dispatched within 60 seconds or less	91.4%	90%	0%
% of processed emergency fire calls dispatched within 60 seconds or less	95.1%	95%	0%
Technical Services			
% of System operation time without major system failures [a]	TBD	99%	TBD
% of System operation time without minor system failures [b]	TBD	95%	TBD

a. New measure. Baseline data to be collected and reported in FY 2003 Recommended Budget
b. New measure. Baseline data to be collected and reported in FY 2003 Recommended Budget

GSA Services - Communications — Budget Unit 0190
Expenditures by Cost Center

CC	Cost Center Name	FY 2000 Actual	FY 2001 Appropriations Approved	FY 2001 Appropriations Adjusted	FY 2002 Recommended	Amount Chg From FY 2001 Approved	% Chg From FY 2001 Approved
2550	Communication Administration	8,003,771	8,236,090	9,087,387	8,635,004	398,914	5
2555	Communication Technical Services	1,593,095	1,737,346	1,737,346	1,561,210	(176,136)	-10
	1 General Fund	165	1,737,304	1,737,304	1,561,210	(176,094)	-10
	71 Communication and Phone Service	1,592,930	42	42		(42)	-100
	Total Expenditures	9,596,866	9,973,436	10,824,733	10,196,214	222,778	2%

GSA Services - Communications — Budget Unit 0190
Revenues by Cost Center

CC	Cost Center Name	FY 2000 Actual	FY 2001 Appropriations Approved	FY 2001 Appropriations Adjusted	FY 2002 Recommended	Amount Chg From FY 2001 Approved	% Chg From FY 2001 Approved
2550	Communication Administration	1,550,939	1,231,102	1,231,102	1,231,102		0
2555	Communication Technical Services	1,399,817	1,838,912	1,647,082	1,647,082	(191,830)	-10
	1 General Fund		1,838,912	1,647,082	1,647,082	(191,830)	-10
	71 Communication and Phone Service	1,399,817					0
	Total Revenues	2,950,756	3,070,014	2,878,184	2,878,184	(191,830)	-6%

Communication Administration — Cost Center 2550
Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2001 Approved Budget	98.0	8,236,090	1,231,102
Board Approved Adjustments During FY 2001		851,297	
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	-2.0	428,511	
Internal Service Funds Adjustment		(364,215)	
Other Required Adjustments		(1,445,680)	0
Subtotal	96.0	7,706,003	1,231,102
Recommended Changes for FY 2002			
1. Computer Aided Dispatch		137,000	
Provides funding to continue work on hardware upgrades and software rewrites of the Computer Aided Dispatch (CAD) System. FY 2002 will be year 4 of a 5-year project.			
2. Radio Console and Workstation Upgrades		546,000	
Information Technology Executive Committee (ITEC) recommends funding to upgrade dispatch radio consoles and workstations. Existing button and LED radio consoles, discontinued by the manufacturer, will be replaced with PC-based radio consoles.			
3. Add Four Alternately Staffed Communications Dispatcher Positions	4.0	246,001	
The addition of four alternately staffed Communications Dispatcher positions will result in a reduction of frequency loading in the South County and unincorporated County service areas.			
Subtotal	4.0	929,001	0
Total Recommendation	100.0	8,635,004	1,231,102

Communication Technical Services — Cost Center 2555
Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2001 Approved Budget	17.0	1,737,304	1,838,912
Board Approved Adjustments During FY 2001			(191,830)
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments		(13,326)	
Internal Service Funds Adjustment		(240,247)	
Other Required Adjustments		77,477	0
Subtotal	17.0	1,561,208	1,647,082
Recommended Changes for FY 2002			
1. Add/Delete Communications Positions		2	
The addition of one Senior Communications Technician and one Information Systems Technician II will be offset by the deletion of two Communications Technicians. A Senior position will add an advancement opportunity for technical staff in support of the priority goal to improve recruitment and retention of Communications professionals. An Information Systems Technician is needed to implement proactive network administration and system maintenance tasks.			
Subtotal	0.0	2	0
Fund Subtotal	17.0	1,561,210	1,647,082
Communication and Phone Service (Fund Number 0071)			
FY 2001 Approved Budget		42	
Board Approved Adjustments During FY 2001			
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments			
Internal Service Funds Adjustment		(42)	
Other Required Adjustments			0
Subtotal			
Recommended Changes for FY 2002			
Fund Subtotal	0.0	0	0
Total Recommendation	17.0	1,561,210	1,647,082

Facilities Department

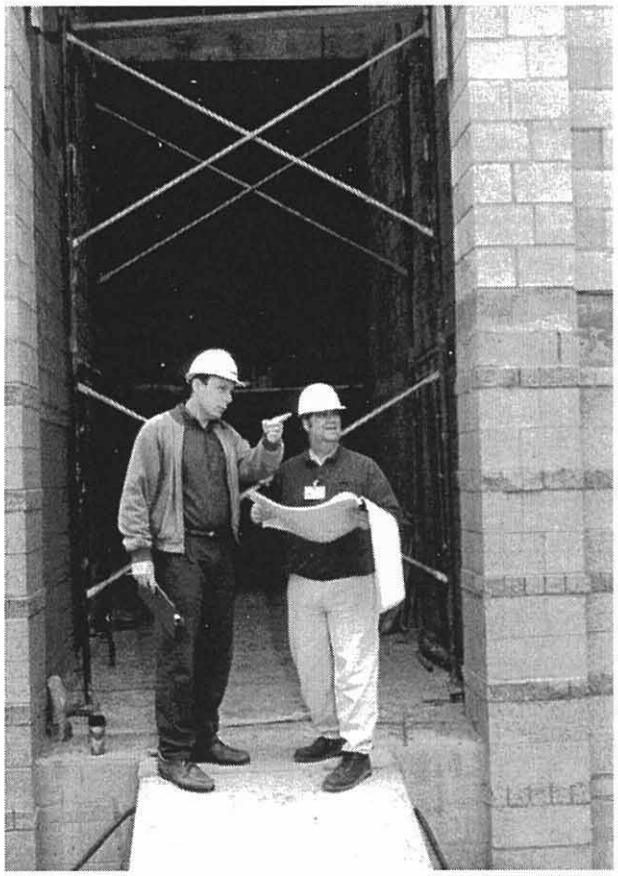
Mission

The mission of the Facilities Department of the General Services Agency is to plan and provide for functional, safe and healthy facilities and work environments for employees and the public. In cooperation with our customers, we protect and preserve the County's real property assets and infrastructure investment.

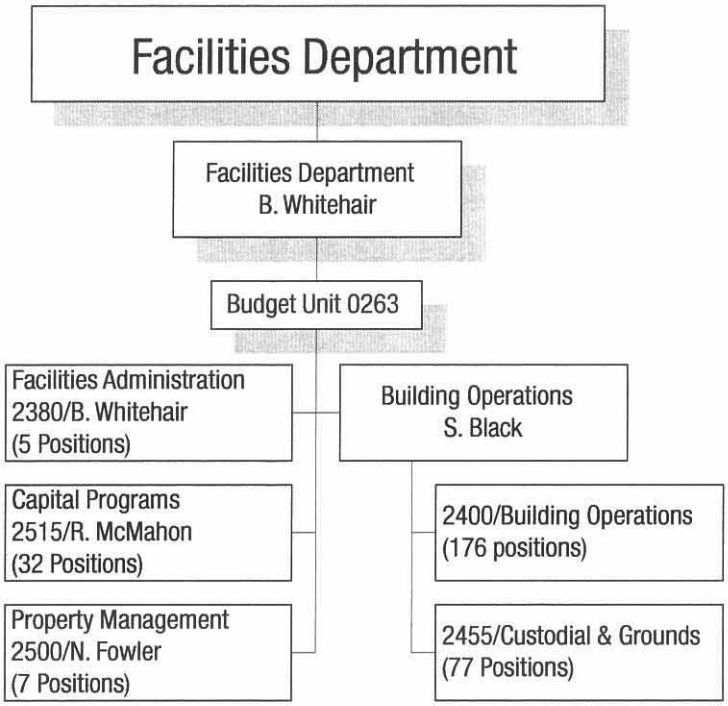
Goals

- Increase operating efficiencies, reduce costs, improve customer service and value for service provided.
- Expand contracting authority and capability for the Building Operations Division in order to provide more responsive support to customers and ensure the County receives fair value for services ordered.
- Increase the useful life of equipment, systems and infrastructure through effective Preventive Maintenance programs and astute management of County assets.
- Develop unit costing for services provided in order to speed Building Operations project estimating, procurement of contract services and to evaluate efficiency of County services.
- Enhance employee skills through specific job-related training and professional development.

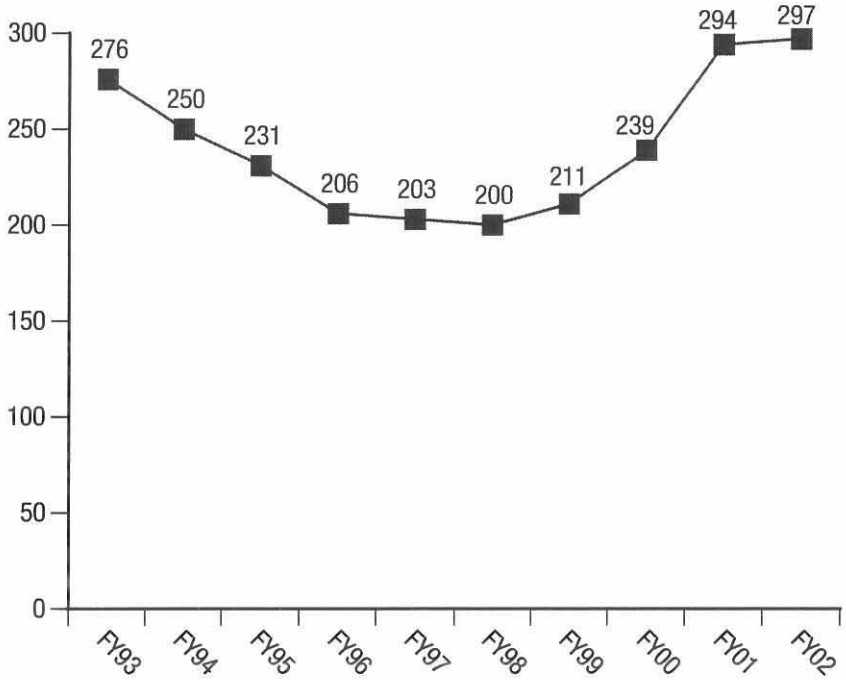
Cost: $98,563,706



Staff: 297



10-Year Staffing Trend



Facilities Department

Overview

The Facilities Department is comprised of three major divisions:

- Building Division
- Property Management
- Capital Programs

Building Division

The Building Division incorporates both the Building Operations and Custodial and Grounds units. These units are responsible for maintenance and operation of more than four million square feet of County-owned buildings as well as the associated landscaped and paved areas.

This division is responsible for the maintenance of all County-owned facilities, including routine corrective maintenance of facilities and building systems; major repair projects to reduce the maintenance backlog; preventive maintenance to maximize the useful life of building systems; and minor repair and renovation work performed for County departments on a reimbursable basis. Other building-related functions in this division are the "emergency facility notification function" (MAC room), and the parking patrol function.

The Custodial and Grounds program provides custodial and groundskeeping services to County-owned facilities. In addition to scheduled custodial services, the program provides special crew services for activities such as carpet cleaning and floor stripping and waxing. Groundskeeping service includes maintenance of turf, landscaping and irrigation systems, pruning, and development of unimproved areas into landscaped areas for County-owned real property, excluding parks.

Property Management

The General Services Agency Property Management division is the County's full service real estate provider. The division is responsible for:

- acquiring real estate for its client departments via purchase or lease
- developing strategies for utilizing or disposing of surplus land
- leasing County owned property to non-County tenants
- managing space leased and occupied by County programs

Capital Programs

The Capital Programs Division manages the planning, design and construction of major and minor capital projects and selected major maintenance projects.

The Capital Programs division is responsible for the planning, design, construction and execution of all General Fund supported County and Court capital projects. Staff work with architects, engineers and construction managers to assure adequate supervision and adherence to County policies and guidelines, as well as industry standards and practices in this field. The division is also responsible for coordinating the annual capital project submittal and review process, working in conjunction with County Executive's Office and the Administrative Capital Committee. Staff serve as resources to the County Space Committee and also coordinate discussions relating to Americans with Disabilities Act (ADA) conformance. The General Fund budget for this division is the operating budget for Capital Programs. All capital appropriations are budgeted in the Capital Fund 50 as one-time appropriations related to specific projects. The budget for Capital Programs is predicated on the full recovery of operating costs, either through projects funded in the Capital Budget or by customers willing to pay for capital project management services.

Fiscal Year 2001 Accomplishments

- Completed the Building Equipment Identification project. This will provide critical computerized data to automate scheduled preventive maintenance work, support the Countywide facility and infrastructure inspection program (which will commence in May, 2001) and formulate the initial structure of the Facilities Assessment database.

- Provided fast-tracked project development, management and implementation to ensure that printing equipment selected for the Keyboard automated agenda processing project could be installed to meet project schedules and that energy conservation and efficiency initiatives could be implemented prior to the summer peak electrical demand period.
- Substantially completed the Custodial Work Study indicating type of work, amount to be accomplished, type of unit, industry standards, frequency levels, present work accomplished, and total time per task. This study will allow the Division to ascertain required janitorial staffing by facility.
- Developed a commissioning process for the HVAC system at the Methadone Clinic at Alexian Drive. This process will ensure that the system operates according to the operational parameters identified by Building Operations and provides the maximum comfort levels for the proposed tenants. This will be a target for all buildings.

Fiscal Year 2002 Planned Accomplishments

- Complete the final components of the Custodial Work Study and the effect of systems furniture application within the facilities, on the janitorial staff assignments. Perform a Grounds Work Study similar to the Custodial Work Study.
- Implement an independent quality control program for both the custodial and grounds operations that will indicate related deficiencies and areas that need improvement. These reports will be distributed to the staff performing these activities, as well as the customers being served.
- Perform a strategic review of GSA Facilities Property Management, and implement recommendations. The Property Management Division seeks to be on the leading edge of property management practice by employing methods to improve the level and quality of services within the constraints of limited resources.
- Conduct a comprehensive review of the Capital Programs building inspection program. This will include reviews of the method that is being used to provide inspection services, a review of the organization to further determine if the organization meets the mission of the Division, and a review/comparison to other jurisdictional entities that provide similar services.
- Finalize workload integration (generated by Building Equipment Identification project) into Building Operation's Preventive Maintenance program. Develop and implement a pilot program that enables Building Operations to make use of technology devices (palmtops) to better track and manage workload. The expected results, when fully implemented, are that the project will increase the speed of work, reduce the use of paper transactions, and move the organization forward, towards a more streamlined operation. Through this program, and the data gathered via the bar-coding projects, Building Operations will be able to collect more accurate and relevant data that will enable it to make more effective decisions relating to equipment maintenance management.
- Conclude implementation of the Countywide facility and infrastructure inspection program by establishing the Life-cycle Infrastructure Investment Program, creating and maintaining a dynamic database that will track the maintenance and repair costs and expected useful life of the County's infrastructure. In conjunction with the Preventive Maintenance component of the Maintenance Program, this will enable the department not only to be more proactive in the planning of building systems maintenance, but will also enable the establishment of a predictive maintenance tracking system for the County's infrastructure.

Facilities Department
County Executive's Recommendation

Advancement of Board Priorities

The County Executive's recommendations for the General Services Agency (GSA) Facilities Department are focused on meeting the Board's strategies of:

- Utilizing the facilities strategic master planning process to develop recommendations for capital projects that meet long-term programmatic and operational needs for County services.
- Continuing the strategy of moving County staff from leased facilities into County-owned space.
- Maintaining the County's Fiscal Integrity

Capital Programs

Add Three Capital Project Managers and One Management Analyst Position

The addition of three Project Manager positions and one Management Analyst position will work exclusively on Capital projects. The cost of the positions, $352,443 will be reimbursed by Capital Fund 50.

Total Cost: $352,443
Fund 50 Reimbursed

Augment Services and Supplies

The augmentation of services and supplies such as training, printing, phones, office expense, hardware and software for new and existing staff is recommended for Capital Programs. The cost of this increase, $106,500, will be reimbursed by Capital Fund 50.

Total Cost: $106,500
Fund 50 Reimbursed

Building and Systems Maintenance

Add Maintenance, Supervisory and Managerial Staff

The addition of 12 permanent and 8 unclassified positions, along with 3 newly proposed positions will provide the staff support to improve the maintenance of County buildings.

Newly proposed positions of Supervisor of Contracts and Project Management, Project Contract Manager and EMS Controls Technician will require a job classification study by the Human Resources Department. A separate action will be proposed to the Board of Supervisors during FY 2002 to adopt a new job specification and add the new positions to the salary ordinance.

Proposed Permanent Positions

FTE	Classification
1.0	Assistant Manager of Building Operations (M67)
1.0	Building Operations Supervisor (M05)
1.0	Project Control Specialist (M43)
2.0	Data Input Coordinators (D03)
1.0	Carpenter (M51)
2.0	Electricians (M59)
1.0	General Maintenance Mechanic II (M47)
2.0	Refrigeration Mechanic (M81)
1.0	Stationary Engineer (N93)

The twelve permanent positions are recommended to increase the Department's ability to maintain buildings and infrastructure on an ongoing basis, and to prevent additions to the maintenance backlog. The cost of the permanent positions and associated equipment along with the existing building maintenance budget is equal to 1.7% of the Current Replacement Value (CRV) of assets maintained.

Proposed Unclassified Positions

FTE	Classification
2.0	Painters (Z90)
2.0	Carpenters (Z89)
2.0	Roofers (Z81)
2.0	Electricians (Z88)

Eight unclassified positions are recommended to perform tasks specifically related to deferred maintenance projects. The cost of these positions and associated vehicles are being supported by the Capital Fund 50 Backlog/Life Cycle Infrastructure project. The

anticipated outcome of this recommendation is a significant reduction in the backlog of deferred maintenance projects.

Total Cost of Permanent Positions: $1,089,582
Offset by Board-Directed 1.7% CRV of Assets in Base Budget

Total Cost of Unclassified Positions: $621,300
Fund 50 Reimbursed

Custodial Services

Recommendation
Add two Janitor positions.

Background
Approximately 80,000 new square feet of office space will be in use in FY 2002. Buildings include: East Valley Methadone Clinic, modular buildings at the ranches, additional court/holding cell in San Martin, and the newly renovated floor at Berger Drive.

Anticipated Outcome
The addition of two janitor positions is necessary to provide custodial services for new modulars and buildings.

Total Cost: $87,996

Property Management

Recommendation
Add one Associate Real Estate Agent.

Background
The addition of one Associate Real Estate Agent will provide increased support for leased facility management activities in the Property Management Division.

Total Cost: $68,535

Fiscal Year 2002 Capital Budget

Capital Budget Process

Capital Programs initiated the Fiscal Year 2002 Capital Budget process in late July 2000 with a request for departments to submit concept papers for proposed projects to be considered for funding in Fiscal Year 2002. Project requests were evaluated and prioritized by the Administrative Capital Committee based on Board-developed Capital Project Evaluation Criteria. The Finance and Government Operations Committee discussed the projects on two occasions, providing comments on priority and scope. Full detail for each of the following recommendations was distributed to each Board member as part of the Finance and Government Operations Committee distribution.

County Executive's Recommendation

The County Executive's Capital Project recommendations for Fiscal Year 2002 reflect high priority capital needs, including completion of projects previously approved, balanced against resources available for project funding. Each recommended project is described briefly below.

Total One-time Cost of Capital Projects: $38,557,140

Backlog/Life Cycle Infrastructure Investment Program

The life cycle infrastructure investment program provides funding to restore and maintain the quality of the County's facilities, building systems and equipment over the life of the buildings. This program funds ongoing major building system repair and replacement. This allocation recommendation was derived from applying the year 2000 annual "Engineering News Record" construction index for the San Francisco Bay Area to FY 2001 Backlog appropriation.

Total Cost: $6,953,120

VMC Campus Programming

The Santa Clara Valley Health and Hospital Services Strategic Facilities Plan describes the need to replace the existing Services Building. Portions of the old Valley Medical Center need to be seismically retrofitted (Old Main West) and portions need to be demolished (Old Main East). This appropriation will provide funds for programming efforts and phasing plans to accomplish major capital work on the Valley Medical Center campus.

Total Cost: $5,500,000

County Communications Fire Protection

A commissioned engineering study cited numerous problems with the fire suppression capabilities, fire rated corridors, and alarm control panels of the County Communications buildings located at 2700 Carol Drive. Funds are recommended to replace the existing fire alarm system and implement other changes that will result in adequate fire protection of County owned facilities at County Communications.

Total Cost: $332,000

Augmentation of Franklin-McKinley Clinic

The Valley Medical Center Strategic Business Plan and the SCVHHS Strategic Facilities Plan identify construction of a new clinic to replace the Chaboya Valley Health Center as a first level priority for the immediate future.

During programming efforts of the Franklin-McKinley Medical Clinic, several issues were discovered that will impact the scope of the project. A GSA Project Management report on issues and expansion ideas was presented and accepted at the January 12, 2001, Health and Hospital Committee meeting. Issues include:

- the possibility of including the Women Infant Children (WIC) and immunization programs to reduce lease costs and provide a fuller range of service at one location
- 10% increase in size of exam rooms based on benchmarking and support for new technologies
- the inclusion of an emergency generator
- the inclusion of a service elevator
- the inclusion of more durable exterior and interior wall finishes

These changes in scope will require additional funds to accommodate the extra design, construction, furniture, and equipment costs.

Total Cost: $1,500,000

Space Remodel of Miller and Berger Drive Facilities
This allocation provides funds to improve space at a leased facility on Miller Street and a County-owned facility on Berger Drive. A conversion to open space architecture, along with new carpet, fresh paint and Heating, Ventilation, and Air-Conditioning (HVAC) changes will be necessary.

Total Cost: $900,000

Juvenile Hall Housing Project - Phase II
This allocation will be used for the design and programming efforts for Juvenile Hall Phase II. This project, when finished, will result in the provision of safe custodial care of minors by replacing 186 substandard beds with 210 beds meeting all current standards.

Total Cost: $7,042,020

East Valley Facility Planning
This allocation will provide funds necessary to program and design a new East Valley clinic to be used for Drug and Alcohol Services, Mental Health and Public Health Services.

Total Cost: $1,700,000

South Central Facility
A replacement facility is needed for the provision of Mental Health, Drug and Alcohol and Public Health services in the South Central area of the County. This allocation will provide funds for land acquisition, programming and design work necessary for such a facility.

Total Cost: $5,600,000

Unanticipated Capital Needs
This allocation is a reserve amount to address unforeseen capital needs

Total Cost: $2,000,000

Muriel Wright Enhancements
This allocation will fund the work necessary to design new and remodeled buildings as recommended in the Wright Center Master Plan.

Total Cost: $1,500,000

Narvaez Public Health Reconfiguration
Reconfiguration of Public Health space at the Narvaez facility is necessary in order to improve service delivery efficiencies.

Total Cost: $300,000

North County Remodel of District Attorney Office Space
This allocation will provide funds to reconfigure space in the North County District Attorney's Office at 270 Grant Avenue.

Total Cost: $1,000,000

Capital Projects Planning Studies
This allocation is a reserve amount used by Capital Programs to fund requests for studies, additional data and analyses that come up during the year from the Board or Administration.

Total Cost: $500,000

Americans with Disabilities Act (ADA) Compliance Database
This allocation will provide funding to conduct a survey of County buildings to determine the amount of variance from requirements set forth in the Americans with Disabilities Act. It will also fund the development of a database to keep track of the information.

Total Cost: $500,000

ADA/Fire Protection/Safety Projects
This allocation will fund several projects that will improve the safety and accessibility of County buildings.

Total Cost: $500,000

Analysis of New Medical Clinic Sites
This allocation provides funding to study, program and search for new sites for regional medical services. Three potential areas are downtown San Jose, Gilroy, and Milpitas.

Total Cost: $500,000

Strategic Plan for Drug and Alcohol/Mental Health/Public Health Facilities

At the request of the Finance Committee, an allocation of $250,000 will be used to develop a long-range strategic facilities plan for Drug and Alcohol/Mental Health/Public Health service delivery.

Total Cost: $250,000

Needs Assessment Study-New Animal Shelter

This allocation provides funding to conduct a needs assessment study to determine if a new animal shelter facility will be necessary to accommodate future growth.

Total Cost: $200,000

Ranch Lighting Additions and Upgrades

Lighting at the Probation Department's three Ranch Facilities will be upgraded to facilitate the safe use of outside space and discourage unauthorized intrusions.

Total Cost: $325,000

House on the Hill

This allocation provides a County contribution to be combined with cash and in-kind donations from foundations, corporations and individuals in order to construct a 16,000 square foot facility on County land at 9505 Malech Road. The project budget is $3.1 million, and the facility is expected to be completed in FY 2002.

House on the Hill will expand the intensive drug and alcohol residential recovery program that assists mothers with up to two small children in overcoming alcoholism and drug abuse. The effort has been spearheaded by the VMC Foundation, working with the Board and with potential donors.

Total Cost: $500,000

Board Chambers Audio/Visual System

This allocation provides funding for Board chambers audio/visual improvements.

Background

Phase 1 of the Board Chambers Improvement project was completed in FY 2000 and included the installation of a digital electronic sound system, modification to the control room to accommodate electronic equipment, and cabling for the Keyboard project.

Phase 2 is in progress and has produced a study with recommended changes and associated costs. The Information Technology Committee and the Finance and Government Operations Committee are discussing issues related to the enhancements and funding of the following:

- Fix existing audio problems, e.g., popping sounds, and replace directional microphones with omnidirectional microphones in order to maintain audio when speaker turns head
- Improve Vote Display System
- Provide monitors/laptops for Supervisors and Administration capable of access to Keyboard, e-mail and other applications.
- Improve Visual Presentations (includes lighting issues).

Prior year funding balance of $618,691 will be combined with this allocation for a total of $1,323,691 for the eventual recommendation to the full Board from the Finance and Government Operations Committee regarding Phase 2 recommended options.

This request does not include funding for future Phase 3 options on Visual Broadcast capability.

Total Cost: $705,000

Redesign Ninth Floor County Counsel Space

This allocation provides funding for the project management and design work necessary for the reconfiguration of the ninth floor, County Counsel office space. This includes a $50,000 allocation for the purchase of conference room chairs.

Total Cost: $250,000

Facilities Department — Budget Unit 0263
Expenditures by Cost Center

CC	Cost Center Name	FY 2000 Actual	FY 2001 Appropriations Approved	FY 2001 Appropriations Adjusted	FY 2002 Recommended	Amount Chg From FY 2001 Approved	% Chg From FY 2001 Approved
2400	GSA Building Operations	23,985,510	24,840,872	25,091,934	16,862,672	(7,978,200)	-32
2455	GSA Custodial Services	3,555,648	3,918,667	3,918,667	4,236,139	317,472	8
2500	GSA Property Management	9,961,363	1,371,400	3,742,823	2,375,123	1,003,723	73
2515	Capital Programs Division	42,186,006	73,313,452	144,433,051	75,089,772	1,776,320	2
	Total Expenditures	79,688,527	103,444,391	177,186,475	98,563,706	(4,880,685)	-5%

Facilities Department — Budget Unit 0263
Revenues by Cost Center

CC	Cost Center Name	FY 2000 Actual	FY 2001 Appropriations Approved	FY 2001 Appropriations Adjusted	FY 2002 Recommended	Amount Chg From FY 2001 Approved	% Chg From FY 2001 Approved
2400	GSA Building Operations	358,029	310,653	310,653	310,653		0
2455	GSA Custodial Services	600					0
2500	GSA Property Management	2,520,218	934,268	934,268	1,440,924	506,656	54
2515	Capital Programs Division	30,358,228	37,133,309	68,299,112	38,859,703	1,726,394	5
	Total Revenues	33,237,075	38,378,230	69,544,033	40,611,280	2,233,050	6%

GSA Building Operations — Cost Center 2400
Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2001 Approved Budget	177.3	24,840,872	310,653
Board Approved Adjustments During FY 2001	-20.0	217,168	
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	-1.4	499,287	
Internal Service Funds Adjustment		(72,659)	
Other Required Adjustments		(8,605,303)	0
Subtotal	156.0	16,879,365	310,653
Recommended Changes for FY 2002			
1. Add Positions	1.0	(1,105,871)	
The addition of permanent positions and funds to create proposed positions will be used to support the facility maintenance program at 1.7% of Current Replacement Value (CRV) of maintained assets. Positions are offset by Board-directed 1.7% CRV of assets in base budget.			
2. Computer Equipment for New Positions			
Provides one-time funding of $17,500 for the purchase of 7 computers and related equipment for new positions. This amount is offset by a base budget increase to achieve maintenance funding at 1.7% of the Current Replacement Value (CRV) of maintained assets.			
3. Equipment and Supplies			
This allocation provides funding of $399,525 to purchase ongoing equipment and supplies needed to maintain County-owned buildings. This amount is offset by a base budget increase to achieve maintenance at 1.7% of Current Replacement Value (CRV) of maintained assets.			
4. Fleet Reimbursement		(68,000)	

GSA Building Operations — Cost Center 2400
Major Changes to the Budget (Continued)

	Positions	Appropriations	Revenues
The addition of eight new vehicles in GSA Building Operations (Cost Center 2401) and one new vehicle in Capital Programs (Cost Center 2515) is necessary to equip the new craft positions with the vehicles needed to do the job. The cost of these vehicles will be reimbursed by Capital Fund 50.			
5. Add Positions	1.0	229,308	
The addition of permanent positions and funds to create proposed positions will be used to support the facility maintenance program at 1.7% of Current Replacement Value (CRV) of maintained assets. Positions are offset by Board-directed 1.7% CRV of assets in base budget.			
6. Add Positions	9.0	719,874	
The addition of permanent positions and funds to create proposed positions will be used to support the facility maintenance program at 1.7% of Current Replacement Value (CRV) of maintained assets. Positions are offset by Board-directed 1.7% CRV of assets in base budget.			
7. Add 8 Unclassified Craft Positions	8.0	(16)	
The addition of eight unclassified craft positions will be reimbursed from Capital Fund 50. The craft positions will work on backlog/life cycle infrastructure investment projects.			
Subtotal	20.0	(16,693)	0
Total Recommendation	176.0	16,862,672	310,653

GSA Custodial Services — Cost Center 2455
Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2001 Approved Budget	75.0	3,918,667	
Board Approved Adjustments During FY 2001			
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments		210,313	
Internal Service Funds Adjustment		11,625	
Other Required Adjustments		(462)	0
Subtotal	75.0	4,140,143	
Recommended Changes for FY 2002			
Internal Service Fund Adjustments		–	–
Vehicle for Custodial Maintenance		8,000	0
1. Add 2 Janitor Positions	2.0	87,996	
The addition of two janitor positions are necessary to provide custodial services for new modulars and buildings.			
Subtotal	2.0	95,996	0
Total Recommendation	77.0	4,236,139	

GSA Property Management — Cost Center 2500
Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2001 Approved Budget	5.0	1,371,400	934,268
Board Approved Adjustments During FY 2001	1.0	2,371,423	
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments		44,245	
Internal Service Funds Adjustment		(5,704,410)	
Other Required Adjustments		4,223,932	506,656
Subtotal	6.0	2,306,590	1,440,924
Recommended Changes for FY 2002			
1. Add 1 Associate Real Estate Agent	1.0	68,533	
The addition of one Associate Real Estate position will provide increased support for leased facility management activities in the Property Management Division.			
Subtotal	1.0	68,533	0
Total Recommendation	7.0	2,375,123	1,440,924

Capital Programs Division — Cost Center 2515
Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2001 Approved Budget	33.0	34,980,143	
Board Approved Adjustments During FY 2001	1.0	3,728,146	
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	-1.0	128,436	
Internal Service Funds Adjustment		(35,384,177)	
Other Required Adjustments		(3,127,048)	0
Subtotal	33.0	325,500	
Recommended Changes for FY 2002			
Internal Service Fund Adjustments		(150,000)	0
FY2002 Capital Projects		36,057,140	0
Vehicle for Capital Project Management		8,000	0
1. Equipment and Supplies for New Staff			
One-time funds of $42,000 and ongoing funds of $64,500 will provide computers, office supplies, increased phone and data lines, and a training allocation for new staff. These costs will be reimbursed from Capital Fund 50.			
2. Fleet Reimbursement		(8,000)	
The addition of eight new vehicles in GSA Building Operations (Cost Center 2401) and one new vehicle in Capital Programs (Cost Center 2515) is necessary to equip the new craft positions with the vehicles needed to do the job. The cost of these vehicles will be reimbursed by Capital Fund 50.			
3. Add Three Project Manager Positions and One Management Analyst Position	4.0	(8)	
The addition of three Project Manager positions and one Management Analyst position will work exclusively on Capital projects. The cost of the positions will be reimbursed by Capital Fund 50.			
Subtotal	4.0	35,907,132	0
Fund Subtotal	37.0	36,532,632	0
General Capital Improvements (Fund Number 0050)			
FY 2001 Approved Budget		38,333,309	37,133,309

Capital Programs Division — Cost Center 2515
Major Changes to the Budget (Continued)

	Positions	Appropriations	Revenues
Board Approved Adjustments During FY 2001		67,391,453	31,165,803
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments			
Internal Service Funds Adjustment			(35,400,000)
Other Required Adjustments		(105,724,762)	(31,138,216)
Subtotal			1,760,896
Recommended Changes for FY 2002			
Internal Service Fund Adjustments		–	–
FY2002 Capital Projects		0	36,057,140
1. Interest Revenue			1,041,667
The interest generated in Fund 50 Capital Fund is used as revenue to support Capital projects. This action combined with the base budget revenue projection will total $2.5 million.			
2. Life Cycle Infrastructure Investment Program		6,953,120	
The life cycle infrastructure investment program provides funding to restore and maintain the quality of the County's facilities, building systems and equipment over the life of the buildings. This program funds ongoing major building system repair and replacement.			
3. VMC Campus Programming		5,500,000	
Portions of the old Valley Medical Center need to be seismically retrofitted (Old Main West) and portions need to be demolished (Old Main East). This appropriation will provide funds for programming efforts and phasing plans to accomplish the major capital work on the Valley Medical Center campus.			
4. County Communications Fire Protection		332,000	
In a commissioned engineering study, numerous problems were identified with fire suppression capabilities, fire rated corridors, and alarm control panels of the County Communications buildings located at 2700 Carol Drive. Funds are needed to replace the existing fire alarm system and implement other changes that will result in adequate fire protection of County owned facilities on Communications Hill.			
5. Augmentation of Chaboya Replacement Clinic		1,500,000	
During programming efforts of the new Franklin McKinley Clinic, it was decided that it may be appropriate to locate the Women Infant Children (WIC) and Immunization programs in the new clinic as well as the original primary care programs. This change in scope will require additional funds to accommodate the extra design, construction, furniture, and equipment costs for WIC and Immunization programs.			
6. Space Remodel of Miller and Berger Facilities		900,000	
Provides funds to improve space at a leased facility on Miller Street and a County-owned facility on Berger Drive. A conversion to open space architecture, along with new carpet, fresh paint and HVAC changes will be necessary.			
7. Juvenile Hall Housing Project - Phase II		7,042,020	
This allocation will be used for the design and programming efforts for Juvenile Hall Phase II. This project, when finished, will result in the provision of safe custodial care of minors by replacing 186 substandard beds with 210 beds meeting all current standards.			
8. East Valley Facility Planning		1,700,000	
This allocation will provide funds necessary to program and design a new East Valley clinic to be used for Drug and Alcohol Services, Mental Health Services and Public Health Services.			
9. South Central Facility		5,600,000	
A replacement facility is needed for the provision of Mental Health, Drug and Alcohol, and Public Health services in the South Central area of the County. This allocation will provide funds for land acquisition, programming and design work necessary for such a facility.			
10. Unanticipated Capital Needs		2,000,000	
This allocation is a reserve amount to address unforeseen capital needs.			
11. Muriel Wright Enhancements		1,500,000	
This allocation will fund the work necessary to design new and remodeled buildings as recommended in the Wright Center Master Plan.			
12. Narvaez Public Health Reconfiguration		300,000	

Capital Programs Division — Cost Center 2515
Major Changes to the Budget (Continued)

	Positions	Appropriations	Revenues
Reconfiguration of Public Health space at the Narvaez facility is necessary in order to improve service delivery efficiencies.			
13. North County Remodel of District Attorney Office Space		1,000,000	
This allocation will provide funds to reconfigure space in the North County District Attorney's Office at 270 Grant Avenue.			
14. Capital Projects Planning Studies		500,000	
This allocation is a reserve amount used by Capital Programs to fund requests for studies, additional data and analyses that come up during the year by the Board and Administration.			
15. ADA Compliance Database		500,000	
This allocation will provide funding to conduct a survey of County buildings to determine the amount of variance from requirements set forth in the Americans with Disabilities Act (ADA). It will also fund the development of a database to keep track of the information.			
16. ADA/Fire Protection/Safety Projects		500,000	
This allocation will fund numerous projects that improve the safety and accessibility of County buildings.			
17. Analysis of New Medical Clinic Sites		500,000	
This allocation provides funding to study, program and search for new sites for regional medical services. Three potential sites are downtown San Jose, Gilroy, and Milpitas.			
18. Strategic Plan for Drug and Alcohol/Mental Health/Public Health Facilities		250,000	
At the request of the Finance Committee, an allocation of $250,000 will be used to develop a long-range strategic facilities plan for Drug and Alcohol/Mental Health/Public Health service delivery.			
19. Needs Assessment Study--New Animal Shelter		200,000	
This allocation provides funding to conduct a needs assessment study to determine if a new animal shelter facility will be necessary to accommodate future growth.			
20. Ranch Lighting Additions and Upgrades		325,000	
Lighting at the Probation Department's three Ranch Facilities will be upgraded to facilitate the safe use of outside space and discourage unauthorized intrusions.			
21. House on the Hill		500,000	
This allocation provides a County contribution to be combined with cash and in-kind donations from foundations, corporations and individuals in order to construct a 16,000 square foot facility on County land at 9505 Malech Road. This facility will be used to expand the intensive drug and alcohol residential recovery program that assists mothers with up to two small children in overcoming alcoholism and drug abuse.			
22. Board Chambers Sound System		705,000	
This allocation provides funding for Board chambers audio/visual improvements.			
23. Redesign of Ninth Floor County Counsel Space		250,000	
This allocation provides funding for the design work necessary for the reconfiguration of the ninth floor, County Counsel.			
Subtotal	0.0	38,557,140	37,098,807
Fund Subtotal	0.0	38,557,140	38,859,703
Total Recommendation	37.0	75,089,772	38,859,703

Human Resources, Labor Relations, and Equal Opportunity & Employee Development

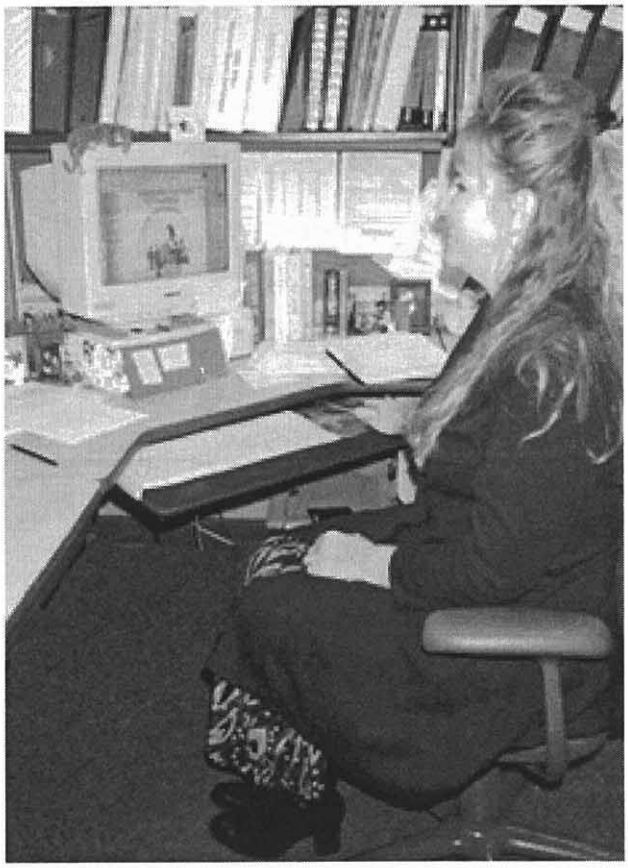
Mission

The mission of the Employee Services Agency is to support County departments by recruiting, training, and retaining a productive, skilled and dedicated workforce, and by building relationships with departments and employee organizations based on mutual respect and trust. The Agency acts to meet the changing needs of county employees, county assets, and to maintain a safe work environment. The Agency assists the county organization in maintaining a discrimination and harassment-free work environment and providing equal opportunity in employment and contracting principles.

Cost: $32,291,859

Goals

- Recruit and maintain a productive, skilled, knowledgeable, and healthy work force responsible for provision of quality services
- Provide and administer a full range of benefits to employees, retirees, and their dependents, and provide related services to other organizations
- Provide outstanding support and assistance on labor relations matters, and promote positive, professional and productive employer-employee relationships
- Facilitate an environment in which diversity valued, both within the County organization and in the community



Staff: 127.5

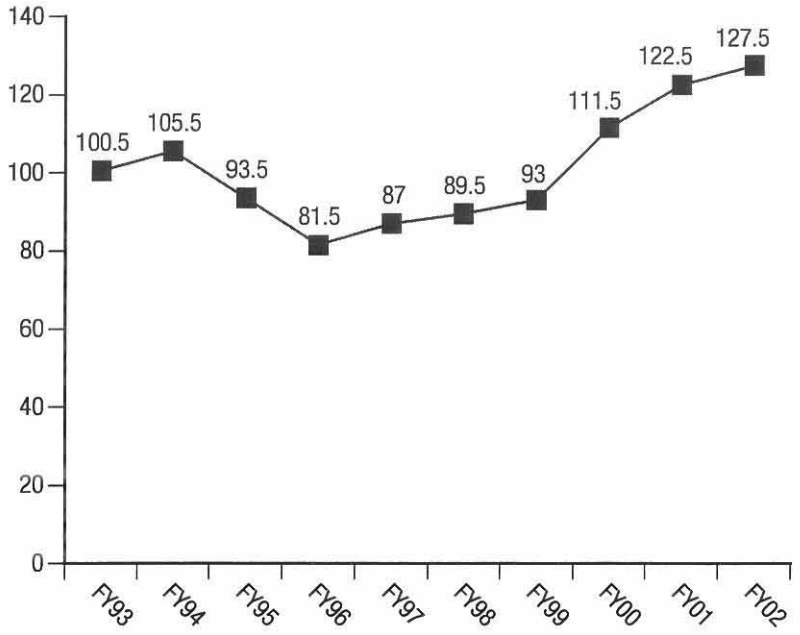
Human Resources, Labor Relations, and Equal Opportunity & Employee Development

Leode Franklin
Deputy County Executive

Budget Unit 0130

- Labor Relations, Human Resources & Intergovernmental Employee Relations
  Luke Leung, Director
  - Office of Labor Relations 1140/K. Phillips (13 Positions)
  - Employee Health & Benefits 1145/K. Miller (17 Positions)
  - Intergovernmental Employee Relations 1142/J. Obenhuber (6 Positions)
  - Human Resources 1148/C. Baucus (43 Positions)
- Equal Opportunity & Employee Development
  Maria Dupras, Director
  - Equal Opportunity 1126/M. Dupras (15.5 Positions)
  - Countywide Training 1163/J. Robinson (10 Positions)
  - Educational Assistance 1164/A. Kimball
- Fiscal & Systems 1141/Amy Kung (16 Positions)
  - Administration/ Appeals (7 Positions)

10-Year Staffing Trend



Human Resources, Labor Relations, and Equal Opportunity & Employee Development

Overview

The Human Resources Department, Labor Relations, and the Department of Equal Opportunity & Employee Development in the Employee Services Agency provide a variety of services relating to the needs of the County workforce. The programs discussed here are all General Fund-supported, though some receive reimbursements or revenues from non-General Fund sources to offset the cost of operations.

Office of Labor Relations

The Office of Labor Relations is responsible for the collective bargaining process between the County and 24 bargaining units represented by 17 labor organizations and is responsible for representation issues with 2 additional bargaining units. These organizations represent approximately 15,500 County employees, 255 Santa Clara County Fire District employees, and 2,800 In-Home Support Services (IHSS) Public Authority employees.

Major functions of this office include:

- Negotiation, administration and interpretation of labor contracts
- Processing grievances, procedural guidance and advice regarding disciplinary matters and dispute resolution
- Preparation and presentation of matters in hearings or binding arbitration proceedings
- Coordination of employee alcohol and drug testing

Intergovernmental Employee Relations

Intergovernmental Employee Relations provides services to 40 member public agencies under a joint powers agreement. Services include compensation information, bargaining settlements and trends, contract research and analysis, and research on arbitrators, labor legislation, and litigation. Advisory services include research and consultation on contract negotiations and administration, personnel rules, employee relations regulations, and classification issues.

The cost of this program is reimbursed through membership and service fees. The level of service is determined by the Joint Powers Agreement.

Department of Human Resources (HR)

The primary functions of the Department of Human Resources include recruitment, classification and benefits administration.

Employee Health and Benefit Services

Employee Health and Benefit Services administers the full range of benefit programs, from initial hire through retirement, for employees and their families. In addition to health, dental, life, vision, and optional insurance programs, this program also provides administration and coordination services for such programs as Deferred Compensation, the Labor/management Health Care Cost Containment Committee, and Disability Retirement.

Revenues for the Employee Health and Benefit Service are derived from charging self-insured benefit plans and County departments for costs incurred in the administration of County employee benefit and insurance plans.

Personnel Operations

Personnel Operations provides the services associated with recruitment and hiring of employees, including:

- Classification - maintenance of a Countywide position classification plan with clear definitions and consistent use of class levels, class series and titles, and levels of supervision.
- Recruiting and Examining - determination of the most appropriate examination process based on department input and established job specification, preparation of examination materials, facilitation

of the examination process and establishment of eligible list from which qualified candidates can be hired.

- Certification - maintenance and certification of eligible lists as requested by department hiring authorities for the purpose of filling vacancies.
- Central Human Resources Operations - maintenance of all active employee history files and records, as well as separation and retiree historical data; processing and review of all transactions within departmental assignment to ensure accuracy and to avoid delays and/or overpayments/underpayments. Maintains Countywide position control.
- Employee Service Center - process new hires, promotions, and transfers for all employees located in the East Wing of the County Government Center at 70 West Hedding Street.
- New Legislation - conduct analysis of new legislation to determine impact on current practices and procedures, and implement necessary actions within the Personnel system to attain compliance.

Department of Equal Opportunity & Employee Development

The Department of Equal Opportunity and Employee Development strives to provide educational experiences, programs, and interventions that promote a work environment where every employee can function effectively and grow professionally.

Equal Opportunity Division

The Equal Opportunity (EO) Division is responsible for Countywide leadership in advancing the goals of equal opportunity, equal access and diversity. EOD maintains a strong prevention program through training in the areas of sexual harassment prevention, ADA, and Diversity. EOD administers and implements federal and State laws and regulations and the Board of Supervisors' policies in these areas. EOD promotes equal opportunity for employees, employment applicants, clients for services, and disadvantaged businesses. EOD works toward resolving discrimination-based issues, harassment, or cultural conflict issues in the workplace through interventions. Also, EOD provides guidance to County management in EEO/Diversity issues. EOD administers a discrimination complaint process for employees, applicants, clients for services, and conducts outreach to disadvantaged businesses to enhance participation in County contracting opportunities.

Employee Development Division

The Employee Development (ED) Division serves as the central provider and resource for the County's training needs. Training programs cover a wide breadth and scope for all levels of employees. Course offerings include Leadership, Working, and Office Support certificates, courses in professional development, computer applications as well as retirement and financial planning. All courses are offered through the CountyWise catalog and employees can look up the course information on-line. Many courses are also available for a specific need as requested by a department. ED coordinates accelerated degree programs in partnership with local institutions, removing the barriers to a college degree for many employees. In addition, ED administers the Educational Assistance program, which includes Tuition Reimbursement, and Professional Development funds, negotiated benefits to help employees further their own education.

Employee Services Agency Administration, Fiscal & Systems

The Agency Administration unit provides policy direction and administrative support to all programs under the Agency umbrella. Typical services include, but are not limited to:

- Coordination for budget development and monitoring
- Fiscal review and support of budgetary programs and trust funds
- Information systems analysis, design and installation
- Recruitment for executive-level management positions
- Examination appeal, investigation, and recommendations
- Legislative analysis and implementation guidance

- To the extent allowable under generally accepted accounting principles, the cost of administrative services are charged to non-General Fund programs, and other programs in the Agency that have means to recover costs from non-General Fund sources.

Implement New Government Accounting Standards Board (GASB) Requirements

In June 1999, the Government Accounting Standards Board issued GASB Statement No. 34. This statement, effective in FY 2001-2002, drastically changes the requirements for the content and format of County financial statements. It has been determined that the accounting basis for activities of some of the self-insured benefit plans currently under non-budgetary trust funds will need to be changed to budgetary internal service funds effective July 1, 2001, as required under GASB 34. As a result, three new internal service funds are being set up to record budget amounts of the following self-funded insured benefit plans:

- Basic and Supplemental Life Plan (Fund 0280)
- Long Term Disability (LTD) Plan (Fund 0281)
- Delta Dental Plan (Fund 0282)

Fiscal Year 2001 Accomplishments

Office of Labor Relations

- Successfully negotiated collective bargaining agreements with 8 bargaining units
- Successfully negotiated sideletters of agreement regarding mileage reimbursement and revised the mileage reimbursement provision reimbursement in the county Ordinance Code through collaboration with the Finance Agency and Office of County Counsel
- Continued the efforts to reduce the backlog of appealed grievances and disciplines

Department of Human Resources (HR) - Benefits and Service Center

- Implemented additional options (HealthNet Nationwide PPO sub plan and Payment In-Lieu Program) for retirees who reside outside the State of California and whose options for securing health care coverage are very limited.
- Completed the first phase of the implementation of Version 8 of PeopleSoft Human Resources and Payroll System in partnership with the Finance Agency and the Information Services Department

Department of Human Resources (HR) - Recruitment

- Successfully completed 26 recruitments to fill critical executive level vacancies, with 15 additional recruitments targeted for completion prior to the end of the fiscal year
- Implemented recruitment outreach efforts focused on community outreach, job fairs and the development of targeted recruitment strategies including 29 initial contacts with business and vocational schools; participated in 6 job fairs resulting in 126 hires since January 2001
- Hosted an on site Job Fair for Office Professionals held on February 3, 2001 attended by 2,500 individuals, administered 457 written tests on site, and resulted in 743 qualified candidates that were certified to 90 departments within 3 working days and produced a total 103 new hires as of April 1, 2001
- HR Recruiters established quarterly meetings with requesting departments regarding applicant sources and development of targeted recruitment strategies resulting in successful hiring for Liberian, Planner, and Information Technology classification series
- Expanded the use of web based job posting sites to attract perspective job applicants including the County's own Job Posting web site which has grown to over 100,000 hits per month, and generated 1,658 download of job applications by potential applicants

Department of Equal Opportunity & Employee Development

- Provided EOD training sessions to over 1520 employees including training to departmental management representatives on the updated Equal Opportunity Plan

- Designed and implemented a new class on Sexual Harassment Update for managers, supervisors, and lead employees, and added the Sexual harassment Prevention to New Employee Orientation
- Expanded Diversity Program Event to South County
- Initiated "Essential Functions" study for Deputy Sheriff and Sheriff Correctional Officer classifications
- Completed compliance review of Americans with Disabilities Act
- Established departmental committees to develop "Return to Work" and "Accommodation" Policies and Procedures
- Processed over 4,800 employee claims and paid over $875,000 of Education Assistance dollars
- Over 6,400 employees enrolled in courses provided through Employee Development. Began to offer CD-ROM based courses
- In partnership with San Jose City and Evergreen colleges, celebrated the first group of graduates from the accelerated AA degree program
- Developed an accelerated BA degree program to be offered fall 2001 through a partnership with San Jose State University

Agency Administration, Fiscal & Systems

- Continued the oversight of activities associated with the Extra Help Reduction Project including the monitor and support of departments in their efforts to stay within the targeted allocation of extra help hours
- Continued the review of the County Ordinance Codes that govern all personnel activities for the development of recommendations to streamline personnel rules and procedures, in partnership with Office of County Counsel, County department and employee organization representatives
- Implemented Board policy delegating administration approval for 5th step ingrade appointment and ADD/DELETE of positions
- In partnership with the Finance Agency and department representatives, reviewed, validated and improved the bases used in allocating Agency's central service costs to departments
- Completed many information system related initiatives including the upgrade of the Applicant Tracking and Insurance RiskMaster applications, installation of the Test Management System and testing environments for critical program systems, development of web sites for a number of agency programs in collaboration with ISD, and the implementation of Phase I of Worker's Compensation State Electronic Data Interchange Project

Fiscal Year 2002 Planned Accomplishments

Office of Labor Relations

- Re-negotiate collective bargaining agreements with 10 bargaining units, including 5 units represented by SEIU 715 which also has a combined "master" agreement
- Continue efforts to reduce the backlog of appealed disciplines and grievances
- Assist in the completion of a new performance review process for employees including those represented by SEIU 715 and the Worker Chapter of SEIU Local 535 and in the revision of the performance review process for managers and supervisors including those represented by CEMA and Supervisory Chirper of SEIU Local 535

Department of Human Resources (HR) - Benefits and Service Center

- Develop and implement an educational program that pertains to County benefits for managers and supervisors to enhance their efforts in recruiting and retaining employees successfully
- In partnership with the Finance Agency and the Information Systems Department, continue the activities to complete the implementation of Version 8 of PeopleSoft Human Resource and Payroll System and process improvements

Department of Human Resources (HR) - Recruitment

- Design and develop better marketing tools to present the County as the "Employer of Choice" highlighting career opportunities, benefits and diversity

- Develop and implement and internship program that provides the support structure for County departments to partner with educational institutions and offer internships to students from local high schools, colleges, universities, and professional graduate programs
- Develop and implement an on-site electronic testing and training capability to support continuous testing of applicants and to provide staff training on SIGMA applicant tracking and testing management system applications and PeopleSoft Human Resources and Payroll System
- Develop and implement the next phase of the On-Line Job Application Project which enable applicants to download the job application from the County Job Posting web site directly to their computer desktop where it can be completed and emailed directly to County for processing
- Conduct an audit of Health and Hospital System - Human Resources to insure consistency of County-wide human resources practices and procedures
- Develop turnover and vacancy rate data for distribution to Board Committees and County department managers

Department of Equal Opportunity & Employee Development

- Complete revisions to County Equal Opportunity Policies, and implement the County's Equal Opportunity Plan for FY 2001 - 2002
- Revise and implement the County's Job accommodation Policy and Procedures and implement mandatory training sessions for managers and supervisors
- Complete review, redesigns, and updates all EOD training classes, and increase class participation by 10%
- Complete the development and implement a Gay, Lesbian, Bisexual, Transgender Pilot Training Program
- Implement new Disadvantaged Business Enterprise Program requirements
- Expanded Diversity Program Event to North County
- Review and consider expanding the Special Qualifications Worker Program
- Develop and offer programs and services that enhance recruitment and retention including offering skills-based certificate program for office professionals, a career assessment service for employees, and scholarship programs
- Implement the Accelerated BA degree program and investigate expansion to include Masters level degree

Agency Administration, Fiscal & Systems

- Continue the oversight of activities associated with the Extra Help Reduction Project including the monitor and support of departments in their extra help reduction efforts. Develop a tracking system to provide relevant data to Board Committees and to department management regarding trends in extra help usage
- Complete the review of the County Ordinance Codes that govern all personnel activities for the development of recommendations to streamline personnel rules and procedures, in partnership with Office of County Counsel, County department and employee organization representatives
- Continue efforts in the provision of administrative support in the conduct of objective and expedient resolution of examination process appeals, and providing county wide assistance in ADA compliance efforts to identify plausible employment options/solutions
- Complete the development and continue the refinement of performance measures/indicators for agency programs for Performance-Based Budgeting and provide the bases to bring about improvement focuses
- Complete the conversion of several self-insured benefit plans to a different accounting basis as required by Government Accounting Standards Board (GASB) Statement No. 34
- Complete the Mac to NT Windows Migration Project, expand Internet presence for multiple program areas via web site enhancements and added functions, and continue the upgrade of networks and systems supporting critical agency programs and proocesses

Human Resources, Labor Relations, and Equal Opportunity & Employee Development County Executive's Recommendation

Advancement of Board Priorities

The County Executive's recommendations for Human Resources, Labor Relations, and the Department of Equal Opportunity & Employee Development support the Board of Supervisors priority to maintain the County's fiscal integrity and accountability, and to address the retention, recruitment, and development needs of the County workforce.

Augment Resources for Information Systems Support

Recommendation

Add 1.0 FTE Departmental Information System Specialist I, alternately staffed as Departmental Information System Analyst/Associate level to provide system support for recruitment programs, and add 1.0 FTE Departmental Information System Analyst, alternately staffed at the Associate level.

Background

Agency staffing has risen 25% with a corresponding increase in the number of systems over the last 3 years. New and replacement technologies on multiple platforms have been implemented as the Agency pursues a strategy of using automation to improve program performance. A significant number of diverse systems initiatives are now underway or planned for the coming year for the recruitment and risk management programs. Current system staffing levels are not sufficient to handle the demands of the present and planned workloads. The effectiveness of mid-term systems management and long-term strategy development for Agency automation has been adversely impacted. Comprehensive system planning, strategy development, new technology deployment, asset management, and overall administration of the Agency's automation portfolio has been sacrificed due to insufficient technical resources.

Anticipated Outcome

Implementation of these requests is expected to improve the ability of the systems personnel in the Agency to address problems, prioritize workload, reduce backlogs, provide for planning and oversight, and to participate in countywide systems initiatives regarding ESA system presence and guidance.

Total Ongoing Cost: $139,836
Offset by reimbursements, with a General Fund impact of $20,224

Total One-time Cost: $14,000
$10,000 is offset by reimbursement

Augment Resources for Fiscal Support

Recommendation

Add 1.0 FTE Accountant Assistant (ACE), alternately staffed as an Account Clerk II/I.

Background

Workload for the Fiscal Unit has increased tremendously over the past years resulting from PeopleSoft implementation, expansion of employee benefit provisions in number and complexity, decentralization of employee count data compilation assignment for annual Countywide Cost Allocation Plan.

Even with the use of extra help employees intermittently, the increased workload demands have routinely required fiscal staff to work overtime in order to meet critical due dates, and have hindered the staff's ability to be responsive, causing a backlog in account reconciliation.

Workload demands will be exacerbated beginning with FY 2002 as GASB 34 requires the conversion of three non-budgetary trust funds of self-funded benefit plans to budgetary internal service funds. There will be a substantial workload increase resulting from this new requirement in terms of budgeting, financial activity accounting and reporting.

Anticipated Outcome
The implementation of this proposed action will address the workload issues in the Fiscal Unit and unit staff will be in a better position to be more responsive in meeting service demands. The addition of this proposed position will also help to strengthen the segregation of duty structure in the Fiscal Unit. Further, the ongoing usage of extra help will be minimized to support Board's goal of reducing extra help usage.

Total Cost: $49,888
One-time cost of $10,000 for equipment

Augment Resources for Employee Benefits Support

Recommendation
Add 1.0 FTE Receptionist (ACE) to perform receptionist duties in ESA Service Center/Employee Benefit Administration.

Background
The ESA Service Center was opened in February 1998 with the implementation of the new Human Resources Payroll System (HaRP) to provide a full range of Human Resources (HR) to 25 different budget units. The subsequent addition of 7 new programs and changes in 3 existing programs handled by the ESA Employee Service Center/Benefits Administration have increased workload significantly for existing staff of only 7.5 FTEs. When compared to the staff level of other departmental employee service centers, the ESA Employee Service Center/Benefits Administration is severely under-staffed.

The ESA Service Center has the responsibility of providing receptionist services to all ESA Divisions in Civic Center. Currently two Personnel Services Clerks staff the reception area to provide greeting and directing services. These personnel not only perform receptionist duties but also day-to-day processing of HR transactions and new hire and retiree interviews. An increased level of customer service demands and workload have impacted their time and ability to process personnel transactions in a timely manner as well as the quality of service to customers.

Anticipated Outcome
The addition of the recommended Receptionist position will provide a more appropriate use of the Personnel Services Clerks' time. Staff will be able to meet the increased customer service demands in benefit areas, and instead of performing reception duties, they will be able to dedicate their time to providing a higher level of HR, benefit and retirees services, thus utilizing this classification at the appropriate level.

The ESA Service Center should be able to process all transactions received each pay period within time allowed. The more timely processing of transactions will allow both the ESA Records and Finance Payroll sufficient time for auditing of transactions, which in turn, will reduce the error rate and number of adjustments required each pay period.

Total Cost: $47,908
One-time cost of $10,000 for equipment

Augment Human Resource/Payroll System (HaRP) Support

Recommendation
Obtain additional support services from ISD for technical infrastructure support and LAN/ Workstation support for the HaRP program.

Background
The County's Human Resource-Payroll System (HaRP) was implemented in February 1998. The County is currently upgrading the system to the latest Version 8 PeopleSoft software product, a web-based application that involves increased technical complexity and support.

A PeopleSoft certified consulting firm engaged by the County has determined that the County is severely under-staffed in the user/local area network (LAN/Workstation) support functions provided by the Information Services Department (ISD).

The consultant reported that the inadequate server support represents a major risk factor for the County; system trouble-shooting does not always take place in a timely manner, performance tuning is not done on a proactive basis and unscheduled absence coverage is

lacking. A continuation of the current inadequate server support would pose a greater risk for the County when the web-based version is implemented.

Based on the ratio of workstations to the level of system support staff in ISD, the current staffing level does not always allow for the responsiveness to the support required by the users/customers. The understaffing situation in system support functions has created a 'day-to-day' operational mode, lack of formal operating processes and procedures, and insufficient time to allow for proactive monitoring and tuning of the application environments. This has resulted in an application environment which is sometimes slow and unresponsive.

Anticipated Outcome

Improved responsiveness and follow up in HaRP server administration functions such as system trouble-shooting, documentation, testing and performance tuning. Improved responsiveness in HaRP user support and local area network (LAN) support.

Total Cost: $83,794

One-time cost of $500 for Equipment

Additional Ongoing Augmentation

Information Services Department (ISD) Support

- Augment resources for additional second level local area network (LAN) support provided by ISD (see County Executive's Recommendation for Information Services Department).

Total Cost: $9,201

Human Resources, Labor Relations and Equal Opportu — Budget Unit 0130
Expenditures by Cost Center

CC	Cost Center Name	FY 2000 Actual	FY 2001 Appropriations Approved	FY 2001 Appropriations Adjusted	FY 2002 Recommended	Amount Chg From FY 2001 Approved	% Chg From FY 2001 Approved
1126	Equal Opportunity Division	811,747	856,960	856,960	893,469	36,509	4
1127	Life Insurance Program				3,126,079	3,126,079	
1128	Long Term Disability (LTD) Insurance Program				2,893,669	2,893,669	
1129	Delta Dental Insurance Program				15,716,119	15,716,119	
1140	Labor Relations Administration	948,769	942,988	926,980	906,306	(36,682)	-4
1141	Agency Administration	828,096	785,461	793,811	956,463	171,002	22
1142	Intergovernmental Employee Relations	360,057	366,052	371,270	408,355	42,303	12
1145	County Employee Benefits	1,552,135	1,708,218	1,681,686	512,109	(1,196,109)	-70
1148	Personnel Operations	3,216,139	3,526,471	4,319,344	4,589,650	1,063,179	30
1162	Census 2000	813,024	330,779	330,779	704	(330,075)	-100
1163	Countywide Training Programs	819,596	886,604	1,122,604	1,297,264	410,660	46
1164	Training Administrative Support	891,310	844,760	844,760	991,672	146,912	17
	Total Expenditures	10,240,873	10,248,293	11,248,194	32,291,859	22,043,566	215%

Human Resources, Labor Relations and Equal Opportu — Budget Unit 0130
Revenues by Cost Center

CC	Cost Center Name	FY 2000 Actual	FY 2001 Appropriations Approved	FY 2001 Appropriations Adjusted	FY 2002 Recommended	Amount Chg From FY 2001 Approved	% Chg From FY 2001 Approved
1126	Equal Opportunity Division	37					0
1127	Life Insurance Program				3,290,812	3,290,812	0
1128	Long Term Disability (LTD) Insurance Program				2,718,933	2,718,933	0
1129	Delta Dental Insurance Program				14,186,561	14,186,561	0
1140	Labor Relations Administration	489					0
1141	Agency Administration	147					0
1142	Intergovernmental Employee Relations	293,232	275,000	275,000	350,000	75,000	27
1145	County Employee Benefits	1,119,112	1,205,093	1,205,093	8,300	(1,196,793)	-99
1148	Personnel Operations	577					0
1162	Census 2000	206,643					0
1163	Countywide Training Programs	342					0
1164	Training Administrative Support	1,560					0
	Total Revenues	1,622,139	1,480,093	1,480,093	20,554,606	19,074,513	1,289%

Equal Opportunity Division — Cost Center 1126
Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2001 Approved Budget	15.5	856,960	
Board Approved Adjustments During FY 2001			
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments		35,534	
Internal Service Funds Adjustment		635	
Other Required Adjustments			0
Subtotal	15.5	893,129	
Recommended Changes for FY 2002			
Internal Service Fund Adjustments		–	–
Add 2nd Level Support for LAN		340	0
Subtotal	0.0	340	0
Total Recommendation	15.5	893,469	

Life Insurance Program — Cost Center 1127
Major Changes to the Budget

	Positions	Appropriations	Revenues
County Life Insurance Plan ISF (Fund Number 0280)			
FY 2001 Approved Budget			
Board Approved Adjustments During FY 2001			
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments			
Internal Service Funds Adjustment		72,557	
Other Required Adjustments		3,053,522	3,290,812
Subtotal		3,126,079	3,290,812
Recommended Changes for FY 2002			
Total Recommendation		3,126,079	3,290,812

Long Term Disability (LTD) Insurance Program — Cost Center 1128
Major Changes to the Budget

	Positions	Appropriations	Revenues
County Income Protection Insurance Plan ISF (Fund Number 0281)			
FY 2001 Approved Budget			
Board Approved Adjustments During FY 2001			
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments			
Internal Service Funds Adjustment		26,287	
Other Required Adjustments		2,867,382	2,718,933
Subtotal		2,893,669	2,718,933
Recommended Changes for FY 2002			
Total Recommendation		2,893,669	2,718,933

Delta Dental Insurance Program — Cost Center 1129
Major Changes to the Budget

	Positions	Appropriations	Revenues
CA Delta Dental Service Plan ISF (Fund Number 0282)			
FY 2001 Approved Budget			
Board Approved Adjustments During FY 2001			
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments			
Internal Service Funds Adjustment		61,318	
Other Required Adjustments		15,654,801	14,186,561
Subtotal		15,716,119	14,186,561
Recommended Changes for FY 2002			
Total Recommendation		15,716,119	14,186,561

Labor Relations Administration — Cost Center 1140
Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2001 Approved Budget	13.0	942,988	
Board Approved Adjustments During FY 2001		(16,008)	
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments		(15,200)	
Internal Service Funds Adjustment		(13,269)	
Other Required Adjustments		6,432	0
Subtotal	13.0	904,943	
Recommended Changes for FY 2002			
Internal Service Fund Adjustments		–	–
Add 2nd Level Support for LAN		1,363	0
Subtotal	0.0	1,363	0
Total Recommendation	13.0	906,306	

Agency Administration — Cost Center 1141
Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2001 Approved Budget	20.0	785,461	
Board Approved Adjustments During FY 2001	1.0	8,350	
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments		141,716	
Internal Service Funds Adjustment		(62,607)	
Other Required Adjustments		(65,003)	0
Subtotal	20.0	807,917	
Recommended Changes for FY 2002			
Internal Service Fund Adjustments		–	–
Add 2d Level Support for LAN		682	0
1. Augment Resources for Fiscal Support	1.0	49,888	
Add 1.0 FTE Accountant Assistant (D96), alternately staffed at Account Clerk II/I, to support the fiscal function. The recommended appropriation reflects: ◆ Ten months funding of $40,248 for FY 2002 as recruitment and hiring activity is expected to take two months ◆ One-time funding of $4,000 to purchase equipment and supplies ◆ One-time funding of $6,000 for required space re-configuration This position will support the department's efforts to comply with new accounting standards required by the Governmental Accounting Standards Board, and the increased requirements of the annual Countywide cost plan data compilation.			
2. Augment Resources for Information System Support - Recruitment Area	1.0	77,752	
Add 1.0 FTE Departmental Information System Specialist I (G7B), alternately staffed at the Associate level, to support the agency's new and replacement technologies on multiple platforms, including those systems initiatives deployed to implement recruitment and retention strategies. Funding will be fully offset by using a portion of the ongoing of Recruitment and Retention budget in Personnel Operations (Cost Center 1148). Also recommended here is a one-time appropriation of $4,000 to purchase equipment and supplies.			
3. Augment Resources for Information Systems Support - Risk Management	1.0	20,224	
Add 1.0 FTE Departmental Information System Analyst, alternately staffed at the Associate level, to meet the current and projected service demands of various systems supporting core programs within the Risk Management Department, including Workers Compensation and Insurance. Also recommended here is: ◆ One-time funding of $4,000 to purchase equipment and supplies ◆ One-time funding of $6,000 for required space re-configuration The total cost of $76,084 is fully offset by reimbursement from the Worker's Compensation and Insurance Programs, however since both Workers Compensation and Insurance pass costs along to departments, the estimated General Fund impact of these actions is $20,224 in FY 2002.			
Subtotal	3.0	148,546	0
Total Recommendation	23.0	956,463	

Intergovernmental Employee Relations — Cost Center 1142
Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2001 Approved Budget	5.0	366,052	275,000
Board Approved Adjustments During FY 2001	1.0	5,218	
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments		18,433	
Internal Service Funds Adjustment		12,172	
Other Required Adjustments		6,480	75,000
Subtotal	6.0	408,355	350,000
Recommended Changes for FY 2002			
Total Recommendation	6.0	408,355	350,000

County Employee Benefits — Cost Center 1145
Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2001 Approved Budget	12.8	1,708,218	1,205,093
Board Approved Adjustments During FY 2001		(26,532)	
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	3.2	280,897	
Internal Service Funds Adjustment		(305,530)	
Other Required Adjustments		(1,194,897)	(1,196,793)
Subtotal	16.0	462,156	8,300
Recommended Changes for FY 2002			
Internal Service Fund Adjustments		–	–
Add 2nd Level Support for LAN		2,045	0
1. Augment Resources for Employee Benefits Support	1.0	47,908	
Add 1.0 FTE Receptionist (ACE) position, alternately staffed at the Clerk Typist level, to support the increased level of customer service demands and workload of the Employee Service Center/Benefits Administration. The recommended appropriation reflects: ◆ Ten months funding of $38,244 for FY 2002 as recruitment and hiring activity is expected to take two months ◆ One-time funding of $4,000 to purchase equipment and supplies ◆ One-time funding of $6,000 for required space re-configuration.			
Subtotal	1.0	49,953	0
Total Recommendation	17.0	512,109	8,300

Personnel Operations — Cost Center 1148
Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2001 Approved Budget	43.0	3,526,471	
Board Approved Adjustments During FY 2001	3.0	792,873	
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	-3.0	62,078	
Internal Service Funds Adjustment		166,469	
Other Required Adjustments		26,946	0
Subtotal	43.0	4,574,837	
Recommended Changes for FY 2002			
Internal Service Fund Adjustments		–	–
.2 FTE System Software Engineer for HaRP-ESA		20,583	0
Add 2nd Level Support for LAN		4,771	0
Contract LAN Support for HaRP-ESA		24,000	0
HaRP Support (Moved from Fleet)		39,211	0
1. Reduce Services & Supplies to Fund Systems Support Staff		(73,752)	
Reduce recruitment and retention allocation, re-directing the funds toward support for a systems position related to recruitment and personnel systems. The position is funded in Cost Center 1141.			
Subtotal	0.0	14,813	0
Total Recommendation	43.0	4,589,650	

Census 2000 — Cost Center 1162
Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2001 Approved Budget	3.0	330,779	
Board Approved Adjustments During FY 2001			
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments		6,032	
Internal Service Funds Adjustment		(20,993)	
Other Required Adjustments	-3.0	(315,114)	0
Subtotal		704	
Recommended Changes for FY 2002			
Total Recommendation		704	

Countywide Training Programs — Cost Center 1163
Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2001 Approved Budget	10.0	886,604	
Board Approved Adjustments During FY 2001		236,000	
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments		18,651	
Internal Service Funds Adjustment		(52,801)	
Other Required Adjustments		208,810	0
Subtotal	10.0	1,297,264	
Recommended Changes for FY 2002			
Total Recommendation	10.0	1,297,264	

Training Administrative Support — Cost Center 1164
Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2001 Approved Budget		844,760	
Board Approved Adjustments During FY 2001			
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments			
Internal Service Funds Adjustment		56,260	
Other Required Adjustments		90,652	0
Subtotal		991,672	
Recommended Changes for FY 2002			
Total Recommendation		991,672	

Department of Risk Management

Mission

The mission of the Employee Services Agency is to support County departments by recruiting, training, and retaining a productive, skilled and dedicated workforce, and by building relationships with departments and employee organizations based on mutual respect and trust. The Agency acts to meet the changing needs of County employees and their dependents, and to protect County employees, County assets, and to maintain a safe work environment. The Agency assists the County organization in maintaining a discrimination and harassment free work environment and providing equal opportunity in employment and contracting principles.

Cost: $39,281,770

Goals

- Administer internal environmental compliance programs
- Reduce workplace and environmental hazards
- Protect the County's employees and assets through safety, wellness, and insurance-related activities
- Provide benefits to injured county employees and safely return them to work
- Control workers' compensation, insurance risk and unemployment insurance costs through preventive action, training, efficient claim management and prudent self insurance practice

Staff: 67

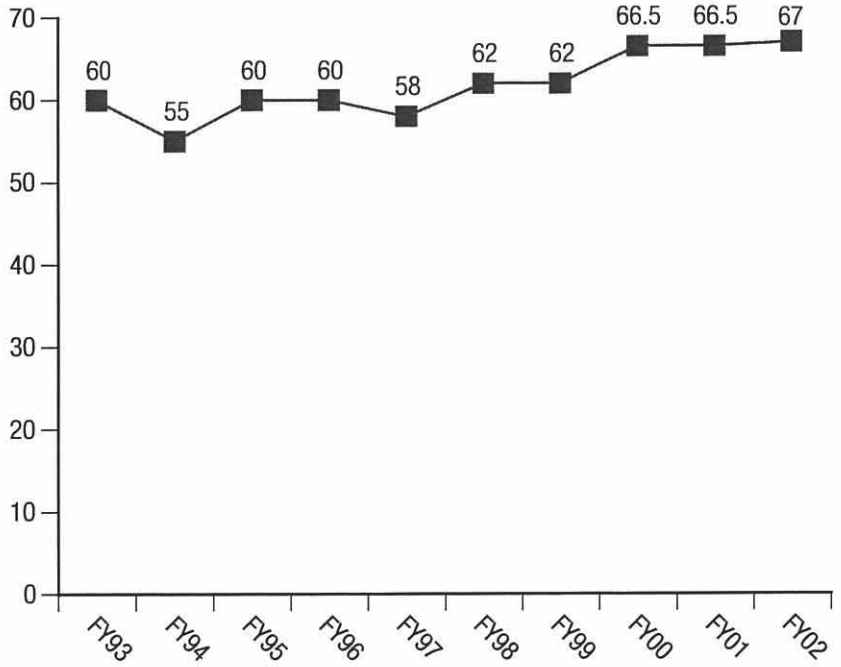
Department of Risk Management

Department Of Risk Management
Janet Moody, Director

Budget Unit 0132

- Employee Wellness Program
  1144/B. Fain
  (5 Positions)
- Risk Management Administration
  1149/J. Moody
  (3 Positions)
- Unemployment Insurance
  1146/J. Moody
  (2 Positions)
- Insurance Risk Management
  2310/L. Sposito
  (12 Positions)
- Workers' Compensation Insurance
  1147/T. Maashoff
  (40 Positions)
- Occupational Safety & Environmental Compliance
  1143/T. Rudolph
  (5 Positions)

10-Year Staffing Trend



Department of Risk Management

Overview

The Risk Management Department in the Employee Services Agency provides a variety of services relating to the promotion of employee health and minimization of losses and claims on the County. The programs discussed here are primarily supported by internal services funds. However, the General Fund is impacted by these programs, because each internal service fund charges departments countywide.

Employee Wellness Program

The Employee Wellness Program is dedicated to enhancing the health and well being of Santa Clara County Emplooyees by providing services that motivate employees to move toward optimal health. Improved health of employees can lead to increased productivity, improved morale, decreased incidence of accients and injuries, and decreased medical costs and absenteeism.

This program is supported by the General Fund, but recoups the cost of providing services and activities by charging participating departments. The program also receives reimbursements from the Educational Assistance Program.

Occupational Safety and Environmental Compliance

The Office of Occupational Safety and Environmental Compliance (OSEC), assures that all County operations are in compliance with applicable environmental health and safety laws. Program responsibilities include:

- Facilitate the establishment of countywide environmental compliance and safety work practices
- Assist departments in identifying cost-effective methods to achieve compliance with environmental and safety regulations
- Coordinate the resolution of employee health and safety complaints, hazardous material incidents, and other environmental and safety emergencies
- Provide safety and environmental compliance training

The General Fund supports the program, but the program's costs are 100% reimbursable from the Office of the Sheriff, Department of Corrections, Workers' Compensation and Insurance.

Workers' Compensation

The County meets its State mandate for workers' compensation insurance by maintaining a self-administered, self-insured workers' compensation program. The program administers claims for County and SCC Fire Department employees injured in the course of their employment. This unit oversees work-related medical treatment, disability benefits, and administers the Temporary Modified Return-to-Work Program.

The Workers' Compensation Program relies on an annual actuarial valuation to determine the appropriate funding requirement for the program each fiscal year. The funding level must include the cost of anticipated claims, administrative expenses, and the increase/decrease in unpaid claims costs from prior years. Additionally, the funding level must be adequate to maintain a program reserve consistent with adopted funding policy.

The program allocates costs and charges departmental budgets according to the actuarial determined funding requirement. Revenue from these charges is retained in the reserve to pay for claim costs and administrative expenses when they become due and payable.

Insurance/Claims Division

The Insurance/Claims Division is responsible for:

- Preventing, eliminating, reducing, or transferring the County's risks whenever possible
- Properly funding remaining risks through insurance or self-funding, except for employee benefits, unemployment insurance, and workers' compensation
- Management of insurance claims against the County

Like the Workers' Compensation Program, this division relies on an annual actuarial report to determine appropriate funding levels. A separate charge is developed for each department based mainly on loss history exposure.

Unemployment Insurance Division

The Unemployment Insurance Division administers the mandated unemployment insurance program which:

- Provides weekly unemployment insurance payments to qualified workers no longer employed by the County
- Provides documentation and testimony for all claims against the County
- Manages the Recall Program for the re-employment of current unemployment insurance recipients

The funding level for the Unemployment Insurance program is based on recent claim history, estimated program administration costs, and the requirement to maintain a reserve consistent with adopted funding policy. Actual claim amounts for the most recent four quarters were used in determining the Fiscal Year 2001 funding level.

Unemployment Insurance operates under an internal services fund that collects revenue from user departments to fund the cost of program operation. The program charges departments by applying an unemployment rate per dollar of salary paid by the department.

Risk Management Administration

The Administrative unit of the Risk Management Department provides management, fiscal review, administrative support, and policy direction to the programs described above. The unit's costs are reimbursed by its customer divisions to the extent possible.

Fiscal Year 2001 Accomplishments

Employee Wellness Program

- Established an Employee Wellness Resource Center at the County Government Center
- Launched the Employee Wellness web site and began to provide Wellness services electronically
- Department requests for Wellness services increased by 100%
- 10,446 Employees participated in Wellness program activities including the March into May and Five Alive for the Holidays, a 6% increase from the previous year

Occupational Safety and Environmental Compliance

- Continued the downward trend of the County's Worker's Compensation injury rate over the last five years, reducing the rate from 18.4 in FY 1996 to 14.9 in FY 1999 and 14.0 in FY 2000
- Continued the downward trend of open environmental mitigation projects reducing the number by 28%, from 21 to 15 sites
- Developed and implemented an OSEC web page that contains county environmental and safety policies, procedures, and training materials
- Established an Environmental and Safety Management Board (SEMB) to provide guidance for the County's environmental and safety programs
- Revised and updated the County Occupational Injury and Illness Prevention Program (OIIPP)

Workers' Compensation

- Avoided $4.2 million in medical costs through oversight of Medical Management Program
- Temporary Modified Return to Work Program avoided over $2 million dollars in disability and sick/vacation leave costs
- Selected a new medical management provider that expects to save the County in FY 2001 over $500,000 in operating costs and guarantees to reduce charges for medical care by 47%

Insurance/Claims Division

- Collected over $700,000 in subrogation recovery from third party obligations to the county
- Establish on-line access to records from the Department of Motor Vehicles, the Courts, and other public agencies to enhance investigation of liability and subrogation claims

- Expanded the Emergency Response Team training to include new curriculum on search and rescue, fire extinguisher and blood borne pathogens
- Enhanced the Driver Training Program through improved policies and procedures
- Added commercial liability insurance to provide coverage for foster parents of Santa Clara County
- Setup commercial liability and workers' compensation insurance for Santa Clara County Children and Families First Commission

Unemployment Insurance Division

- Unemployment Insurance worked with departments and the Intermittent Worker Program to provide workers with continuous employment opportunities

Fiscal Year 2002 Planned Accomplishments

Employee Wellness Program

- Continue to implement additional Wellness activity programs and promote employee participation
- Pilot a web based interactive health promotion service, and expand Wellness services electronically
- Enhance the availability of holistic health promotion services including the introduction of Qi Gong classes
- Explore the feasibility of an Employee Wellness service tracking system

Occupational Safety and Environmental Compliance

- Continue to implement OSEC organizational and programmatic changes based on the results of an outside consultant's review of the program
- Increase the number of safety and environmental audits of County facilities
- Continue to reduce the County's Workers' Compensation injury rate and number of open environmental mitigation projects
- Provide additional safety training for County Safety Coordinators with emphasis on OSHA requirements

Workers' Compensation

- Continue to explore further efficiencies to improve the administration of claims by monitoring performance through monthly and quarterly claims activity, adjuster production, caseload and claim cost reports
- Initiate independent audit of the new medical management provider to ensure contract compliance
- Continue to assist injured employees return to work as soon as medically possible
- In conjunction with IS and contractors, complete construction of an electronic interface with the State of California to report injuries and benefit changes more efficiently, fully document the Workers' Compensation System (CMS), and work with IS staff to improve support and maintenance of CMS

Insurance/Claims Division

- Establish contract services for review of insurance certificates
- Update the County's contract insurance requirements and improve their user friendliness
- Continue to evaluate the use of new technology available to provide better support of the County Emergency Response Team and Driver Training programs
- Evaluate upgrade options and alternatives for the insurance claims and management system to enhance its support of Insurance claims management
- Complete the publication of the Insurance Division's web site

Unemployment Insurance Division

- Maintain at least a 60% success rate for protests and hearings with the State Employment Development Department

Department of Risk Management
County Executive's Recommendation

Advancement of Board Priorities

The County Executive's recommendations for Risk Management support the Board of Supervisors priority to maintain the County's fiscal integrity and accountability, and to provide a safe work environment for our employees.

General Fund Recommendations

Augment Resources for Occupational Safety & Environmental Compliance (OSEC)

Recommendation: Augment ongoing resources of $20,000 to retain an outside contractor to assist the County in minimizing potential infectious disease exposure to County employees. This expense will be offset by reimbursements of $10,000 from Worker's Compensation (Fund 0078) and $10,000 from Insurance (Fund 0075) programs. However, these programs charge their costs back to operating departments. The anticipated General Fund impact of this recommendation is estimated at $11,600 in FY 2002. In the Final Budget phase, the department will work with the County Executive's Office of Budget and Analysis to adjust Worker's Compensation and Insurance rates to operating departments to more precisely reflect costs at the operating department level.

Background: The County's Occupational Safety and Environmental Compliance (OSEC) Division is currently developing a consistent approach involving employees who may be or have been occupationally exposed to an infectious disease and blood-borne pathogens, including the County's ability to provide effective procedures, plans, training, and emergency response.

Anticipated Outcome: This budget augmentation will help to avoid County employees' exposure to infectious disease such as Hepatitis, Tuberculosis, and HIV illness cases and enhance compliance with OSHA Blood-borne Pathogen Standard. Activities involving development and review of infectious disease control and blood-borne exposure plans and procedures; creating and maintaining a Countywide employee data base involving immunizations and tracking training; and providing Countywide blood-borne training classes. Additionally, this augmentation will help to reduce Workers Compensation costs related to infectious diseases and blood-borne pathogens, and to avoid regulatory citations and fines which the County is now subject to with the enactment of AB 435.

Total Cost: $20,000
Offset by reimbursement, with a General Fund Impact of $11,600

Augment the Employee Wellness Program (EWP)

Recommendation: Augment current half-time Health Education Specialist/Associate position to full-time.

Background: The Employee Wellness Program (EWP) provides a wide range of wellness services including health education, screening services, positive lifestyle activity programs and group and individual consultations. The current staffing level of 4.5 FTEs have consistently worked overtime to help maintain the current level of services, and the overtime hours can no longer be continued without a detrimental affect on the existing staff. As a result, the EWP is unable to meet increasing demands for Wellness services, particularly those in outlying areas such as Gilroy and Palo Alto.

The program has experienced a 35% increase in the number of participants utilizing the program based on participant counts over the last three fiscal years. Furthermore, based on the statistics for the first six months of FY 2001, it is estimated that the number of departmental special requests for Wellness services will increase 100% from FY 2000 to FY 2001. This level is expected to continue in FY 2002.

Anticipated Outcome: This augmentation in staffing will enable Wellness services to reach more employees, particularly those in outlying areas such as Gilroy and Palo Alto through outreach, distribution of information and direct services. This action will also help to develop technological strategies to distribute wellness

information, receive feedback, and to establish and maintain relationships to engage employees in activities.

Total Cost: $23,023

Additional General Fund Recommendation

- Reduce $2,215 in second-level local area network (LAN) support from Information Services Department (See County Executive's Recommendation for Information Services Department).

Total Savings: ($2,215)

Recommendations for Insurance Fund (0075)

- Recommend $33,042 in ongoing funds and $5,000 in one-time funds for Information Systems Support for Insurance Programs. (See County Executive's Recommendation for Human Resources, Labor Relations, and Equal Opportunity Employee Development).
- Fund $10,000 for OSEC infectious disease avoidance control program (See General Fund Recommendations).
- Reduce $192,000 in outside legal expenses and redirect toward in-house legal counsel services (See County Executive's Recommendation for Office of County Counsel).
- Reduce $2,556 in second-level local area network (LAN) support from Information Services Department (See County Executive's Recommendation for Information Services Department).

Total Ongoing Cost: $40,486
Total One-time Cost: $5,000

Recommendations for Unemployment Insurance Fund (0076)

- Increase ongoing expenditures of $341 in second-level local area network (LAN) support from Information Services Department (See County Executive's Recommendation for Information Services Department).

Total Cost: $341

Recommendations for Worker's Compensation Fund (0078)

Augment Resources for Electronic Data Interchange (EDI) Project

Recommendation: Provide one-time augmentation of $39,195 to implement Phase II of the Electronic Data Interchange (EDI) Program. This cost will be charged out to operating departments through newly adjusted workers compensation rates, with an estimated impact of $24,301 to General Fund departments.

Background: California Labor Code Section 138.6-138.7 "Electronic Data Interchange (EDI) Implementation Project" mandates that workers' compensation administrators must submit claims data electronically to the State.

An amount of $120,000 was appropriated in FY 2001 to fund consultant services to assist ESA Information Services staff for the implementation of the Phase I report: First Report of Injury, Subsequent Reporting and Annual Summary of Benefits. Recent legislative amendments proposed the addition of EDI reporting of medical bill and payment data related to worker's compensation claims. These amendments are expected to be adopted and would require the additional reporting by October 2001. An estimated requirement for implementing Phase II reporting requirements is approximately $59,195. A balance of $20,000 remains from the FY 2001 project, thus an augmentation of $39,195 is needed.

Anticipated Outcome: This proposed action would enable the Workers Compensation Program to meet the mandated reporting requirements and put the County in compliance with State regulations, avoiding any potential non-compliance penalties.

Total One-Time Cost: $39,195
General Fund Impact is estimated to be $24,301

Augment Resources for Claims Management System (CMS)

Recommendation: Provide one-time funds of $85,000 from Worker's Compensation (Fund 0078) programs to engage a technical consultant to document the claims system, assist staff with problems and provide training

so staff can adequately address future maintenance and complex enhancement projects. The cost will be passed on to operating departments, and the General Fund will assume an estimated cost of $52,700.

Background: The Worker's Compensation Division is dependent on its database (CMS) to administer claims and communication. There are strict timelines for mailing benefit notices and payments that are mandated by the State and produced by CMS. It is critical to the division that the CMS be problem-free.

The Worker's Compensation and Information Services Divisions have experienced the loss of key personnel over the last few years. In addition, the Claims Management Database is complex and custom-built. Inadequate documentation and lack of institutional memory about the system has created a serious shortcoming in performing routine maintenance and enhancements. Some maintenance and system malfunctions have taxed Information Services staff abilities, leaving little time for minor enhancements or documenting system procedures. The system is vulnerable to shutdown if the Information Services staff are unable to resolve problems immediately.

Anticipated Outcome: Information Services staff will have clear documentation of the Claims Management System, and training to better understand the database. This will in turn help the Worker's Compensation Division to enhance program performance, reduce costs, and improve customer services.

Total One-time Cost: $85,000
Offset by reimbursements, with a General Fund Impact of $52,700

Additional Workers Compensation Fund Recommendations

- Fund Information Systems Support for Worker's Compensation Programs by reducing $45,000 in technical consultant services, and instead, adding $33,042 to fund the addition of Departmental Information System Analyst position, and a one-time funds of $5,000 for equipment (See County Executive's Recommendation for Augment Resources for Information Systems Support for Human Resources, Labor Relations, and Equal Opportunity Employee Development).
- Fund $10,000 for OSEC infectious disease avoidance control program (See General Fund Recommendations).
- Reduce $2,556 in second-level local area network (LAN) support from Information Services Department (See County Executive's Recommendation for Information Services Department).

Total Ongoing Savings: ($4,514)
Total One-time Cost: $5,000

Department of Risk Management — Budget Unit 0132
Expenditures by Cost Center

CC	Cost Center Name	FY 2000 Actual	FY 2001 Appropriations Approved	FY 2001 Appropriations Adjusted	FY 2002 Recommended	Amount Chg From FY 2001 Approved	% Chg From FY 2001 Approved
1143	OSEC-Occupational Safety & Envrmntl Compliance	15,074			(13,456)	(13,456)	
1144	Employee Wellness Program	442,255	513,237	513,237	21,803	(491,434)	-96
1146	Unemployment Insurance	767,717	886,657	886,657	862,371	(24,286)	-3
	1 General Fund						
	76 Unemployment Insurance ISF	767,717	886,657	886,657	862,371	(24,286)	-3
1147	Worker's Compensation Insurance	22,184,198	25,111,272	25,158,964	24,534,873	(576,399)	-2
	1 General Fund						
	78 Worker's Compensation	22,184,198	25,111,272	25,158,964	24,534,873	(576,399)	-2
1149	Risk Management Administration	94			135,614	135,614	
2310	Insurance Risk Management	12,533,447	14,156,461	14,156,461	13,740,565	(415,896)	-3
	Total Expenditures	35,942,785	40,667,627	40,715,319	39,281,770	(1,385,857)	-3%

Department of Risk Management — Budget Unit 0132
Revenues by Cost Center

CC	Cost Center Name	FY 2000 Actual	FY 2001 Appropriations Approved	FY 2001 Appropriations Adjusted	FY 2002 Recommended	Amount Chg From FY 2001 Approved	% Chg From FY 2001 Approved
1143	OSEC-Occupational Safety & Envrmntl Compliance	15,075					0
1144	Employee Wellness Program	456,050	326,679	326,679		(326,679)	-100
1146	Unemployment Insurance	598,205	664,295	664,295	453,181	(211,114)	-32
1147	Worker's Compensation Insurance	23,181,185	25,189,556	25,189,556	25,754,500	564,944	2
1149	Risk Management Administration	96					0
2310	Insurance Risk Management	12,500,192	13,364,620	13,364,620	14,866,505	1,501,885	11
	Total Revenues	36,750,803	39,545,150	39,545,150	41,074,186	1,529,036	4%

OSEC-Occupational Safety & Envrmntl Compliance — Cost Center 1143
Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2001 Approved Budget	5.0		
Board Approved Adjustments During FY 2001			
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments		26,528	
Internal Service Funds Adjustment		(43,818)	
Other Required Adjustments		7,072	0
Subtotal	5.0	(10,218)	
Recommended Changes for FY 2002			
Internal Service Fund Adjustments		–	–
Reduce 2nd Level Support for LAN		(3,238)	0
1. Infectious Disease Control Enhancement Program			
This augmentation provides on-going infectious disease control activities to ensure that the County is in compliance with OSHA regulations. Expenses are fully offset by reimbursement from the Worker's Compensation and Insurance programs. However, since both Worker's Compensation and Insurance pass costs along to departments, the estimated General Fund impact of these actions is $11,600 in FY 2002.			
Subtotal	0.0	(3,238)	0
Total Recommendation	5.0	(13,456)	

Employee Wellness Program — Cost Center 1144
Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2001 Approved Budget	4.5	513,237	326,679
Board Approved Adjustments During FY 2001			
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments		27,161	
Internal Service Funds Adjustment		16,342	
Other Required Adjustments		(558,642)	(326,679)
Subtotal	4.5	(1,902)	
Recommended Changes for FY 2002			
Internal Service Fund Adjustments		–	–
Add 2nd Level Support for LAN		682	0
1. Add Resources to Employee Wellness Program	0.5	23,023	
Augment current half-time (0.5 FTE) Health Education Specialist (J26), alternately staffable at an Associate level, to full-time to: ◆ allow the Employee Wellness Program to address increasing employee participation ◆ reduce overtime hours of the current staff.			
Subtotal	0.5	23,705	0
Total Recommendation	5.0	21,803	

Unemployment Insurance — Cost Center 1146
Major Changes to the Budget

	Positions	Appropriations	Revenues
Unemployment Insurance ISF (Fund Number 0076)			
FY 2001 Approved Budget	2.0	886,657	664,295
Board Approved Adjustments During FY 2001			
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments		6,884	
Internal Service Funds Adjustment		(17,784)	
Other Required Adjustments		(13,727)	(211,114)
Subtotal	2.0	862,030	453,181
Recommended Changes for FY 2002			
Internal Service Fund Adjustments		–	–
Add 2nd Level Support for LAN		341	0
Subtotal	0.0	341	0
Fund Subtotal	2.0	862,371	453,181
Total Recommendation	2.0	862,371	453,181

Worker's Compensation Insurance — Cost Center 1147
Major Changes to the Budget

	Positions	Appropriations	Revenues
Worker's Compensation (Fund Number 0078)			
FY 2001 Approved Budget	40.0	25,111,272	25,189,556
Board Approved Adjustments During FY 2001			
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments		103,541	
Internal Service Funds Adjustment		258,829	
Other Required Adjustments		(1,063,450)	479,944
Subtotal	40.0	24,410,192	25,669,500
Recommended Changes for FY 2002			
Internal Service Fund Adjustments		–	–
Reduce 2nd Level Support for LAN		(2,556)	0
1. Fund Computer System Support for Workers Compensation and Insurance Programs		(6,958)	
By reducing current expenditures for a technical consultant, the department is able to fund increased services from ISD for its computer system. The net cost of the services is $31,602. One half of this cost (with a one-time cost of $5,000), will be borne by the Workers Compensation Program and the other half by the Insurance Program, which will pass the cost to operating departments. In the Final Budget process, the department will work with the Office of Budget and Analysis to adjust Worker's Compensation rates to accurately reflect new departmental charges as well as increased expenses and reimbursements in this budget.			
2. Electronic Data Interchange Implementation Project		39,195	
One-time funding for professional computer programming services assists the Workers Compensation Program to continue meeting the expanded State-mandated reporting of workers compensation claims.			
3. Claims Management System		85,000	85,000
One-time funding of $85,000 for consultant services to improve the reliability of the Workers Compensation Claims System as a business tool, and enhance the Information Systems staff to move forward with the second phase of the Workers Compensation Claims System Re-engineering Project. This cost will be passed on to operating departments, and General Fund departments will assume approximately $52,700 of the costs charged to Worker's Compensation.			

Worker's Compensation Insurance — Cost Center 1147
Major Changes to the Budget (Continued)

	Positions	Appropriations	Revenues
4. Fund Infectious Disease Control Enhancement Program		10,000	
This represents the portion of cost of the program which will be borne by the Workers Compensation Program. These costs will be passed on to operating departments, and the General Fund departments will assume approximately $11,600 of the total costs charged to Workers Compensation and Insurance.			
Subtotal	0.0	124,681	85,000
Fund Subtotal	40.0	24,534,873	25,754,500
Total Recommendation	40.0	24,534,873	25,754,500

Risk Management Administration — Cost Center 1149
Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2001 Approved Budget	3.0		
Board Approved Adjustments During FY 2001			
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments		31,941	
Internal Service Funds Adjustment		28,044	
Other Required Adjustments		(13,313)	0
Subtotal	3.0	46,672	
Recommended Changes for FY 2002			
Internal Service Fund Adjustments		–	–
Add 2nd Level Support for LAN		341	0
1. Worker's Compensation State EDI Project		24,301	
This action reflects the General Fund cost related to funding the State EDI Project in the Worker's Compensation Program (Cost Center 1147). The total cost of $39,195 will be charged out to departments through newly calculated Worker's Compensation rates.			
2. Infectious Disease Control Enhancement Program		11,600	
This action reflects the General Fund cost related to funding the Infectious Disease Control Enhancement Program in the OSEC-Occupational Safety & Environmental Compliance Program (Cost Center 1143). The total project cost of $20,000 will be charged out to departments through newly calculated Worker's Compensation and Insurance rates.			
3. Claims Management System		52,700	
This action reflects the General Fund Cost related to funding the consultant services for the Claims Management System in the Workers Compensation Program (Cost Center 1147). The total project cost of $85,000 will be passed on to operating departments through adjusted Workers Compensation rates.			
Subtotal	0.0	88,942	0
Total Recommendation	3.0	135,614	

Insurance Risk Management — Cost Center 2310
Major Changes to the Budget

	Positions	Appropriations	Revenues
Insurance ISF (Fund Number 0075)			
FY 2001 Approved Budget	12.0	14,156,461	13,364,620
Board Approved Adjustments During FY 2001			
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments		42,059	
Internal Service Funds Adjustment		(51,284)	1,854,338
Other Required Adjustments		(452,157)	(352,453)
Subtotal	12.0	13,695,079	14,866,505
Recommended Changes for FY 2002			
Internal Service Fund Adjustments		192,000	0
Reduce 2nd Level Support for LAN		(2,556)	0
1. Fund Infectious Disease Control Enhancement Program		10,000	
This represents the portion of cost of the program which will be borne by the Insurance Program. These costs will be passed on to operating departments, and the General Fund departments will assume approximately $11,600 of the total costs charged to Insurance and Workers Compensation.			
2. Fund System Support for Worker's Compensation and Insurance Programs		38,042	
This represents the portion of the cost to be borne by the Insurance Program. However, these costs will be passed on to operating departments. In the Final Budget process, the department will work with the Office of Budget and Analysis to adjust insurance rates to accurately reflect new departmental charges as well as increased expenses and reimbursements in this budget.			
3. Redirect Funds for Outside Counsel to Fund County Counsel Services		(192,000)	
This action reflects the redirection of outside legal services expenditures to fund an augmentation for Office of County Counsel (BU 120). Please see corresponding intra-county action above.			
Subtotal	0.0	45,486	0
Total Recommendation	12.0	13,740,565	14,866,505

Controller-Treasurer Department

Mission

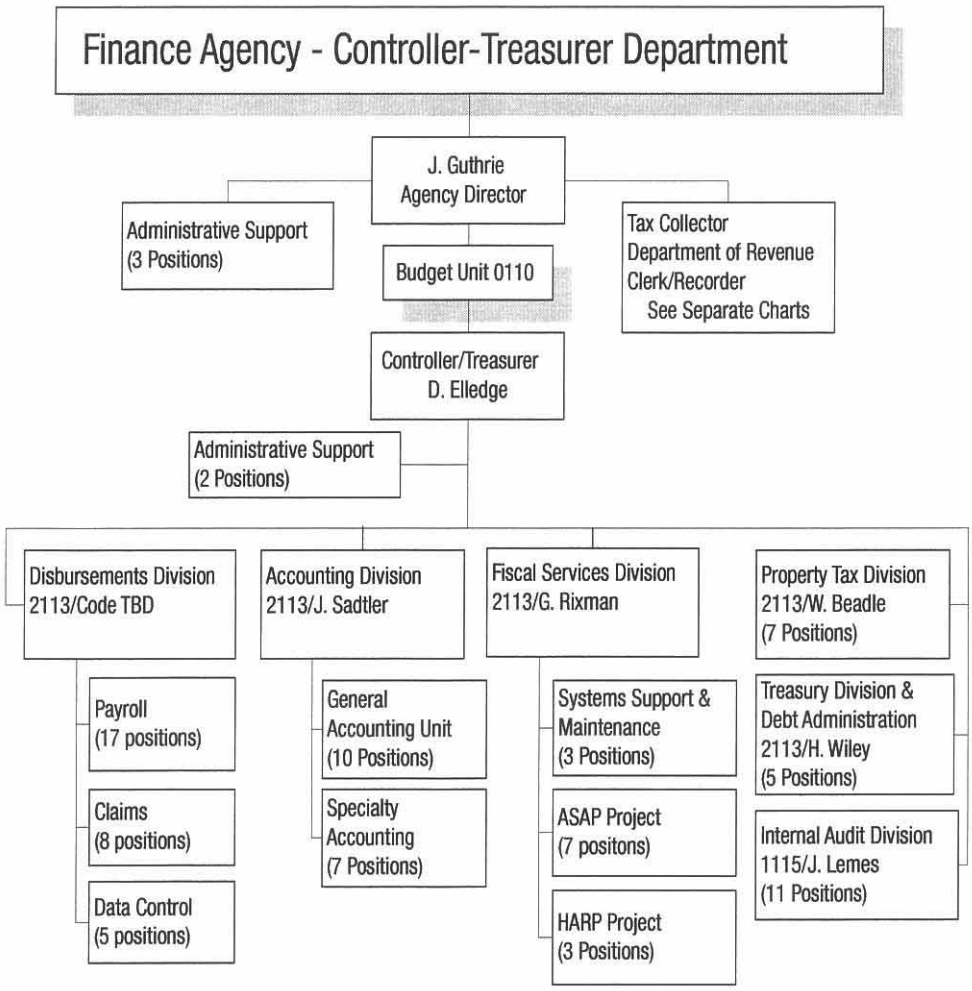
The mission of the Controller-Treasurer Department, as steward of the public's resources, is to promote the County's financial viability by managing its accounting systems and assets with integrity.

Goals

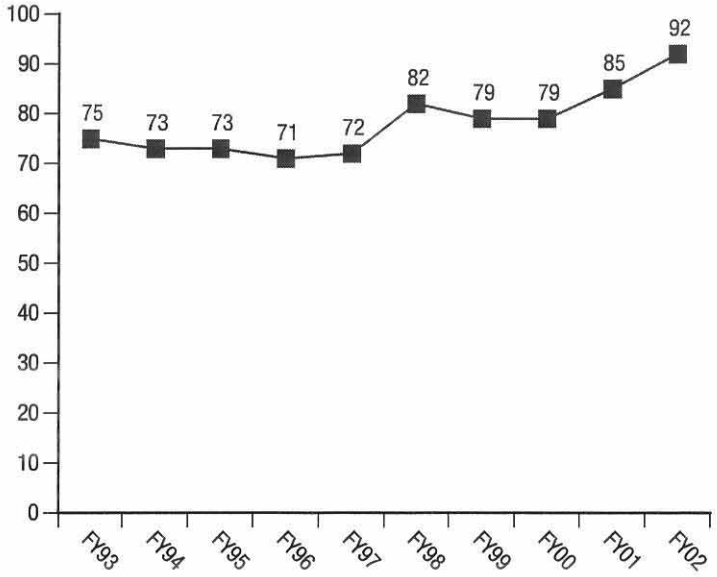
- Disburse funds in accordance with applicable laws, contracts, and County policies
- Invest County assets in accordance with law and approved investment policies
- Safeguard assets by developing and implementing appropriate accounting practices and ensuring compliance with those practices
- Maintain accounts, in accordance with generally accepted accounting principles, showing financial transactions of all County departments and districts whose funds are kept in the County Treasury
- Perform services for clients in a timely manner

Cost: ($15,516,958) Controller-Treasurer
Cost: $21,326,576 Debt Service

Staff: 92



10-Year Staffing Trend



Controller-Treasurer Department

Overview

The Controller-Treasurer Department, one of four departments in the Finance Agency, fulfills the functions of Chief Accounting Officer, Internal Auditor, and Treasurer.

The department is organized into six operating divisions:

Accounting Division: Responsible for traditional accounting services provided by the General Accounting Unit as well as specialty accounting, which includes Service Desk, Cost Plan, SB 90 Program and Fixed Assets.

Disbursement Division: Responsible for operational services provided by the payroll, accounts payable, and data control units.

Fiscal Services Division: Responsible for systems support for the Countywide accounting, payroll and timekeeping systems, and office automation for the Controller-Treasurer Department. This division is also responsible for technology projects for new system development and maintenance.

Internal Audit Division: Responsible for the performance of audits and special investigations of County departments. A significant portion of the work performed by this division is required by the County Charter.

Property Tax Division: Responsible for the apportionment of property taxes to the County, cities, school districts, and special purpose districts.

Treasury Division: Responsible for the investment of idle funds and the processing of all deposits made by the County, school districts, and special purpose districts. This division is also responsible for debt financing.

Administrative staff for the Finance Agency (the Finance Director, a Secretary, and a Senior Management Analyst) are also budgeted here.

Fiscal Year 2001 Accomplishments

- Achieved successful rating upgrade from Standard & Poors Rating Agency from A+ to AA for long term lease obligations and general obligation bond rating to AA+. This is the highest credit rating of any county in the State of California
- Completed the three-year project of reconstructing the property tax apportionment calculations
- Received the Certificate of Achievement for Excellence in Financial Reporting from the Government Finance Officers Association of the United States and Canada (GFOA). This was the first year the County has achieved this prestigious award
- Completed the Partnering Session, Project Charter, Request for Proposal, vendor selection and project kickoff for the Accounting System and Procurement Project (ASAP)

Fiscal Year 2002 Planned Accomplishments

- ASAP Phase One
- Complete upgrade of Human Resources/Payroll System (HaRP) to PeopleSoft Version 8.0, with required customizations
- Implement Government Accounting Standards Board (GASB) Statement No. 34 requirements for financial statements
- Tax Rate Area Consolidation
- Develop strategies for assuring adequate levels of staffing to cope with both changing operational needs and turnover: succession planning, training and cross-training programs, Accounting Professional Rotational Project, internal promotional opportunities and skill transfer mechanisms

Controller-Treasurer Department
County Executive's Recommendation

Advancement of Board Priorities

The County Executive's recommendations for the Controller-Treasurer Department support the Board of Supervisors priority of maintaining the County's fiscal integrity and accountability. These recommendations focus on the organization infrastructure that allows the County to function efficiently and effectively.

Redevelopment Agreement Revenue

Recommendation

Recognize $2.3 million in ongoing unrestricted revenue from the pending Redevlopment Agreement with the City of San Jose.

Background

The recommended revenues reflect funding for the Joint Powers Authority, which is being transferred to the County. The pending Agreement also provides the County with other restricted revenue that must be used for capital expenditures. The Administration has made no assumptions regarding these restricted revenues in this budget.

Total Cost: ($2,300,000)

Augment Management Support

Recommendation

Add funding to support the creation of an addition managerial position (classification to be determined) to provide management support in the proposed reorganized Disbursements Division.

Background

Major technology advances and drastically changed reporting mandates, as well as countywide organizational growth during the recent brisk economy, have permanently enlarged the depth and scope of operation and technical management required for the numerous services provided by the Accounting and Fiscal Services Divisions of the Controller-Treasurer's Department. It has become increasingly difficult for only two managers to effectively oversee the full scope of operations.

It is proposed that the two largest divisions in the department, the Accounting Division and the Fiscal Services Division, be reorganized and converted to three divisions: Accounting, Fiscal Services, and Disbursements.

Anticipated Outcome

The proposed managerial position will provide additional expertise and in-depth oversight for critical functional areas which have been greatly affected by new technology and which have grown significantly in volume and complexity. This in turn will assist the Department to achieve smoother implementation of GASB 34; more focus on improving claims processing; earlier issuance of the year-end financial report in the years following GASB 34 implementation; development of customer service goals, objectives and measures for new divisions; and ongoing improvements to technological systems functionality.

Total Cost: $99,264

Reflects 10 months funding for FY 2002

Augment Human Resources/Payroll System Resources

Recommendation

Increase funding for support from the Information Services Department for technical infrastructure (Unix/Metaframe) and LAN/Users Workstations.

Background

A recently completed technical infrastructure readiness assessment indicates that support for the Unix Metaframe server (for the Human Resource/Payroll System) is severely understaffed. The situation will become even worse when the upgrade of new PeopleSoft Version 8.0 is fully implemented. As a result of the current resource shortage, system trouble-shooting on a timely basis is not consistent,

performance tuning and monitoring are not done on a pro-active basis and unscheduled absence coverage is lacking. The slow and unresponsive application environment will further deteriorate unless remedial action is taken.

Additionally, LAN/User Workstation Support for HaRP is inadequate. Current resources are strained and cannot sustain an increased demand of services without severely impacting basic functionality. Human resource, benefits and payroll information must be processed in a timely manner. Adequate user support is critical to ensure that the necessary transactions are processed each pay period.

Anticipated Outcome

Increased service from ISD will assure proactive, timely, and responsive technical support which includes

- coordination of technical, user and management arenas;
- performance tuning and monitoring;
- installation of hardware and software, analysis and testing;
- trouble shooting;
- documentation and reporting;
- training;
- other technical system duties required for a seamless delivery of human resource and payroll services.

Total Cost: $83,794
One-time cost of $500 for Equipment

Augment Accounting System and Procurement Project (ASAP)

Recommendation

Provide one-time funding of $500,000 for the cost of developing the requirements analysis, $500,000 for build-out costs for Phase III and $200,000 for other current project costs, including facility and office expenses. Work with ESA to convert the current unclassified positions to classified status.

Background

For FY 2001, the County Board approved Phase I of the Accounting System and Procurement Project (ASAP). The overall project goal is to deliver a simple process and system that is customer friendly in order to provide better customer service and to supply information to improve management decision-making capabilities. The project scope encompasses budget, accounting and procurement systems.

Phase I of the project is to assess unmet needs and to re-engineer and improve the county's business processes. The approved $1.4 million budget included the funding for seven unclassified positions, a consultant contract and other miscellaneous expenses. This phase of the project is due to be completed in June 2001.

In FY 2002, the County project team will continue with Phase II of the project, with $700,000 for the continuous funding of the seven unclassified positions for the county project team. These unclassified positions are due to expire in May 2002. Thus, it will be necessary to convert these seven positions to classified status for the County to maintain self-sufficient experts while the Project moves along. Project staff will work with ESA on the specifics required to reclassify these positions.

In addition, resources are needed to cover the cost for developing requirements analysis and build-out costs for Phase III as well as other facility and office expenses of the project.

Anticipated Outcome

This recommendation will allow the project team to develop and implement solutions to improve current business processes. Under the direction of the Project Steering Committee, the project team will work on system requirements analysis and develop an RFP for the selection of the system. This project is expected to take at least two more years.

Total One-Time Cost: $1,200,000

Microfiche Records Retention

Recommendation

Add 1.0 FTE Clerk Typist (Unclassified), alternately staffed at Office Clerk level, for a period of twelve months to provide clerical support for the microfiche record retention system.

Background

The Department maintains microfiche records for the archival preservation of information from the accounting, payroll and property tax systems. These microfiche records are required for business needs, as well as to satisfy legal retention requirements. Over the years, the record mass has become large. Storage is difficult due to limitation of space. Some records are duplicated; others are lost or misfiled.

A full and careful inventory is needed to determine exactly what records the Department has, as well as what records are missing or duplicated before any can be disposed of. The Department also needs to develop a logical and orderly plan for microfiche record retention into the future.

Anticipated Outcome

The proposed Unclassified Clerk Typist position will assist existing staff in conducting a detailed inventory, recording findings and listings, organizing and setting up storage systems, and typing reports and procedures. Areas of major improvement to the microfiche record system will include orderliness, access, and security.

Total One-Time Cost: $39,504

Controller Treasurer — Budget Unit 0110
Expenditures by Cost Center

CC	Cost Center Name	FY 2000 Actual	FY 2001 Appropriations Approved	FY 2001 Appropriations Adjusted	FY 2002 Recommended	Amount Chg From FY 2001 Approved	% Chg From FY 2001 Approved
1115	County Internal Auditor	806,504	1,006,164	1,009,164	1,053,291	47,127	5
2113	Controller Treasurer	(15,430,564)	(13,555,415)	(13,871,225)	(18,444,709)	(4,889,294)	36
2116	Human Resources/Payroll System	96,999		1,190,796	1,874,460	1,874,460	
	Total Expenditures	(14,527,061)	(12,549,251)	(11,671,265)	(15,516,958)	(2,967,707)	24%

Controller Treasurer — Budget Unit 0110
Revenues by Cost Center

CC	Cost Center Name	FY 2000 Actual	FY 2001 Appropriations Approved	FY 2001 Appropriations Adjusted	FY 2002 Recommended	Amount Chg From FY 2001 Approved	% Chg From FY 2001 Approved
1115	County Internal Auditor	22,700	20,000	20,000	20,000		
2113	Controller Treasurer	185,473,046	196,643,415	196,643,415	220,881,488	24,238,073	12
	Total Revenues	185,495,746	496,663,415	196,663,415	220,901,488	24,238,073	12%

County Internal Auditor — Cost Center 1115
Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2001 Approved Budget	11.0	1,006,164	20,000
Board Approved Adjustments During FY 2001		3,000	
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments		57,834	
Internal Service Funds Adjustment		(603)	
Other Required Adjustments		(13,104)	0
Subtotal	11.0	1,053,291	20,000
Recommended Changes for FY 2002			
Total Recommendation	11.0	1,053,291	20,000

Controller Treasurer — Cost Center 2113
Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2001 Approved Budget	74.0	(13,555,415)	196,643,415
Board Approved Adjustments During FY 2001		(315,810)	
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments		409,212	
Internal Service Funds Adjustment		(2,857,871)	
Other Required Adjustments		(2,347,387)	21,938,073
Subtotal	73.0	(18,667,271)	218,581,488
Recommended Changes for FY 2002			
Internal Service Fund Adjustments		–	–
.2 FTE System Software Engineer for HaRP-Controller		20,583	0
Contract LAN Support for HaRP-Controller		24,000	0
HaRP Support (Moved from Fleet)		39,211	0
1. Augment Resources for Mangement Support		99,264	
Add 1.0 FTE Principal Accountant (or equivalent position) to oversee the re-organized Disbursement Unit in Controller's Office. The recommended appropriation reflects ten months of funding FY 2002 as recruitment and hiring activity is expected to take two months.			
2. One-Time Funding For Services	1.0	39,504	
Add 1.0 FTE Clerk Typist (Unclassified), alternately staffed at the Office Clerk level. This position is to be authorized for a twelve-month period only, July 1, 2001 through June 30, 2002, and to provide clerical support in the microfiche project and complete the unfinished aspects of the payroll record project.			
3. Ongoing Revenue from Redevelopment Agreement			2,300,000
This action recognizes $2.3 million in unrestricted ongoing revenue from the pending Redevelopment Agreement with the City of San Jose. The Agreement also provides the County with other restricted revenues that must be used for capital expenses, however this recommendation does not recognize any of the restricted funds.			
Subtotal	1.0	222,562	2,300,000
Total Recommendation	74.0	(18,444,709)	220,881,488

Human Resources/Payroll System — Cost Center 2116
Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2001 Approved Budget			
Board Approved Adjustments During FY 2001	7.0	1,190,796	
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments			
Internal Service Funds Adjustment			
Other Required Adjustments		(516,336)	0
Subtotal	7.0	674,460	
Recommended Changes for FY 2002			
1. ASAP Phase II		1,200,000	
This recommendation funds the Accounting System and Procurement Project (ASAP), Phase II. Specific costs include: ◆ $500,000 one-time funding for developing requirements analysis for new systems. ◆ $500,000 one-time funding for build-out costs for Phase III of the project. ◆ $200,000 one-time funding for other current project costs including facility and office expenses. This is the second phase of a project which goal is to deliver a simple process and system that will provide better customer service and improve management decision-making capabilities. The project scope encompasses budget, accounting and procurement systems.			
Subtotal	0.0	1,200,000	0
Total Recommendation	7.0	1,874,460	

Controller-County Debt Service — Budget Unit 0810
Expenditures by Cost Center

CC	Cost Center Name	FY 2000 Actual	FY 2001 Appropriations Approved	FY 2001 Appropriations Adjusted	FY 2002 Recommended	Amount Chg From FY 2001 Approved	% Chg From FY 2001 Approved
2111	County Debt-Tax & Rev Anticipation Notes	27,094,030	22,774,675	23,595,596	21,326,576	(1,448,099)	-6
	1 General Fund	19,360,897	15,122,950	15,122,950	13,441,026	(1,681,924)	-11
	43 Health Facilities Debt Service	935,483	1,194,400	1,194,400	1,301,000	106,600	9
	45 Public Facilities Corp Debt Service	6,797,650	6,457,325	6,457,325	6,584,550	127,225	2
	193 Technology Project Fund - COPS			820,921			
2115	VMC Hospital Bonds	21,363,045		1,189,488			
	480 Hospital Bond Lease Payment	19,423,513		1,189,488			
	482 Hospital Bond Project Fund	1,939,532					
	Total Expenditures	48,457,075	22,774,675	24,785,084	21,326,576	(1,448,099)	-6%

Controller-County Debt Service — Budget Unit 0810
Revenues by Cost Center

CC	Cost Center Name	FY 2000 Actual	FY 2001 Appropriations Approved	FY 2001 Appropriations Adjusted	FY 2002 Recommended	Amount Chg From FY 2001 Approved	% Chg From FY 2001 Approved
2111	County Debt-Tax & Rev Anticipation Notes	21,465,896	11,062,897	11,062,897	10,265,765	(797,132)	-7
	1 General Fund	13,543,426	3,343,897	3,343,897	2,400,215	(943,682)	-28
	43 Health Facilities Debt Service	1,119,756	1,261,000	1,261,000	1,281,000	20,000	2
	45 Public Facilities Corp Debt Service	6,802,714	6,458,000	6,458,000	6,584,550	126,550	2
2112	Lease Purchase-Lease Payment Fund	36					0
2115	VMC Hospital Bonds	1,604,074					0
	Total Revenues	23,070,006	11,062,897	11,062,897	10,265,765	(797,132)	-7%

County Debt-Tax & Rev Anticipation Notes — Cost Center 2111
Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2001 Approved Budget		15,122,950	3,343,897
Board Approved Adjustments During FY 2001			
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments			
Internal Service Funds Adjustment		20,000	
Other Required Adjustments		(1,701,924)	(943,682)
Subtotal		13,441,026	2,400,215
Recommended Changes for FY 2002			
Fund Subtotal	0.0	13,441,026	2,400,215
Health Facilities Debt Service (Fund Number 0043)			
FY 2001 Approved Budget		1,194,400	1,261,000
Board Approved Adjustments During FY 2001			
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments			
Internal Service Funds Adjustment			20,000
Other Required Adjustments		106,600	0
Subtotal		1,301,000	1,281,000
Recommended Changes for FY 2002			
Fund Subtotal	0.0	1,301,000	1,281,000

County Debt-Tax & Rev Anticipation Notes — Cost Center 2111
Major Changes to the Budget (Continued)

	Positions	Appropriations	Revenues
Public Facilities Corp Debt Service (Fund Number 0045)			
FY 2001 Approved Budget		6,457,325	6,458,000
Board Approved Adjustments During FY 2001			
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments			
Internal Service Funds Adjustment			
Other Required Adjustments		127,225	126,550
Subtotal		6,584,550	6,584,550
Recommended Changes for FY 2002			
Fund Subtotal	0.0	6,584,550	6,584,550
Technology Project Fund - COPS (Fund Number 0193)			
FY 2001 Approved Budget			
Board Approved Adjustments During FY 2001		820,921	
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments			
Internal Service Funds Adjustment			
Other Required Adjustments		(820,921)	0
Subtotal			
Recommended Changes for FY 2002			
Total Recommendation		21,326,576	10,265,765

VMC Hospital Bonds — Cost Center 2115
Major Changes to the Budget

	Positions	Appropriations	Revenues
Hospital Bond Lease Payment (Fund Number 0480)			
FY 2001 Approved Budget			
Board Approved Adjustments During FY 2001		1,189,488	
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments			
Internal Service Funds Adjustment			
Other Required Adjustments		(1,189,488)	0
Subtotal			
Recommended Changes for FY 2002			

Tax Collector's Office

Mission

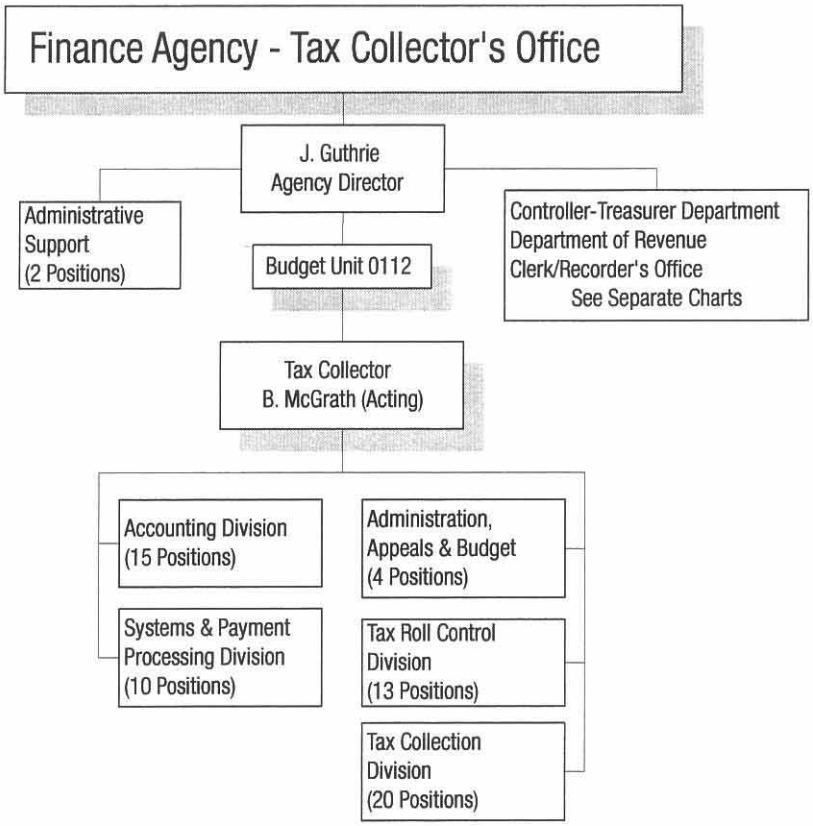
As mandated by law, the Tax Collector shall bill and collect all property taxes from liable parties to fund public agencies which provide services and benefits to the residents of the County of Santa Clara.

Goals

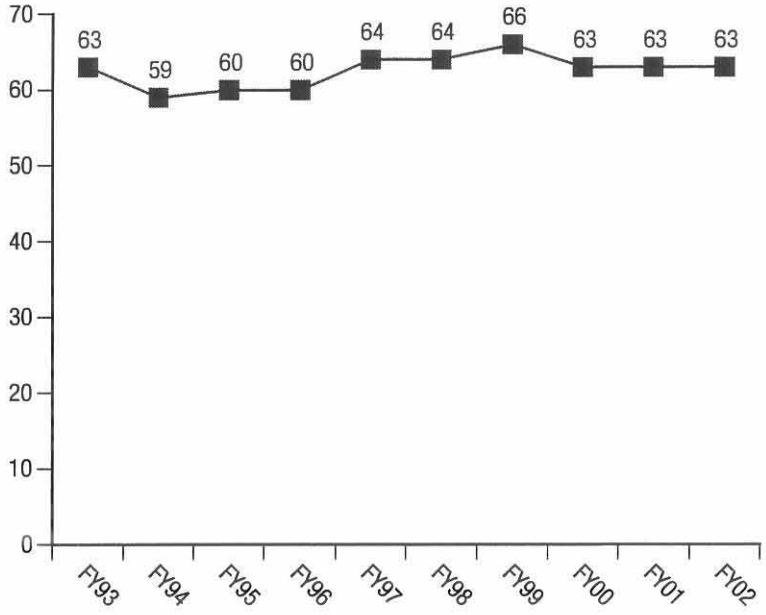
- Generate tax bills as specified in the Revenue and Taxation Code
- Optimize collections of taxes at the least possible cost
- Maximize interest earnings by the timely processing of collections
- Promote understanding and mutual respect by providing prompt, accurate and courteous service

Cost: $6,073,622

Staff: 63



10-Year Staffing Trend



Tax Collector's Office

Overview

The Tax Collector, under the authority of the State Revenue and Taxation Code, bills and collects current and delinquent taxes, administers tax-defaulted property until disposition, and processes all tax roll changes.

There are five divisions in the Tax Collector's Office:

Administration: Responsible for personnel, payroll, budget, accounts payable, safety penalty appeals, legislative analysis and Comprehensive Performance Management (CPM).

Accounting Division: Reconciles all monies collected; processes invalid, problem, and special payments; and prepares all refunds.

Tax Collection Division: Provides tax information for secured, supplemental and unsecured taxes and administers all facets of tax-defaulted properties.

Tax Roll Control Division: Responsible for maintenance and accuracy of the secured, unsecured and supplemental tax rolls by auditing and processing Assessor's Office roll corrections. Receive, validate and process input from various agencies/jurisdictions to annually enroll special assessments.

Systems Division: Maintains the department's data processing systems and processes tax payments for all property taxes via automated processing equipment.

Property Tax Process

The Tax Collector shares responsibility for the accurate and timely administration of the property tax process with both the Assessor and the Controller-Treasurer.

- The Assessor inventories and places a value on all taxable real and personal property in the County, creating the assessment rolls.
- The Controller-Treasurer Department determines the annual tax rates and applies the rates to the assessment rolls that have been prepared by the Assessor.
- The Tax Collector receives the extended roll from the Controller-Treasurer Department, prints the property tax bills, and mails them to the names and addresses on the roll. All remittances are received by the Tax Collector and payments are posted to the individual tax bills.
- The Controller-Treasurer then apportions property tax collections to all taxing entities, i.e. cities, schools, and special districts.

Fiscal Year 2001 Accomplishments

- Achieved the lowest secured delinquency rate among counties with a tax charge in excess of $1 billion. Santa Clara County's secured delinquency rate is only 1.1%. This is an important factor in maximizing property tax revenues which fund other vital county services
- Successfully implemented a new payment processing system that greatly reduces errors in data entry of tax payments and improves the Tax Collector's Office operations by imaging the payment stubs and checks. This has improved service to the taxpayers by allowing for more timely and accurate accounting of payments
- Upgraded the current Tax Information System and Trust Fund to an Oracle database, consolidating information previously displayed on multiple screens to one enhanced display. This enhancement enables Tax Collector staff to respond more quickly to taxpayer questions and ultimately serve more taxpayers during peak tax processing periods
- Developed the software infrastructure of a Tax Collector web site. This has served as the prototype of the department's tax payment application
- Developed the project charter for a new property tax system. Issued the Request for Information to select a vendor for Phase I of the system development

Fiscal Year 2002 Planned Accomplishments

- Develop a document imaging system that will be integrated with the Tax Information System and will provide on-line access to staff with taxpayers correspondence, payment information (checks and stubs) and other potential uses
- In conjunction with the Information Services Department, implement a new telephone system for the Tax Collector's Office with full functionality for Automatic Call Distribution while maintaining full connectivity with the department's Interactive Voice Response System
- Transfer data research analysis functions formerly provided by the Center for Urban Analysis to the Tax Collector's Office
- Continue development of a tax payment web site application that will provide Internet access to taxpayers to pay taxes by credit card and access property tax information

Tax Collector's Office
County Executive's Recommendation

Advancement of Board Priorities

The County Executive's recommendation for the Tax Collector's Office support the Board of Supervisors priority regarding maintaining the County's fiscal integrity and accountability. This recommendation focuses on technology investment that will allow the County to function more efficiently and effectively.

Mail Opening Equipment

Recommendation

Allocate one-time funds to purchase an OPEX MPE 7.5 mail opening machine which will be able to open up to 7,500 envelopes per hour. This equipment is fully automated; accepts mail (in varying sizes), opens the envelopes, removes and sorts the stubs and checks. The advanced thickness profiler can separate multiple payments for special processing, weighs the envelope to insure it is empty and batches the payments for direct import into the payment processor.

Background

The Department currently uses three mail openers that were purchased in 1995. These openers are operator driven and require manual intervention by the operator to sort payments into batches before loading into the payment processor.

Anticipated Outcome

The new equipment will be an integral part of the payment processing function. The Department will be able to reduce extra help usage by 20% per year. The Department will assess the performance of this new tool and may seek to replace additional equipment in future years.

Total One-Time Cost: $188,190
Total Ongoing Cost: $21,600
Ongoing maintenance cost is fully offset by reduction of extra help cost

Tax Collector — Budget Unit 0112
Expenditures by Cost Center

CC	Cost Center Name	FY 2000 Actual	FY 2001 Appropriations Approved	FY 2001 Appropriations Adjusted	FY 2002 Recommended	Amount Chg From FY 2001 Approved	% Chg From FY 2001 Approved
2212	Tax Collector	4,843,787	6,053,591	6,053,591	6,073,621	20,030	
	Total Expenditures	4,843,787	6,053,591	6,053,591	6,073,621	20,030	0%

Tax Collector — Budget Unit 0112
Revenues by Cost Center

CC	Cost Center Name	FY 2000 Actual	FY 2001 Appropriations Approved	FY 2001 Appropriations Adjusted	FY 2002 Recommended	Amount Chg From FY 2001 Approved	% Chg From FY 2001 Approved
2212	Tax Collector	241,305,071	260,401,281	260,100,561	290,565,178	30,163,897	12
	Total Revenues	241,354,226	260,401,281	260,100,561	290,565,178	30,163,897	12%

Tax Collector — Cost Center 2212
Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2001 Approved Budget	63.0	6,053,591	260,401,281
Board Approved Adjustments During FY 2001			(300,720)
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments		263,183	
Internal Service Funds Adjustment		177,805	
Other Required Adjustments		(609,147)	30,464,617
Subtotal	63.0	5,885,431	290,565,178
Recommended Changes for FY 2002			
1. Mail Opening Equipment		188,190	
Provide one-time funding of $188,190 for the purchase of the OPEX Mail Opening Equipment with an on-going maintenance costs of $21,600 which is offset by the reduction of $21,600 extra help cost. This new automated mail-opening machine will help to reduce usage of extra helpers and reduce lost in investment interest due to delay caused by manual opening of tax payments.			
Subtotal	0.0	188,190	0
Total Recommendation	63.0	6,073,621	290,565,178

County Clerk/Recorder's Office

Mission

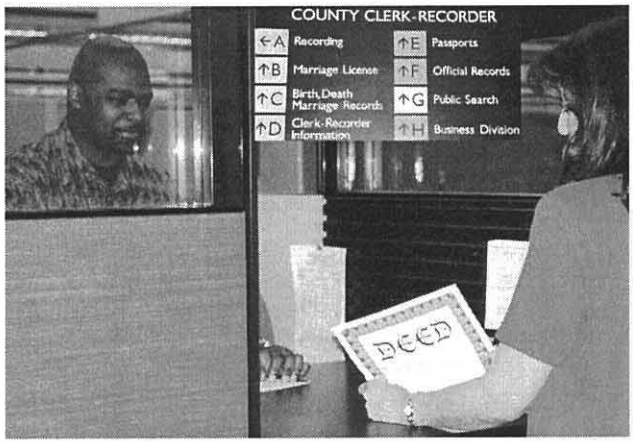
County Recorder: To preserve and provide for the public a true and reliable, readily accessible, permanent account of real property and other official records and vital human events, both historic and current, and to do so with commitment, courtesy and excellence.

County Clerk: To process and maintain public records on business names and on individuals from certain professions, and to process and issue licenses and certificates for marriage in compliance with statute, and to do so with commitment, courtesy, and excellence.

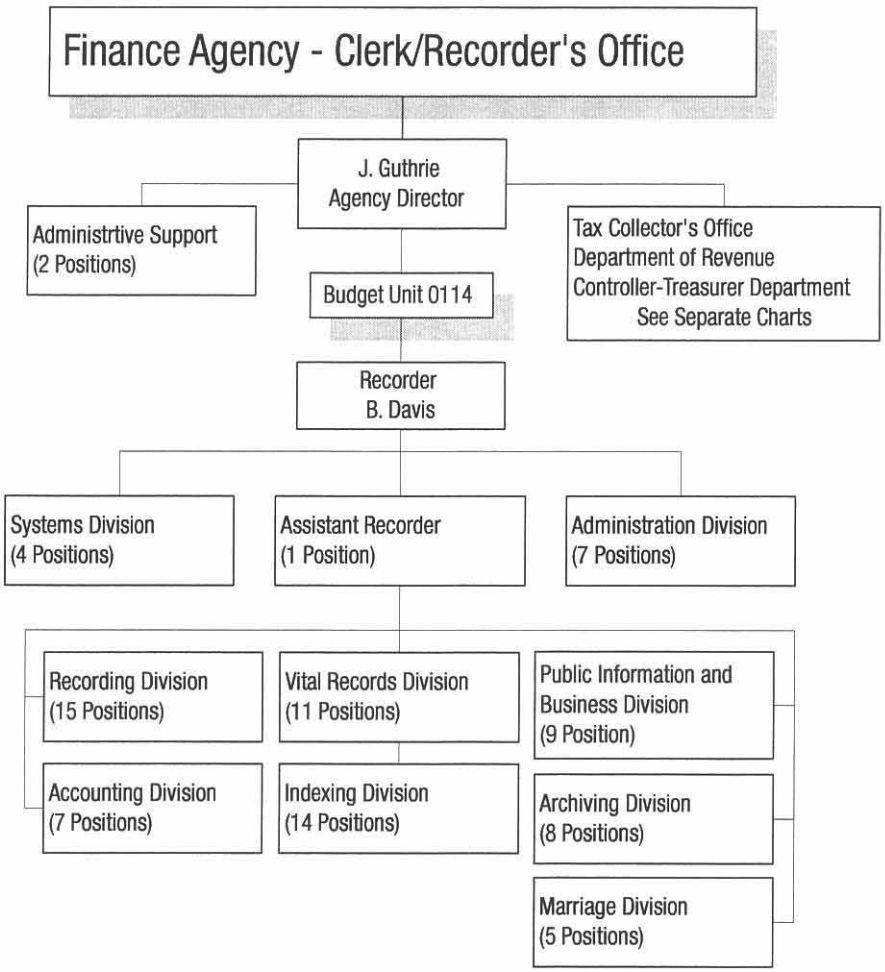
Cost: $8,344,760

Goals

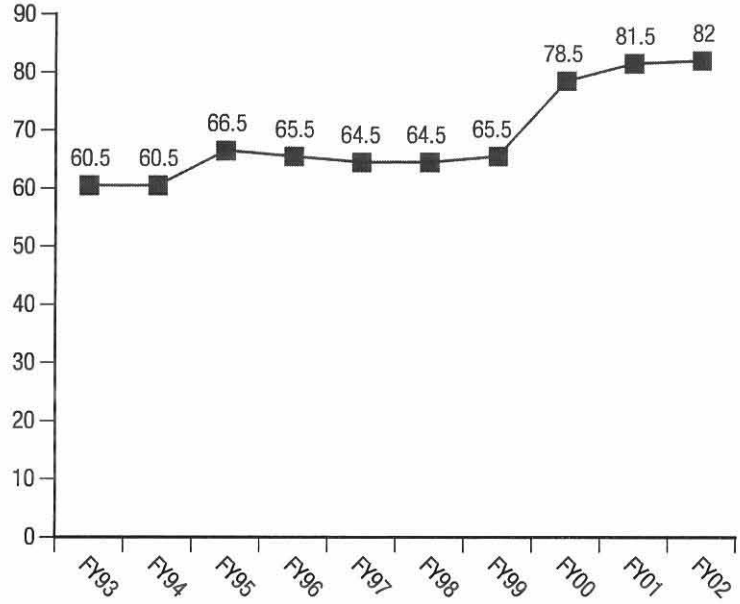
- Maximize timeliness and responsiveness in providing customer services relating to recording documents, providing copies of certificates and documents, and making recorded data and documents available for viewing
- Ensure that documents and records on file with the County clerk are readily and promptly available to the public
- Provide timely processing of marriage license applications



Staff: 82



10-Year Staffing Trend



County Clerk/Recorder's Office

Overview

As County Recorder, the Clerk/Recorder's Office records or files authorized documents and maps, collects transfer tax and other fees, issues passports and registers all births, deaths, and public marriages occurring within Santa Clara County. Once recorded or filed, the documents and certificates are made available for examination by interested parties. Exact copies and abstracts are issued upon request.

As County Clerk, the Clerk/Recorder's Office issues marriage licenses, performs marriage ceremonies, and registers confidential marriages. As County Clerk, this office also performs services related to filing of Fictitious Business Name statements, filing of Notary bonds, registration of professional agents, and similar services.

The Clerk/Recorder's Office is organized into nine divisions:

Administration: Provides policy development and direction, participation in statewide Clerk/Recorder efforts, budget and financial management, and management, support, and coordination of all other administrative tasks.

Systems Division: Plans and develops computer applications to integrate office functions and streamline operations. Provides support and maintenance for all computer systems for the Clerk-Recorder's Office. Coordinates with other County departments and outside vendors to provide needed services and equipment.

Accounting Division: Responsible for cashiering, accounts payable and receivable, verifying accuracy of fees and taxes assessed, reconciliation of Trust Funds, reporting and remittance of pass-through fees and taxes, fixed asset accounting, distribution of revenues and cost projections.

Recording Division: Examines maps and documents for legal requirements, determines recording fees, collect transfer tax and related fees, and inputs recorded document information.

Indexing Division: Creates a daily index of recorded documents by extracting data from scanned documents, inputting data into the computer system, and verifying said data.

Archiving Division: Commits document images to a permanent medium, oversees vendor filming, edits film and assists in book/map restoration.

Vital Records Division: Registers birth, death and marriage certificates, assures that each is scanned and indexed into the computer system, issues passports, assists customers in research, and issues certified copies.

Public Information & Business Division: Assists customers in research; issues Fictitious Business statements; administers Notary oaths and maintains notary records; acts as custodian for various County oaths of office, Statements of Economic Interest, and registrations of public agencies; issues plain and certified copies of records; and processes mail, telephone and fax requests.

Marriage Division: Processes and issues standard and confidential marriage licenses; schedules, coordinates and conducts civil marriage ceremonies on site; records marriages; maintains records; and issues certified copies of confidential marriage certificates.

Performance-Based Budget (PBB) Development

The Department has not yet had an opportunity to work with the consultants hired by the County Executive's Office to assist in PBB development. In FY 2002, the Department will work with the consultants and the County Executive's Office of Budget & Analysis to validate and refine its goal statements and performance indicators through the use of a program logic model. Different or additional performance indicators may be presented in future budget documents.

Key Performance Indicators

The County Clerk/Recorder's Office has been an active participant in the Comprehensive Performance Management (CPM) program and has used their CPM work as the foundation development of key performance indicators as a performance-based budget (PBB) pilot department.

Goal One:
Maximize timeliness and responsiveness in providing customer services relating to recording documents, providing copies of certificates and documents, and making recorder data and documents available for viewing

Indicator	FY2000 Actuals	FY2001 Estimate	FY2002 Goals
Over the counter documents are recorded by end of day received	100%	100%	100%
Mailed documents are recorded within 5 days of receipts	5 days	5 days	5 days
Recorded documents are indexed the same day as recorded	100%	100%	100%
Documents are mailed back within 15 days of recording	15 days	15 days	15 days
Requests by mail, telephone and fax:			
Vital Records are processed within 10 working days	15 days	15 days	10 days
Official Records are processed within 5 working days	5 days	5 days	5 days
90% or better response to Customer Service surveys on:			
Timely service	92%	91%	90%
Staff Knowledgeable	96%	96%	90%
Professional	95%	94%	90%
Helpful	95%	95%	90%
Efficient	91%	92%	90%
Telephone information clear and accurate	80%	80%	90%

Timeliness standards can be set internally at the discretion of the Department, by the Board of Supervisors, or by State mandate. Timeliness is an important measure for the Clerk/Recorder as it is crucial to the desired result of customer satisfaction, as well as compliance with State mandates.

Goal Two:
Ensure that documents and records on file with the County Clerk are readily and promptly available to the public

Indicator	FY2000 Actuals	FY2001 Estimate	FY2002 Goals
Mail requests for filing Fictitious Business Names (FBNs) and for other professional agents are processed within 3 working days	3 days	4 days	3 days
Information on FBN filings is available to the public within 15 days of processing	21 days	21 days	15 days
90% or better response to Customer Service surveys on:			
Timely service	96%	94%	90%
Staff Knowledgeable	99%	95%	90%
Professional	99%	95%	90%
Helpful	99%	95%	90%
Efficient	97%	95%	90%

At present, the Department's goals statements are organized by program; Goal One reflects performance in the County Recorder function and Goal Two reflects performance in the County Clerk function and Goal Three is specific to the Marriage Division. Future performance-based budget development with this department may redefine these goals around desired results at the Department level regardless of the program or functional area involved.

Goal Three:
Provide timely processing of marriage license applications

Indicator	FY2000 Actuals	FY2001 Estimate	FY2002 Goals
Applications for marriage licenses are processed within 20 minutes	20 minutes	20 minutes	20 minutes
90% or better response to Customer Service surveys on:			
Timely services	98%	95%	90%
Staff Knowledgeable	99%	95%	90%
Professional	99%	95%	90%
Helpful	99%	95%	90%
Efficient	97%	95%	90%

Recorder's Special Funds

In the 1980's, recognizing that Recorder's Offices statewide were in danger of failing to meet their legal mandates due to increasing demands for information, inferior technology, and aging equipment, the State Legislature increased recording fees to provide a dedicated funding source for the modernization and enhancement of recording systems.

Three separate funds were established:

Recorder's Document Storage Fund: established in 1980 to defray the cost of converting the County Recorder's document storage system to micrographics.

Recorder's Modernization Fund: established in 1985 to support maintain, improve, and provide for modernized creation, retention, and retrieval of information in each county's system of recorded documents.

Vital Records Improvement Fund: established in 1989 to defray the administrative cost of collecting vital record fees, as well as modernization of vital records operations.

In Santa Clara County, these special funds have been used for numerous modernization efforts, as well as to support all staffing and operation increases above the base level of Recorder's Office expenditures in 1985 (adjusted for inflation).

The Recorder's special funds cannot be used to support expenses related to the County Clerk function.

County Clerk/Recorder's Office
County Executive's Recommendation

Summary of County Executive Recommendations

Goals and Related Resource Recommendations	Total Cost	Net General Fund Cost	Net Positions
Goal 1: Maximize timeliness and responsiveness in providing customer services relating to recording documents, providing copies of certificates and documents, and making recorded data and documents available for viewing.			
Recorder's Vital Statistics Fund (0024)			
Increase for Banknote Paper	$25,000	$0	
Two Fax Machines	$4,000	$0	
Recorder's Modernization Fund (0026)			
Office Brochures	$10,000	$0	
Shelving for Historical Books	$10,000	$0	
New and Replacement Workstations	$29,000	$0	
Upgrade PARIS Applications	$70,000	$0	
Reader-Printer for Large Maps	$12,000	$0	
Upgrade Imaging Systems	$140,000	$0	
Recorder's Document Storage Fund (0027)			
Official Recording Scanning Upgrades	$56,400	$0	
Goal 2: Ensure that documents and records on file with the County Clerk are readily and promptly available to the public.			
Consultant for Procedures for Business function	$10,000	$10,000	
Fictitious Business Names On Web	$20,000	$20,000	
Goal 3: Provide Timely processing of marriage license applications.			
Add Legal Clerk position in Marriage Division	$60,000	$0	1.0
Consultant for Procedures for Marriage function	$10,000	$10,000	
Total Recommended	$456,400	$40,000	1.0

Advancement of Board Priorities

The County Executive's recommendations for the County Clerk/Recorder's Office are responsive to the Board's priority of maintaining the County's fiscal integrity and accountability through a focus on strategies that will improve the department's infrastructure and allow the County to function more efficiently and effectively.

Recorder's Vital Statistics Fund (0024)

Recommendation

- $25,000 ongoing resources for banknote paper
- $4,000 one-time resources for two fax machines

Background

The Vital Records Division issues certified copies of vital records. These certified copies are produced on banknote paper. Sales of vital records have increased tremendously and current budget for banknote paper is no longer adequate.

Currently, this division shares a fax machine with another division in the office. Vital Records receives numerous faxed requests which require immediate responses, but due to the location of the existing fax machine, the fax may not be retrieved and handled in a timely manner.

Anticipated Outcome

Funding the banknote paper at an appropriate level will enable the division to ensure that proper supplies are on hand when needed, resulting in more efficient use of staff time and better customer service to the public.

Addition of one fax machine in the main office and replacement of another in the satellite office will result in more efficiency for staff, leading to the goal of better customer service. The division will be able to respond more quickly to inquiries from other public agencies. Clients at the satellite office obtaining documents that need to be faxed will be served in a more timely and efficient manner.

Total Ongoing Cost: $25,000
Total One-time Cost: $4,000
All costs fully funded from the Recorder's Vital Statistics Fund

Recorder's Modernization Fund (0026)

Recommendation

- $10,000 one-time resources to fund office brochures in FY 2002 and an ongoing $5,000 in subsequent years
- $10,000 one-time resources to fund shelving for historical books
- $29,000 one-time resources to purchase new and replacement workstations
- One-time funding of $35,000 for hardware, $10,000 for software, and $25,000 for programming services to upgrade PARIS application
- $12,000 one-time resources to purchase a reader-printer
- $140,000 one-time resources to purchase hardware for upgrade of imaging system

Background

In Fiscal Year 2001, the Clerk/Recorder's Office designed and produced new office brochures regarding services and location of the offices and there is an increasing demand for these office brochures.

The Office is also in the process of restoring historical books, in order to prevent further deterioration and wear from use. Current vertical storage of these books destroys the bindings due to the weight of the books. Some of these restored books have already had the bindings pull away as a result.

A number of the current workstations must be replaced because they are out of date, and are at risk of incompatibility and/or losing access to countywide software when the host system is upgraded.

In addition, the Department would like to develop a web application offering same features as the existing automated system (Public Access Retrieval System - PARIS) which is now only available for use by walk-in customers. The outdated PARIS workstations would then be upgraded in order to configure them for web browser access.

Staff in the Public Information Division are currently using a thirteen year old reader-printer to reproduce copies of large maps and tracts that are not available in the imaging system or have not been scanned into the system. The current reader-printer does not produce quality copies regularly, resulting in wasted time and supplies.

The current imaging system that the Office acquired in 1992 is still very reliable and at the same time critical to automation of the various office functions. As the current performance has proved to be acceptable, there were no plans to upgrade the system before FY 2003. However, the vendor has announced that it will not provide the upgrade incentive prices beyond September 2001. If a new model is obtained after that time, it must be purchased at full price, as a new acquisition. The decision to wait until Year 2003 as originally planned would cost an additional $65,000. Consequently, it is recommended to upgrade the imaging system immediately.

Anticipated Outcome

- The ability to produce updated brochures will assist in providing current information to the public, helping meet the departmental goal of giving helpful, responsive service.
- The deterioration of the restored historical books will be alleviated with the use of the roller shelving, and repeat restoration expenses will be eliminated.

- The addition of the seven workstations will enable the divisions to provide daily quality services to the public as well as to other governmental agencies, improving both efficiency and production.
- With the improvement of the PARIS application to provide web browser access, the workstations will be easier to use by the public. Such improvement helps to achieve the goal of maximizing timeliness and responsiveness in providing customer service relating to making recorded data and documents available for viewing.
- The new reader-printer will greatly enhance customer service by increasing the speed and efficiency of production and enabling staff to deliver high quality copies of large maps and tracts.
- Taking advantage of the upgrade pricing and completing the purchase in FY2002 is a cost-effective strategy. The upgrade will protect the investment in the system, as there is assurance of continued support from the vendor. The quality of customer service resulting from efficient and timely service will likewise be, at the least, maintained if not enhanced.

Total Ongoing Cost: $5,000
Total One-time Cost: $266,000
All costs fully funded from the Recorder's Modernization Fund

Recorder's Document Storage Fund (0027)

Recommendation

- $7,000 one-time resources to purchase two workstations
- $28,000 one-time resources for software licensing
- ongoing $1,400 for software maintenance
- $20,000 one-time resources for software programming services

Background

The Archiving Division (formerly Micrographics) scans all official documents that are recorded. The Department needs to upgrade the computers used for this process and to obtain and integrate new software, as the original vendor no longer supports the hardware and software in use.

Anticipated Outcome

Upgrading the support equipment and software for scanning will allow office operations to proceed smoothly when other parts of the system are upgraded or supplemented.

Total Ongoing Cost: $1,400
Total One-time Cost: $55,000
All costs fully funded by Recorder's Document Storage Fund

General Fund (0001)

One-time Resources for Office Procedures

Recommendation

Allocate $10,000 in one-time resources to fund consulting services for written office procedures for the Business function of the County Clerk portion of the office.

Background

The Clerk-Recorder's Office is currently establishing written procedures for its various functions. In the current year, procedures have been developed for the Recorder's Office divisions. The Department absorbed the business functions from the Court in late Fiscal Year 1999. This business function is currently undergoing an automation process to bring the unit in alignment with the Recorder's functions. Completion of the automation process of the business function is anticipated by the end of June 2001. At that time, the Department wishes to establish written procedures for the newly -automated business function.

Anticipated Outcome

Establishing written procedures for County Clerk functions will streamline training and cross-training. With up-to-date, clear written procedures, the Clerk-Recorder will be able to demonstrate accountability and consistency in its mission to provide excellence in service.

Total One-Time Cost: $10,000

Fictitious Business Name (FBN) Web Application

Recommendation

Add a Fictitious Business Name (FBN) application to the web server to allow customers to search the names from the internet.

Background

Many customers use the public search facilities in the Clerk/Recorder's Office to obtain information regarding businesses that are in operation and business names that are in use. These customers would benefit if they were able to access this information without going to the Clerk/Recorder's Office, as lines can be long and space is limited at the terminals. The Department is proposing to add Fictitious Business Names (FBNs) search capability to the web server. The Department is currently receiving numerous inquiries about the availability of an FBN index.

Anticipated Outcome:

The Clerk/Recorder's Office will be able to respond to the growing demand from a public that is interested in fast service and detailed information with minimal delays. The ability to access this information online will result in better service and customer satisfaction, as customers will be able to avoid long lines and waiting for access to the public terminals.

Total One-time Cost: $20,000

Increase Marriage Division Staff

Recommendation

Add one (1) Legal Clerk, alternately staffed as Legal Clerk Trainee, or Recordable Documents Examiner II/I, or Recorded Documents Clerk II/I, in the Marriage Division, to provide coordination of marriage ceremonies and to assist in providing marriage licenses services.

Background

The Recorder's Office assumed the Marriage Division in late Fiscal Year 1999. The marriage function includes processing of marriage license applications, issuing marriage certificates, and performing marriage ceremonies. Existing staffing of 4 is insufficient to meet the expanded demand of marriage services. Volunteers and temporary workers are being utilized for marriage ceremony coordination and paperwork, but there is a lack of continuity in the coordination process.

In addition to the delays in processing marriage licenses and certificates, there is the impending liability issue that can occur when the follow-up paperwork and recording of these certificates are not properly executed.

Anticipated Outcome:

An additional full-time position will help provide coordination of marriage ceremonies and marriage license services at the counter. It is important to have sufficient coded staff to execute and record the marriage documents, as volunteers and temporary workers do not have sufficient knowledge of the legal requirement involved.

Total Ongoing Cost: $60,000

Fully offset by increased revenue for marriage license services

One-time Resources for Office Procedures

Recommendation

Allocate $10,000 in one-time resources to fund consulting services for written office procedures for the Marriage Division.

Background

The marriage function is currently undergoing an automation process to bring the unit in alignment with the other Clerk/Recorder's functions. Completion of the automation process for the marriage function is anticipated by the end of June 2001. At that time, the Clerk's Office wishes to establish written procedures for the newly-automated marriage function.

Anticipated Outcome

Establishing written procedures for County Clerk functions will streamline training and cross-training. With up-to-date, clear written procedures, the Clerk/Recorder will be able to demonstrate accountability and consistency in its mission to provide excellence in service.

Total One-time Cost: $10,000

County Recorder — Budget Unit 0114
Expenditures by Cost Center

CC	Cost Center Name	FY 2000 Actual	FY 2001 Appropriations Approved	FY 2001 Appropriations Adjusted	FY 2002 Recommended	Amount Chg From FY 2001 Approved	% Chg From FY 2001 Approved
5655	County Recorder	5,794,769	7,186,684	7,186,684	7,536,403	349,719	5
	1 General Fund	3,746,435	4,231,072	4,231,072	4,440,749	209,677	5
	24 Vital Records Improvement Fund	38,974	65,772	83,772	99,772	34,000	52
	26 Recorders Modernization Fund	1,687,879	2,070,853	2,052,853	2,265,313	194,460	9
	27 Recorders Document Storage Fund	321,481	818,987	818,987	730,569	(88,418)	-11
5656	County Clerk	562,273	659,677	659,677	808,357	148,680	23
	1 General Fund	528,195	659,677	659,677	808,357	148,680	23
	24 Vital Records Improvement Fund	387					
	26 Recorders Modernization Fund	33,691					
	Total Expenditures	6,357,042	7,846,361	7,846,361	8,344,760	498,399	6%

County Recorder — Budget Unit 0114
Revenues by Cost Center

CC	Cost Center Name	FY 2000 Actual	FY 2001 Appropriations Approved	FY 2001 Appropriations Adjusted	FY 2002 Recommended	Amount Chg From FY 2001 Approved	% Chg From FY 2001 Approved
5655	County Recorder	25,827,998	25,864,420	25,864,420	30,853,476	4,989,056	19
	1 General Fund	23,724,734	23,724,153	23,724,153	28,819,876	5,095,723	21
	24 Vital Records Improvement Fund	83,197	75,000	75,000	80,000	5,000	7
	26 Recorders Modernization Fund	1,571,395	1,615,267	1,615,267	1,508,600	(106,667)	-7
	27 Recorders Document Storage Fund	448,672	450,000	450,000	445,000	(5,000)	-1
5656	County Clerk	1,299,240	1,167,500	1,167,500	1,254,500	87,000	7
	1 General Fund	1,266,558	1,137,500	1,137,500	1,219,500	82,000	7
	27 Recorders Document Storage Fund	32,682	30,000	30,000	35,000	5,000	17
	Total Revenues	27,127,238	27,031,920	27,031,920	32,107,976	5,076,056	19%

County Recorder — Cost Center 5655
Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2001 Approved Budget	72.2	4,231,072	23,724,153
Board Approved Adjustments During FY 2001	0.5		
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	-0.5	240,136	
Internal Service Funds Adjustment		22,304	164,547

County Recorder — Cost Center 5655
Major Changes to the Budget (Continued)

	Positions	Appropriations	Revenues
Other Required Adjustments		(52,763)	4,931,176
Subtotal	72.0	4,440,749	28,819,876
Recommended Changes for FY 2002			
Fund Subtotal	72.0	4,440,749	28,819,876
Vital Records Improvement Fund (Fund Number 0024)			
FY 2001 Approved Budget		65,772	75,000
Board Approved Adjustments During FY 2001		18,000	
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments			
Internal Service Funds Adjustment			
Other Required Adjustments		(13,000)	5,000
Subtotal		70,772	80,000
Recommended Changes for FY 2002			
1. Add resources for Banknote Paper		25,000	
Augment budget for banknote paper to meet the increased demand of certified copies of vital records.			
2. One-Time Expense for Fax Machines		4,000	
Purchase one fax machine for the Vital Records Division and replace one fax machine at one of the satellite offices.			
Subtotal	0.0	29,000	0
Fund Subtotal	0.0	99,772	80,000
Recorders Modernization Fund (Fund Number 0026)			
FY 2001 Approved Budget		2,070,853	1,615,267
Board Approved Adjustments During FY 2001		(18,000)	
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments			
Internal Service Funds Adjustment		176,460	
Other Required Adjustments		(235,000)	(106,667)
Subtotal		1,994,313	1,508,600
Recommended Changes for FY 2002			
1. One-Time Expenses for Upgrades and Replace Aging Equipments		251,000	
◆ $29,000 for new and replacement workstations			
◆ $70,000 for PARIS application upgrades			
◆ $12,000 for reader-printer for large maps and tracts			
◆ $140,000 for AS/400 upgrade to Model 820			
2. One-Time Expenses for Supplies		20,000	
◆ Establish a $10,000 one-time budget for office brochure with a $5,000 on-going budget in subsequent years.			
◆ 10,000 to fund roller shelving for historical books.			
Subtotal	0.0	271,000	0
Fund Subtotal	0.0	2,265,313	1,508,600
Recorders Document Storage Fund (Fund Number 0027)			
FY 2001 Approved Budget		818,987	450,000
Board Approved Adjustments During FY 2001			
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments			
Internal Service Funds Adjustment		(6,818)	

County Recorder — Cost Center 5655
Major Changes to the Budget (Continued)

	Positions	Appropriations	Revenues
Other Required Adjustments		(138,000)	(5,000)
Subtotal		674,169	445,000
Recommended Changes for FY 2002			
1. Official Recording Scanning Upgrades		56,400	
Augment funding to upgrade the support equipment and software for scanning. Specific costs include: ◆ One-time $7,000 for two workstations ◆ One-time $28,000 for software licensing ◆ One-time $20,000 for software programming services ◆ On-going $1,400 for software maintenance			
Subtotal	0.0	56,400	0
Fund Subtotal	0.0	730,569	445,000
Total Recommendation	72.0	7,536,403	30,853,476

County Clerk — Cost Center 5656
Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2001 Approved Budget	9.0	659,677	1,137,500
Board Approved Adjustments During FY 2001			
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments		51,620	
Internal Service Funds Adjustment		(2,940)	
Other Required Adjustments			22,000
Subtotal	9.0	708,357	1,159,500
Recommended Changes for FY 2002			
1. Augment Staffing in Marriage Division	1.0	60,000	60,000
Add 1.0 FTE Legal Clerk, alternately staffed as Legal Clerk Trainee, or Recordable Documents Examiner II/I, or Recorded Documents Clerk II/I in Marriage Division. The cost of this position will be offset by additional revenue for Marriage Licenses, which is projected to increase by $60,000.			
2. Fictitious Business Names on Web		20,000	
One-time funding to add a Fictitious Business Name (FBN) application to the web server. This will allow the customers to search the businesses that are in operation and business names that are in use from the internet. Customers will be able to avoid long lines and waiting for terminals in the Clerk/Recorder's Office.			
3. Consultant Services for Clerk Procedures		20,000	
One-Time funding for consultant services for professional written departmental policies, procedures, and job instructions for the Business ($10,000) and Marriage ($10,000) functions in the Clerk's Office.			
Subtotal	1.0	100,000	60,000
Fund Subtotal	10.0	808,357	1,219,500
Recorders Document Storage Fund (Fund Number 0027)			
FY 2001 Approved Budget			30,000
Board Approved Adjustments During FY 2001			
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments			
Internal Service Funds Adjustment			

County Clerk — Cost Center 5656
Major Changes to the Budget (Continued)

	Positions	Appropriations	Revenues
Other Required Adjustments			5,000
Subtotal			35,000
Recommended Changes for FY 2002			
Fund Subtotal	0.0	0	35,000
Total Recommendation	10.0	808,357	1,254,500

Department of Revenue

Mission

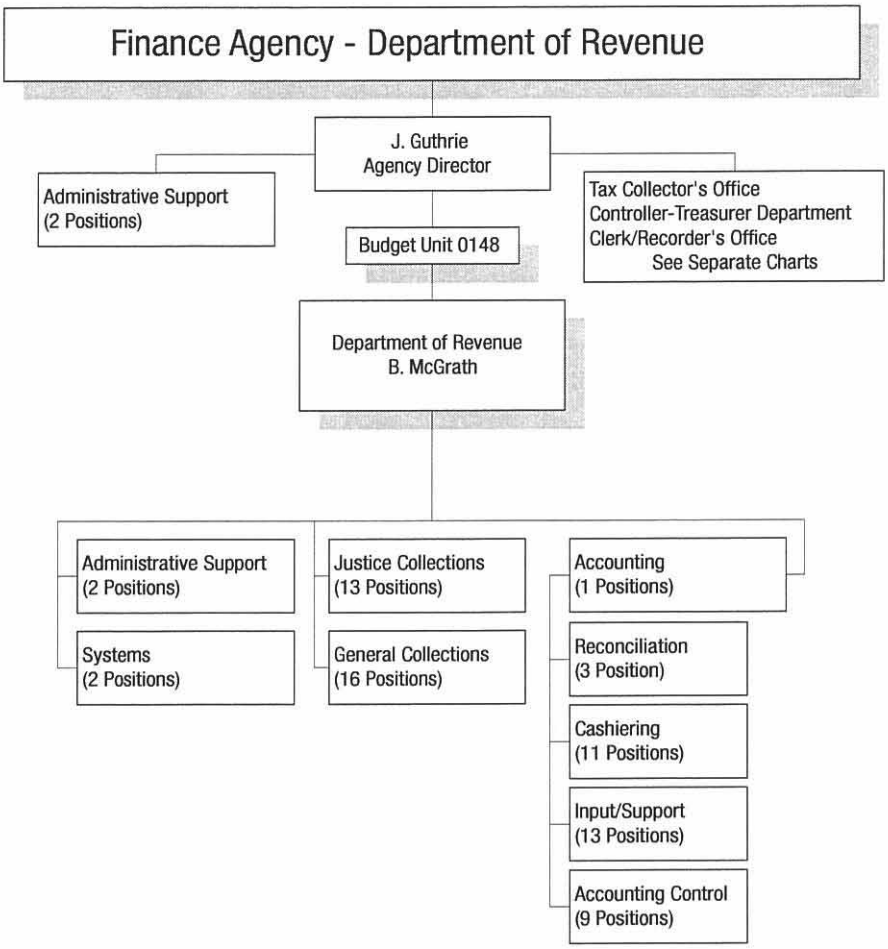
Maximize collection of accounts receivable at the least possible cost while providing the highest quality of service.

Goals

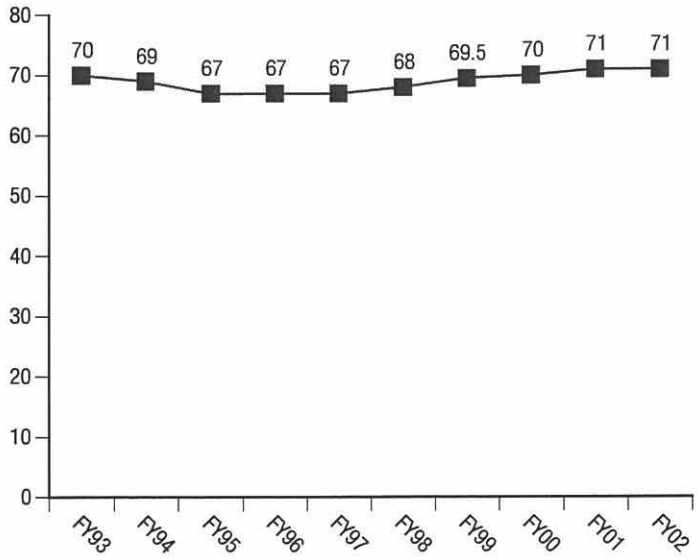
- Maximize revenue collection
- Provide timely, quality customer service
- Distribute revenue timely and consistently to provide a funding source for other services
- Process documents timely to establish account data and bill clients
- Send clients monthly billing statements that are informative and accurate to facilitate prompt payment
- Deposit revenues in a timely manner to maximize interest earnings

Cost: $4,864,483

Staff: 71



10-Year Staffing Trend



Department of Revenue

Overview

The Department of Revenue (DOR) performs centralized billing and collection for current and delinquent account receivables. Major departments served are the Santa Clara Valley Health and Hospital System, the Santa Clara County Consolidated Court, Adult and Juvenile Probation, the Office of the Sheriff', the General Services Agency, the County Library, the Office of Public Defender, and the Employee Services Agency. The department is organized into three divisions:

Administration and Systems Divisions: Responsible for personnel, payroll, budget, accounts payable, and legislative analysis. Maintains the department's data systems and processes payments.

Accounting Division: Creates new accounts; issues monthly statements and delinquent notices; processes adjustments, payments, and refunds; prepares documents for small claims court; reconciles all monies collected; distributes revenues; and prepares cost allocation plans.

Collections Division: Explains new billing charges; interviews clients to determine ability to pay; sets up payment plans; consolidates bills for individual clients; verifies eligibility for Federal and State aid programs; traces delinquent debtors; files small claims actions and coordinates lawsuits with County Counsel; attaches wages and bank accounts; records reimbursement agreements; and returns delinquent Court accounts to the Court for issuance of bench warrants.

Fiscal Year 2001 Accomplishments

- Collected over $40 million for the first time in department history. Adult Probation collections increased by $1.5 million to a total of $15.7 million per year. Valley Medical Center collections increased by $1.7 million to a total of $12.4 million.
- Exceeded the department's primary performance measure by collecting $9.40 in revenue for every $1.00 in staff expense.
- Researched unclaimed victim restitution and transferred $218,000 to the District Attorney to fund services for victims of crime.
- Completed two automation projects. The first involved the automation of Municipal Court account transfers. The successful completion of this project will eliminate the manual input of over 30,000 accounts transferred from the courts each year. The second involved the automated transfer of retiree health premiums. This project eliminated the manual input of over 1,000 accounts transferred from the Human Resources department for billing and collection.
- In conjunction with the Social Services Agency, developed a process for the review of bad debt hospital accounts to determine Medi-Cal eligibility. This program is currently identifying over $2 million in bad debt that is eligible for reimbursement from the State of California.

Fiscal Year 2002 Planned Accomplishments

- Complete installation of an Automated Voice Response System. This device will permit clients to access their accounts directly from the department's computer to determine account balances, payment history, make credit card payments and obtain office hours and directions.
- Issue a Request for Proposal and select a new outside collection agency. The Department of Revenue uses an outside collection agency to collect accounts that cannot be collected by in-house collection staff. The current collection agency collects over $1 million annually for various County programs.
- Review trust fund credit balances, reapply payments and bring reports current.
- Develop a new court forms module in the CUBS computer system. This module will automate the completion of Small Claims Court filings by accessing client accounts and updating the court forms with client demographics.

Department of Revenue
County Executive's Recommendation

Advancement of Board Priorities

The County Executive's recommendation for the Department of Revenue support the Board of Supervisors priority regarding maintaining County's fiscal integrity and accountability. This recommendation focuses on technology investment that will allow the County to function more efficiently and effectively.

Augment Resources for Collection Services

Recommendation

Provide one-time funding of $20,000 to purchase a new cartridge tape drive with an ongoing annual maintenance cost of $1,500.

Background

The Department of Revenue sends over $60 million a year to the State of California Franchise Tax Board (FTB) for collection of bad debt through the Tax Intercept Program and the Court Ordered Debt Program. The Department has been notified by the FTB that they will no longer accept input data via the current 0.5 inch tape. The Department needs to have an alternate data media in place by July 2001 in order to continue collection of these accounts.

Anticipated Outcome

With the purchase of the new cartridge tape drive, the Department will be able to continue forwarding bad debt data to FTB for revenue collection.

Total Ongoing Cost: $1,500
Total One-time Cost: $20,000

Department Of Revenue — Budget Unit 0148
Expenditures by Cost Center

CC	Cost Center Name	FY 2000 Actual	FY 2001 Appropriations Approved	FY 2001 Appropriations Adjusted	FY 2002 Recommended	Amount Chg From FY 2001 Approved	% Chg From FY 2001 Approved
2148	Collection Operations	4,342,150	4,540,256	4,563,056	4,864,483	324,227	7
	Total Expenditures	4,342,150	4,540,256	4,563,056	4,864,483	324,227	7%

Department Of Revenue — Budget Unit 0148
Revenues by Cost Center

CC	Cost Center Name	FY 2000 Actual	FY 2001 Appropriations Approved	FY 2001 Appropriations Adjusted	FY 2002 Recommended	Amount Chg From FY 2001 Approved	% Chg From FY 2001 Approved
2148	Collection Operations	7,349,702	6,397,711	6,397,711	6,946,654	548,943	9
	Total Revenues	7,349,702	6,397,711	6,397,711	6,946,654	548,943	9%

Collection Operations — Cost Center 2148
Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2001 Approved Budget	70.8	4,540,256	6,397,711
Board Approved Adjustments During FY 2001		22,800	
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments		245,401	
Internal Service Funds Adjustment		89,610	
Other Required Adjustments		(55,084)	548,943
Subtotal	71.0	4,842,983	6,946,654
Recommended Changes for FY 2002			
1. Augment Resources for Bad Debt Collection		21,500	
Provide one-time funding of $20,000 to install a cartridge tape drive and an on-going maintenance cost of $1,500 to continue facilitating the transfer of bad debt data to the State of California Franchise Tax Board for collection.			
Subtotal	0.0	21,500	0
Total Recommendation	71.0	4,864,483	6,946,654

Section 2: Public Safety & Justice

Public Safety and Justice Committee

Mission

The mission of Public Safety and Justice services of Santa Clara County is to maintain a community environment where people feel safe, fairly treated by the law, and secure from crime.

Departments

- Office of the District Attorney
- Public Defender
- Office of Pretrial Services
- Office of the Sheriff
- Department of Correction
- Probation Department
- Medical Examiner/Coroner
- Criminal Justice System-Wide Costs

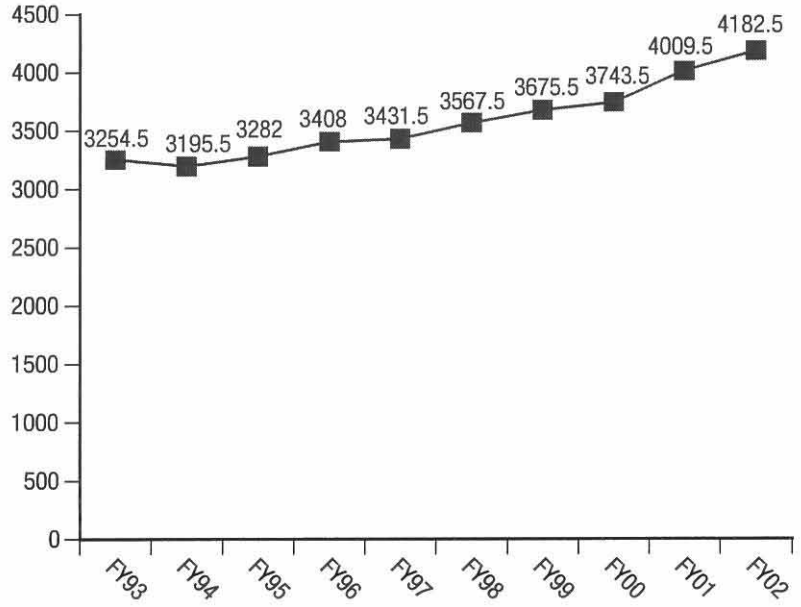
Cost: $461,868,386

Staff: 4,182.5

Public Safety and Justice

- Office of the District Attorney
  Budget Units 0200, 0202, 0203
- Public Defender
  Budget Unit 0204
- Office of Pretrial Services
  Budget Unit 0210
- Office of the Sheriff
  Budget Units 0230, 0231
- Department of Correction
  Budget Units 0235, 0240
- Probation Department
  Budget Unit 0246
- Medical Examiner-Coroner
  Budget Unit 0293
- Criminal Justice System-Wide Costs
  Budget Unit 0217

10-Year Staffing Trend



Expenditures by Department

BU	Department Name	FY 2000 Actual	FY 2001 Appropriations Approved	FY 2001 Appropriations Adjusted	FY 2002 Recommended	Amount Chg From FY 2001 Approved	% Chg From FY 2001 Approved
0200	District Attorney Family Support	32,375,725	33,731,866	36,792,845	46,241,098	12,509,232	37
0202	District Attorney Administration	41,542,376	43,848,791	47,299,959	47,604,355	3,755,564	9
0203	District Attorney Crime Laboratory	4,180,042	4,513,212	4,774,422	5,090,034	576,822	13
0204	Public Defender	23,995,827	25,762,837	25,734,155	26,199,597	436,760	2
0210	Office Of Pretrial Services	2,688,196	3,388,031	3,388,031	3,620,434	232,403	7
0217	Criminal Justice System-Wide Costs	45,025,221	49,702,189	49,702,189	50,267,854	565,665	1
0230	Sheriff Services	55,362,744	62,794,693	64,599,378	70,375,819	7,581,126	12
0231	Court/Custody Operations	11,354,212	11,366,916	11,366,916	11,613,542	246,626	2
0235	DOC Contract	55,465,635	58,696,223	58,696,223	58,941,894	245,671	
0240	Department Of Correction	48,739,199	51,425,382	52,220,562	56,919,391	5,494,009	11
0246	Probation Department	71,149,963	74,426,681	77,484,120	82,472,249	8,045,567	11
0293	Medical Examiner-Coroner	2,288,764	2,486,110	2,519,510	2,522,117	36,007	1
	Total Expenditures	394,167,904	422,142,932	434,578,311	461,868,385	39,725,453	9%

Revenues by Department

BU	Department Name	FY 2000 Actual	FY 2001 Appropriations Approved	FY 2001 Appropriations Adjusted	FY 2002 Recommended	Amount Chg From FY 2001 Approved	% Chg From FY 2001 Approved
0200	District Attorney Family Support	31,876,814	33,731,866	36,528,855	46,241,098	12,509,232	37
0202	District Attorney Administration	8,369,146	10,563,072	14,079,962	9,415,813	(1,147,259)	-11
0203	District Attorney Crime Laboratory	1,984,300	2,006,348	2,216,288	2,613,871	607,523	30
0204	Public Defender	484,188	463,177	463,177	463,177		
0210	Office Of Pretrial Services	109,800	94,000	94,000	98,000	4,000	4
0217	Criminal Justice System-Wide Costs	174,235,798	180,754,200	180,754,200	212,794,200	32,040,000	18
0230	Sheriff Services	27,827,164	30,379,009	31,235,807	31,857,871	1,478,862	5
0231	Court/Custody Operations	2,378	1,300	1,300	1,300		
0235	DOC Contract	523					
0240	Department Of Correction	15,697,895	9,185,969	9,248,069	7,931,408	(1,254,561)	-14
0246	Probation Department	30,331,276	29,633,797	32,246,833	32,505,692	2,871,895	10
0293	Medical Examiner-Coroner	70,085	45,342	45,342	45,342		
	Total Revenues	290,989,367	296,858,080	306,913,833	343,967,772	47,109,692	15%

Office of the District Attorney

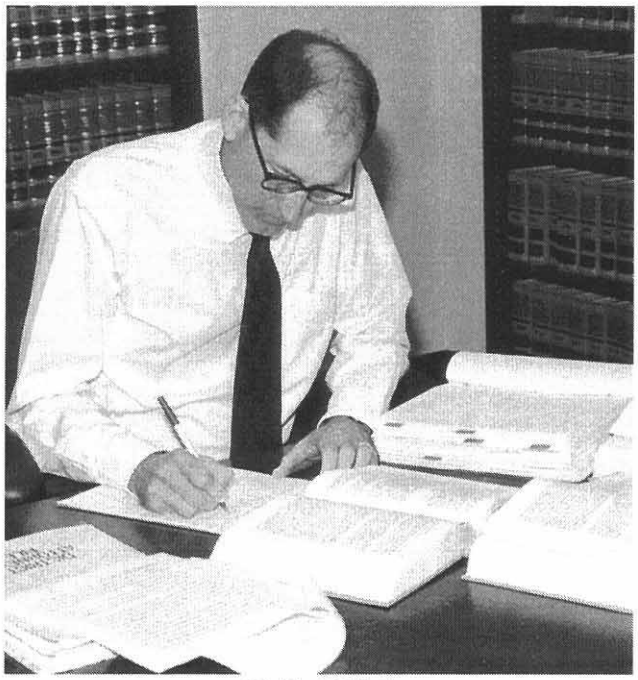
Mission

The mission of the Office of the District Attorney is to provide exemplary legal services, to vigorously seek justice for the citizens of this state and county, and to treat all people in a professional, honest, courteous and respectful manner.

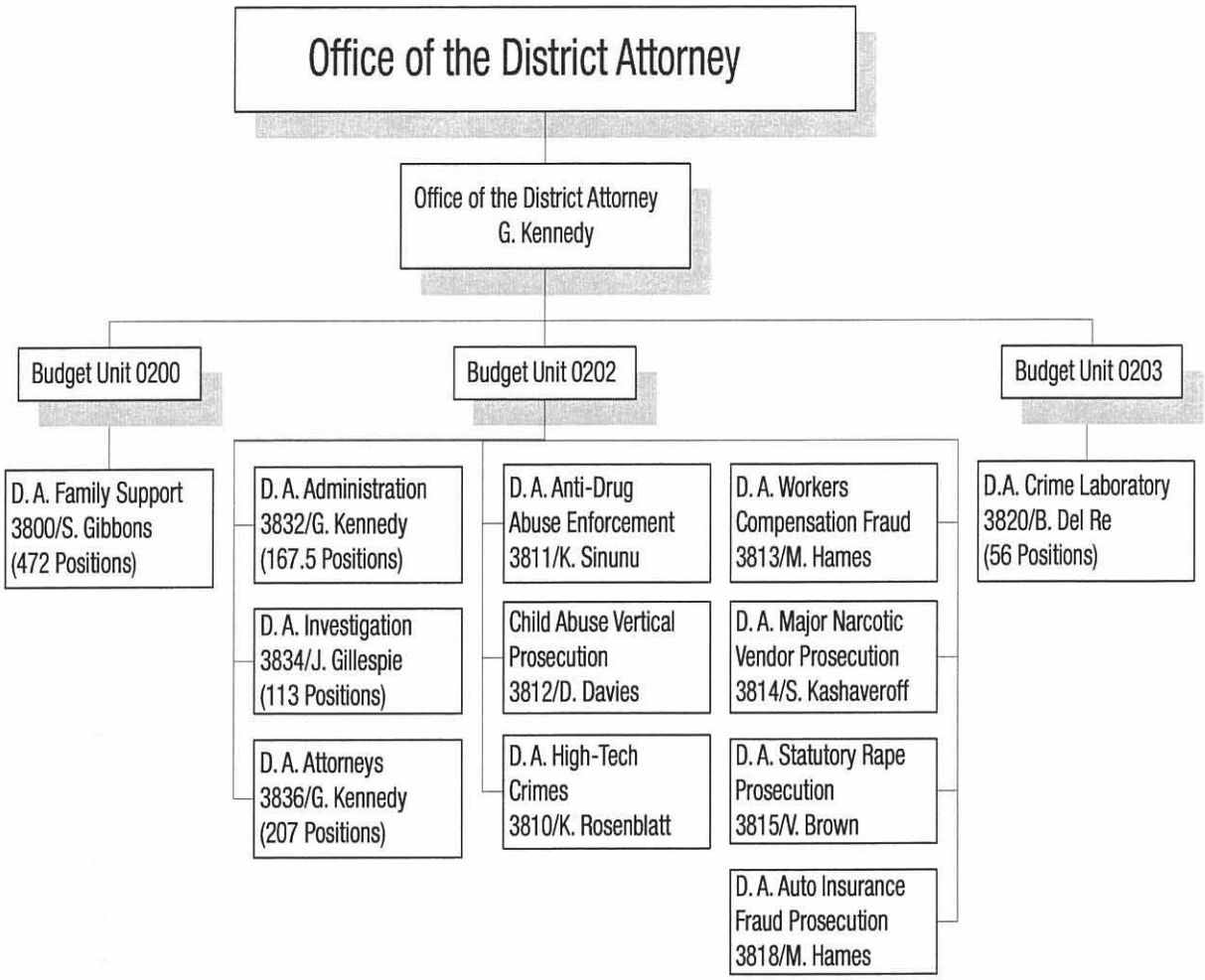
Goals

- Collaborate with other law and justice agencies to deter crime, emphasizing the prevention of serious and violent crimes.
- Safeguard the public safety while strictly complying with all laws and District Attorney's mandated obligations.
- Cooperate with the courts, law enforcement agencies, defense attorneys, the Department of Correction, and health and human services agencies to make lawfully appropriate and cost-effective use of alternative sentencing and rehabilitative options.
- Promote timely resolution of all cases by prompt, professional, and thorough investigation, case processing, and prosecution.
- Promote administrative efficiency and fiscal responsibility in all District Attorney operations.
- Maintain open and timely communication with crime victims during all phases of the criminal justice process.

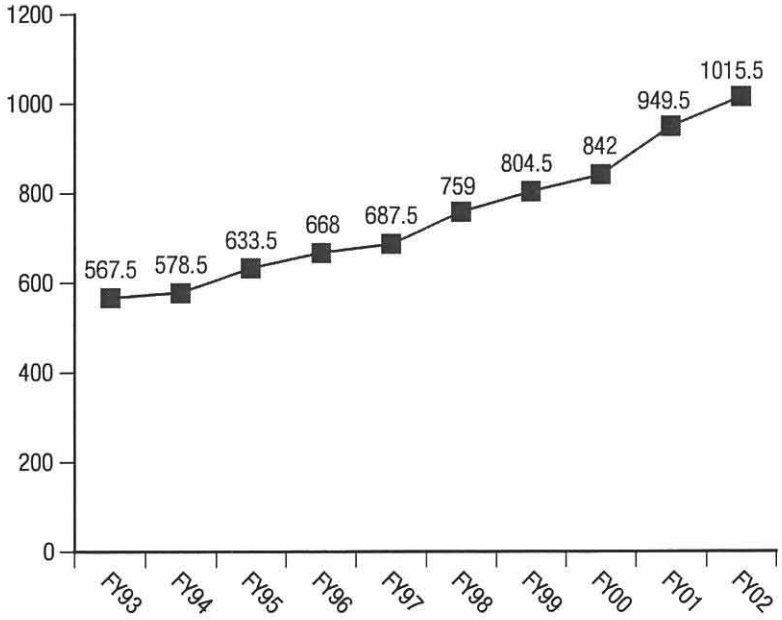
Cost: $98,935,488



Staff: 1015.5



10-Year Staffing Trend



Office of the District Attorney

Overview

The District Attorney contributes to public safety through the prosecution of criminal offenders, and through collaborative efforts towards crime prevention. The Office of the District Attorney is comprised of three major divisions which provide a wide range of services to the public. The total budget is $98.9 million. Fifty-nine percent of this cost is offset by various revenue sources, with the Public Safety Sales Tax supporting much of the balance. Sources of funding vary among the divisions, as does the amount of offsetting revenue.

Criminal Division

The Criminal Division has a recommended budget of $47.6 million in expenses and 487.5 positions. In FY 2002, $9.4 million are anticipated in revenues generated by department activities. The majority of these revenues come from grants and reimbursements received from the State for specific prosecution programs.

Criminal Division operations cover a wide array of services. Prosecution of violent and high propensity criminals is given priority. Services are also provided to victims of crimes. Generally, attorneys are assigned to one of 37 teams which cover specific program areas. Investigation, paralegal support, and clerical support are distributed between the attorney teams. Prosecution teams exist for both juvenile and adult areas of activity.

In order to support Board of Supervisors strategies desiring a focus on crime prevention and intervention programs, the District Attorney actively participates in programs to that end. Specifically, the Office of the District Attorney supports treatment-oriented programs such as Adult and Juvenile Drug Treatment Court, and in the mental health diversion project. Additionally, the District Attorney participates in collaborative efforts with other stakeholders to address truancy abatement.

Major Team Assignments in the Criminal Division

- Homicide: Attorneys and paralegals are assigned to focus on murder cases as they pose the greatest harm to society.
- General Felony: Attorneys and paralegals are assigned to the prosecution of robbery, assault, and theft, as well as victim witness issues and restitution work.
- Narcotics: Attorneys prosecute major narcotics cases under the auspices of two state grants. Asset seizure occurs when appropriate. Attorneys are assigned to the Drug Treatment Court, which seeks to provide rehabilitative services to non-violent substance abusers.
- Sexual Assault and Domestic Violence: A team of attorneys and paralegals are assigned to these issue areas. A portion of the staff costs are offset through the Statutory Rape Prosecution Grant.
- High Technology Theft: Attorneys and investigators focus on crimes involving theft of trade secrets and other high technology issues. An Office of Criminal Justice Planning grant provides significant support.
- Welfare Fraud: Attorneys and investigators work with the Social Services Agency to prevent, investigate, and prosecute welfare fraud cases.
- Juvenile Dependency: A team of attorneys, investigator assistants, and a social worker handles a caseload of 3,600 dependent children.
- Juvenile Wards: A team of attorneys handles the cases of delinquent wards of the court as well as other juvenile offenders. Programs include the gang unit, Juvenile Drug Treatment Court, and the truancy abatement program.
- Elder Abuse: Fraud and abuse prosecution is undertaken in cooperation with the Public Guardian, the Social Services Agency, and County Counsel, all of whom are members of the County's Financial Abuse Specialist Team.
- Child Abuse and Abduction: Services in this area have been broadened to include the enforcement of visitation orders.

- Community Prosecution: Focuses on collaboration with community members in identifying and responding to their public safety priorities.
- Insurance and Real Estate Fraud: Attorneys focus on the investigation and prosecution of automobile fraud, workers' compensation fraud, and real estate fraud.
- Career Criminal Unit: Attorney's vertically prosecute career criminals for felony violations under Three Strikes Law, and for crime sprees.
- Adult Gang Unit: Attorney's vertically prosecute gang members for violent crimes and weapons offenses. One Attorney assists the enforcement of court ordered injunctions imposed on specific gangs.

Grant Programs

The management of grant activities is an important component of the operations in the Criminal Division. The division receives grants from the Office of Criminal Justice Planning (OCJP), the State Department of Insurance, the State Department of Justice, and the Federal Bureau of Justice Assistance.

Grant program areas include:

- Anti-Drug Abuse: prosecutes narcotics dealers and focuses on asset forfeiture efforts
- Spousal Abuse Prosecution: deals with domestic violence issues
- Statutory Rape Prosecution: focuses on the prosecution of adults who have taken sexual advantage of juveniles
- Victim-Witness Restitution: facilitates the distribution of state restitution funds to victims of crime
- Automobile Insurance/Workers' Compensation Fraud: investigates these forms of financial fraud
- Citizen's Options for Public Safety (COPS) Program: allocates funds for frontline prosecution and community intervention efforts
- High Technology Theft: apprehension and prosecution which targets high technology crimes in Bay Area counties
- Child Abuser Prosecution: focuses on prosecuting and resolving child abuse cases within six months
- Sexual Assault Felony Enforcement (SAFE): protects the community from repeat sexually violent predators

Family Support Division

The Family Support Division (FSD) of the Office of the District Attorney has a recommended budget of $46.2 million in expenses with 472 positions. Federal Title IV-D revenues offset 66% of the costs of family support operations, with remaining costs offset by receipt of incentive funding from the State.

Operations in this division generate in excess of $105 million in annual child support payments. Custodial parents receive 61% of these collections, with 39% going to reimburse the State for welfare payments. The core activities of the Family Support Division are: locate noncustodial parents, establish paternity, establish support orders, enforce support orders, and provide outreach and education to the community.

Changes in state law enacted in FY 2000 mandate the creation of an independent Department of Child Support Services, distinct from the control of the Office of the District Attorney. Therefore, what is currently the Family Support Division of the DA will become that new department effective July 2002. During FY 2001, the Board of Supervisors approved plans to effect this transition, and the resultant activities will be ongoing during FY 2002.

Crime Laboratory

The Crime Lab has a recommended budget of $5.1 million and 56 positions. About 51% of the program costs are offset by revenues. Reimbursement payments from local law enforcement agencies (those not funded by the county General Fund) are primary revenue sources. Fines also make up a significant revenue stream. The Crime Lab is responsible for the analysis of all physical evidence collected by law enforcement agencies throughout the County. From this evidence, the laboratory provides investigative, informational, and expert testimony in court.

The Crime Lab experiences a high volume of activity. The most recent full-year workload statistics are from calendar year 2000, and are shown below:

- 2,225 Criminalistics requests (30% increase)
- 5,765 Narcotics testing requests (2% increase)
- 24,500 Toxicology analysis requests (5% increase)
- 1,885 Photography requests, 56,000 Photographs taken (23% increase)
- 200 (anticipated) DNA Cold Case analyses (this program to begin in FY 2002)

Fiscal Year 2001 Accomplishments

- Achieved efficiencies in case prosecution by implementing vertical prosecution of felonies in the Palo Alto, Sunnyvale, and San Martin branch courts.
- Implemented a new program for child visitation enforcement, funded with SB90 reimbursements.
- Improved services to senior citizen victims of fraud through increased investigation and prosecution in collaboration with the Financial Abuse Specialist Team.
- Provided adequate internal services to support the full service branch courts created by court consolidation.
- Reduced caseload to worker ratio in the Family Support Division through addition of a new operations team.
- Improved services to family support customers, including a 10% increase in collections over the FY 2000 level, while transitioning to the new county department.
- Expanded the number of agencies participating in REACT, the County's Hi-Tech Task Force.
- Implemented, in conjunction with the courts, a pre-day-of-court alternative dispute resolution process for small claims court activity at the Los Gatos facility.
- Improved operational efficiencies by expanding the use of the document imaging and retrieval system.
- Improved computer forensic evidence examination capabilities.
- Relocated the Toxicology Unit of the Crime Lab to laboratory space in the Medical Examiner/Coroner's Office.

Fiscal Year 2002 Planned Accomplishments

- Implement the Substance Abuse & Crime Prevention Act of 2000 (Proposition 36) in collaboration with related departments in the criminal justice and public health systems.
- Expedite the criminal discovery process by improving the thoroughness of clerical and paraprofessional support.
- Improve support to the victims of domestic violence and their families. This will be accomplished by quicker processing of protective orders and case resolution advisements.
- Review un-served warrants in an orderly and timely manner to effect case resolution.
- Leverage the productivity gains derived from information technology system improvements through user training.
- Effect the transition of what is currently DA-Family Support Division into the independent Department of Child Support Services.
- Implement two information systems changes in the Family Support Division. First, convert from the county specific version of case management software to the state mandated version. Second, change servers from the local server to the state government server in Sacramento.
- Improve customer service within the Family Support Division in compliance with recent state mandates.
- Analyze no-suspect sexual assault cases using DNA technology.
- Obtain re-accreditation of the Crime Laboratory by the American Society of Crime Laboratory Directors.

Office of the District Attorney
County Executive's Recommendation

Advancement of Board Priorities

The County Executive's recommendations for the Office of the District Attorney are intended to address priorities set forth by the Board of Supervisors in the FY 2002 Budget Strategy Statement. The specific priorities addressed in this area are as follows:

- Increase Public Safety Services.
- Implement, consolidate, and evaluate effectiveness of programs enhanced over the past 3 years.
- Expand the capacity of the Santa Clara County Crime Laboratory.
- Develop strategies to address employee retention issues.

Family Support Division - Budget Unit 200

The District Attorney - Family Support Division (FSD) will become an independent agency of the state at the close of FY 2002. Upon separation from the Office of the District Attorney, the name of the organization will become the Department of Child Support Services. Many of the budget recommendations presented here are in preparation for this transition. In addition to organizational changes, there is also a need to relocate facilities, change case management software, and migrate to the state's computer server in Sacramento. FSD expenses are 100% offset by state and federal grant revenue. FSD's ongoing and recommended expenditures and revenues have no impact on the county's general fund.

Relocate Facility & Migrate Computer Server

Recommendation: Authorize one-time funds for the relocation of the Zanker Road facility and to migrate the computer server to Sacramento.

Background: The Family Support Division currently uses a locally customized case management software program called CASES. This system is currently hosted on Santa Clara County's Information Systems Department (ISD) server. In accordance with requirements for Federal funding, FSD must adopt the 'generic' version of CASES used statewide, and migrate the system to the state server in Sacramento. This recommendation includes the costs associated with this change in software and server hosting. There are also intracounty charges of $95,996 for the ISD support of CASES migration to the state server which are also offset by state and federal grant revenue. Additionally, costs associated with the expiration of FSD's current lease, and the resultant relocation, are included in this recommendation. A physical relocation will take place in FY 2003, however, many of the costs of acquiring new space will be borne in FY 2002. Costs for lease signing, building improvements, furniture, consulting services, and security are part of this recommendation.

Anticipated Outcome: FSD will be ready to relocate at lease expiration, and state mandates with regard to server hosting will be achieved.

Total One-Time Cost $3,499,946
Fully Offset by Federal and State Revenues

Management Restructuring

Recommendation: Authorize the creation of the following positions in accordance with state mandate: one Director, one Deputy Director, one Administrative Services Manager, and two Criminal Investigators.

Background: Resulting from the state law mandating the creation of the Department of Child Support Services, and previous action of the Board of Supervisors, this recommendation creates legally required executive management positions. The positions of Director and Deputy Director are created, as well as other management positions that will be required when the separation from the Office of the District Attorney occurs.

Anticipated Outcome: Upon separation from the Office of the District Attorney, FSD will have the appropriate leadership to accomplish its mission, and meet state and federal mandates.

Total Cost $547,615
Fully Offset by Federal and State Revenues

Accounting Staff Augmentation

Recommendation: Authorize the creation of the following positions: two Accountant IIIs, nine Accountant Assistants, and one Account Clerk.

Background: Currently Family Support Officers establish accounts for new clients. This process is problematic as this action is an accounting function and requires accounting expertise. The current process slows down the time to establish new accounts, and accounting errors lead to problems in distributing the child support collections to the appropriate recipients. A backlog of undistributed collections has developed. State mandate requires that this backlog be eliminated. In order to accomplish this, the creation of an accounting team to oversee account creation is recommended.

Anticipated Outcome: Improved set up of new accounts resulting in increased level of child support payments to custodial parents.

Total Cost $652,256
Fully Offset by Federal and State Revenues

New Family Support Officer Unit

Recommendation: Authorize the creation of one Child Support Attorney and fourteen Family Support Officers positions.

Background: This recommendation relates to the problem addressed above in the narrative related to adding accounting staff. While the additional accounting staff will correct the source of the backlog problem, this new unit will attack the backlog itself by determining the proper recipients of the funds. Once the backlog is eliminated, this unit will work to address all issues of undistributed collections on a timely basis.

Anticipated Outcome: Successful implementation of centralized training standards throughout the division.

Anticipated Outcome: This new unit will work to reduce the undistributed collections backlog, and prevent future backlogs.

Total Cost $1,039,281
Fully Offset by Federal and State Revenues

Clerical Staff Augmentation

Recommendation: Authorize the creation of one Secretary I, one Office Clerk, and one Legal Secretary II.

Background: With several significant changes upcoming over FY 2002 (i.e. organizational transition out of DA, relocation of the facility, and the change in case management software), this clerical support will allow managers to focus less on administrative tasks and more on operational issues. This recommendation adds three clerical staff to the Family Support Division in order to allow faster turnaround on producing operational procedures, special projects, and routine clerical work.

Anticipated Outcome: Assistance in successful management implementation of priorities.

Total Cost $155,244
Fully Offset by Federal and State Revenues

Analyst Staff Augmentation

Recommendation: Authorize the creation of three Management Analysts, two Advanced Clerk Typists, and one Clerk Typist.

Background: The management of the training process within the Family Support Division needs improvement. There is currently no central training staff to produce consistent policies across units. This has lead to a lack of uniform training standards and policies across the division. The different functions within FSD inter-relate, and it is of critical importance that all units operate in unison. This need will only increase over the coming fiscal year due to the organizational changes discussed above. This recommendation creates a centralized training staff to spearhead this initiative.

Total Cost $365,190
Fully Offset by Federal and State Revenues

Legal Clerk Staffing Augmentation

Recommendation: Authorize the creation of two Legal Clerk positions, one Supervising Clerk, and one Supervising Legal Clerk.

Background: The Family Support Division locates legal clerks at three Social Services Agency sites. These personnel do not receive adequate support, supervision, and direction. This recommendation will create two supervising clerk positions to focus on theses functional areas. Additionally, court action requires a new contempt calendar for probation review in order to track non-custodial parents who are in violation of their probation orders. The two Legal Clerks will be assigned to this court mandated responsibility.

Anticipated Outcome: Increase productivity from off-site personnel. Compliance with contempt calendar review requirements.

Total Cost $240,476
Fully Offset by Federal and State Revenues

Criminal Division - Budget Unit 202

Additional Memory Unit for Document Imaging System

Recommendation: Authorize one-time funds for the purchase of an additional memory unit for the DA's Document Imaging System.

Background: The Office of the District Attorney began using an electronic document storage system in 1999. This system has been highly successful. The productivity of attorneys and support staff has been enhanced by allowing document retrieval at individual workstations. The system has also been cost effective by offsetting savings in rented off-site document storage. The memory capacity of the imaging system will reach capacity within six months, therefore an additional memory unit is needed.

Anticipated Outcome: Continued improved efficiency of records retention and retrieval. Elimination of the need for any additional outside record storage costs.

Total One-Time Cost $20,000

Forensic Accounting Services

Recommendation: Authorize one-time funding for forensic accounting services.

Background: Certain criminal fraud investigations involve highly complex financial transactions and require specialized accounting services to properly investigate. The Office of the District Attorney does not have in-house expertise to conduct these investigations. There are currently cases of this nature under investigation by an outside firm specializing in Forensic Accounting. During FY 2001 the Board of Supervisors approved $205,000 for such investigations. An allocation of $200,000 is recommended for FY 2002. This was requested to be an ongoing appropriation, however, it is only being recommended as a one-time appropriation due to the cyclical nature of the need. If such services are needed on a routine basis beyond FY2002, the addition of an in-house forensic accountant is recommended.

Anticipated Outcome: Successful prosecution of financial fraud cases.

Total One-Time Cost $200,000

Accounting Staff Augmentation

Recommendation: Authorize the creation of an alternately staffed Accountant II position in the Office of the District Attorney.

Background: Currently one accountant is responsible for monitoring twenty-five grants, and the revenue collected from other county departments. The scope and complexity of this process exceeds the capability of one accountant. Similarly complex processes in other departments have additional staff to ensure that grant revenues are maximized. In order to ensure that the Office of the District Attorney is in full compliance with all reporting and monitoring requirements, as well as to enhance claims to the highest level possible, the addition of one alternately staffed Accountant II is recommended.

Anticipated Outcome: This position will ensure all compliance reporting for grants is completed, and will pursue revenue enhancements.

Total Cost $57,668
One-Time Cost $3,000

Ergonomic Furniture

Recommendation: Authorize one-time funds to address ergonomic needs within the Office of the District Attorney.

Background: There are approximately 500 employees in the Office of the District Attorney who require changes to their workspace to meet current ergonomic standards. These augmentations range from reasonably minor adjustments to equipment, to larger and more expensive items such as orthopedic chairs and workstation redesign. A request of $50,000 in ongoing appropriations was made, however, one-time funding is being recommended at this time. The health and safety needs of our employees are critical, and it is believed that this significant one-time outlay will be able to address current problems. Future ergonomic problems can be addressed within the object two budget.

Anticipated Outcome: Compliance with all ergonomic standards. Increased employee efficiency and job satisfaction levels.

Total One-Time Cost $50,000

Crime Laboratory- Budget Unit 203

Latent Fingerprinting Process Improvement

Recommendation: Authorize the purchase of a Latent Fingerprint Processing Chamber, and authorize the creation of one Criminalist I/II/III position to operate it.

Background: Requests to process latent fingerprints by the Crime Laboratory have increased 85% over the past five years. As a result, the time from request to completed analysis has gone from weeks to months. This equipment is needed to better service the needs of the public safety agencies relying on this analysis. The ongoing costs of this enhancement will be partially offset by revenue from user agencies.

Anticipated Outcome: This equipment and position will dramatically enhance the speed in processing latent fingerprint requests. Specific targets are to increase turn-around time from the current 50% completed within 30 days to 90% completed within 30 days.

Total Cost $89,124
One-Time Cost $25,000, Ongoing Revenue $61,612

Increase Supervision in the Comparative Evidence Unit

Recommendation: Authorize the creation of one Supervising Criminalist position.

Background: The Crime Laboratory has grown significantly over the past five years in both staffing levels and case load. Accreditation demands have added new programs and procedures that require additional training and supervision. There is no Supervising Criminalist assigned to the Comparative Evidence Unit. The day-to-day supervisorial responsibilities are spread to other units. This recommendation will authorize a Supervising Criminalist for this unit to ensure adequate leadership, policy development, and implementation. The cost of this position will be approximately 80% offset by fees to user agencies.

Anticipated Outcome: Increased training and supervision levels in the Comparative Evidence Unit will allow 75% of cases to be completed in less than 40 days, and 100% to be completed in less than 60 days.

Total Cost $73,556
One-Time Cost $3,000, Ongoing Revenues $67,949

Increase Computer and Supply Budget

Recommendation: Authorize the increase in the Crime Laboratory's office expense authorization by $5,500, create a $7,500 annual authorization for computer software upgrades, and create a $5,000 annual authorization for computer hardware upgrades.

Background: There has been no increase in the administrative support accounts for the Crime Lab over the past five years. There is no money allocated for computer hardware and computer software upgrades. Additionally, ten new positions have been added to the division over the past five years with no corresponding increase in administrative expense authorization. In

order to meet the growing demand for technical services from the Crime Lab additional resources are required.

Anticipated Outcome: The Crime Laboratory will have the required level of administrative resources to meet demand from client agencies.

Total Cost $18,000

Phase Contrast Microscope

Recommendation: Authorize the purchase of a new Phase Contrast Microscope.

Background: A Phase Contrast Microscope is used primarily to examine sexual assault evidence. The Crime Laboratory currently has a very old microscope that is experiencing mechanical problems beyond the ability to repair. It is recommended that the purchase of a new microscope be authorized to ensure that the approximately 200 cases per year are properly examined. Partial revenue offset will be derived from fees to user agencies.

Anticipated Outcome: Sexual assault evidence will be examined properly in support of public safety objectives. Resulting from this replacement, 75% of investigations into sexual assault will be completed within 30 days.

Total One-Time Cost $17,000
Ongoing Revenue $8,333

Video Surveillance Enhancing Workstation

Recommendation: Authorize the purchase of a Video Surveillance Enhancing Workstation.

Background: Crimes at banks, stores, and ATMs are often caught on surveillance cameras. In order for this film to be usable in the investigation process, the quality of the film must be enhanced. Currently this process is very slow, as the Crime Laboratory does not have the latest computer equipment to enhance video surveillance film. It is recommended that the Crime laboratory be authorized to purchase one Cognitech Video Workstation to speed up the processing of these criminalistics requests. Partial revenue offset will be derived from fees to user agencies.

Anticipated Outcome: Improved evidentiary results from video surveillance will be provided in support of public safety objectives.

Total One-Time Cost $17,500
Ongoing Revenue $8,333

Digital Camera for Bullet Comparison Microscope

Recommendation: Authorize the purchase of a Digital Camera for the Bullet Comparison Microscope.

Background: Digital cameras are used to take photographs of evidence in firearms related cases. However, these digital photographs are not adequate for Courtroom presentation. Currently if such a presentation is required, the evidence is re-photographed on film and developed for presentation quality. This process is redundant and time consuming. A higher quality digital camera would eliminate this redundancy. It is recommended that the Crime Laboratory be authorized to purchase such a digital camera for use with the Bullet Comparison Microscope. Partial revenue offset will be derived from fees to user agencies.

Anticipated Outcome: This equipment will increase the efficiency of the preparation of ballistics reports for court proceedings.

Total One-Time Cost $17,000
Ongoing Revenue $8,334

District Attorney Family Support — Budget Unit 0200
Expenditures by Cost Center

CC	Cost Center Name	FY 2000 Actual	FY 2001 Appropriations Approved	FY 2001 Appropriations Adjusted	FY 2002 Recommended	Amount Chg From FY 2001 Approved	% Chg From FY 2001 Approved
3800	DA Family Support Administration	32,375,725	33,417,156	36,111,942	46,241,098	12,823,942	38
3801	Non Custodial Parents Grant		314,710	680,903		(314,710)	-100
	Total Expenditures	32,375,725	33,731,866	36,792,845	46,241,098	12,509,232	37%

District Attorney Family Support — Budget Unit 0200
Revenues by Cost Center

CC	Cost Center Name	FY 2000 Actual	FY 2001 Appropriations Approved	FY 2001 Appropriations Adjusted	FY 2002 Recommended	Amount Chg From FY 2001 Approved	% Chg From FY 2001 Approved
3800	DA Family Support Administration	31,625,970	33,417,156	36,111,956	46,241,098	12,823,942	38
3801	Non Custodial Parents Grant	250,844	314,710	416,899		(314,710)	-100
	Total Revenues	31,876,814	33,731,866	36,528,855	46,241,098	12,509,232	37%

DA Family Support Administration — Cost Center 3800
Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2001 Approved Budget	396.0	33,417,156	33,417,156
Board Approved Adjustments During FY 2001	13.0	2,694,786	2,694,800
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	20.0	2,434,474	
Internal Service Funds Adjustment		195,277	
Other Required Adjustments		903,315	3,533,052
Subtotal	429.0	39,645,008	39,645,008
Recommended Changes for FY 2002			
Internal Service Fund Adjustments		–	–
Add 2nd Level Support for LAN		26,582	0
CASES Support Tranfer to KEYBOARD		(70,500)	0
ISD Professional Services for Transfer of CASES to State		140,000	0
1. Revenue to Offset ISF Charge for Cases Migration			95,996
2. Accounting Staff Augmentation	12.0	652,256	652,280

Provides accounting support to the District Attorney - Family Support Division. These positions will correct the existing backlog of undistributed collections by creating accounting team to oversee account creation. The activity is state mandated and 100% funded by the state and federal government. The positions added are:

- 9 Accountant Assistants
- 2 Account III
- 1 Account Clerk

DA Family Support Administration — Cost Center 3800
Major Changes to the Budget (Continued)

	Positions	Appropriations	Revenues
3. Clerical Staff Augmentation	3.0	155,244	155,250
Provides clerical support to the District Attorney - Family Support Division. These positions will allow faster turnaround on producing operational procedures, special projects, and routine clerical work. The activity is state mandated and 100% funded by the state and federal government. The positions added are: ◆ 1 Secretary I ◆ 1 Office Clerk ◆ 1 Legal Secretary II			
4. Analyst Staff Augmentation	6.0	365,190	365,202
Provides analyst support to the District Attorney - Family Support Division. These positions will create a central training staff to produce consistent policies across units. The activity is state mandated and 100% funded by the state and federal government. The positions added are: ◆ 3 Management Analysts ◆ 2 Advanced Clerk Typists ◆ 1 Clerk Typist			
5. Legal Clerk Staffing Augmentation	4.0	240,476	240,484
Provides legal clerk support to the District Attorney - Family Support Division. These positions will provide assistance and on-site supervision to clerks not located at main office. The activity is state mandated and 100% funded by the state and federal government. The positions added are: ◆ 1 Supervising Legal Clerk ◆ 2 Legal Clerks ◆ 1 Supervising Clerk			
6. New Family Support Officer Unit	15.0	1,039,281	1,039,311
Provides caseworker support to the District Attorney - Family Support Division. These positions will work to reduce the undistributed collections backlog, and prevent future backlogs. The activity is state mandated and 100% funded by the state and federal government. The positions added are: ◆ 14 Family Support Officers ◆ 1 Child Support Services Attorney			
7. Relocate Facility & Migrate Computer Server		3,499,946	3,499,946
Provides resource support to the District Attorney - Family Support Division. These allocations will fund the relocation of the division resulting from the expiration of the current lease. Also, costs associated with their computer network's migration to the statewide server are reflected here. These activities are one time in nature and are state mandated and 100% funded by the state and federal government.			
8. Management Restructuring	3.0	547,615	547,621
Provides resource support to the District Attorney - Family Support Division. In accordance with plans approved by previous action of the Board of Supervisors, this action creates Director and Deputy Director positions, as well as other management positions required by statute when the Family Support Division separates from the Office of the District Attorney. These positions are state mandated and 100% funded by the state and federal government. The positions added are: ◆ 1 Director ◆ 1 Deputy Director - Dir. & Dep. Dir. have the dollars budgeted but not the positions as they are being created as of this writing ◆ 1 Administrative Services Manager ◆ 2 Criminal Investigators			
Subtotal	43.0	6,596,090	6,596,090
Total Recommendation	472.0	46,241,098	46,241,098

Non Custodial Parents Grant — Cost Center 3801
Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2001 Approved Budget	10.7	314,710	314,710
Board Approved Adjustments During FY 2001	-2.0	366,193	102,189
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	-8.7	(618,264)	
Internal Service Funds Adjustment		1,838,701	
Other Required Adjustments		(1,901,340)	(416,899)
Subtotal			
Recommended Changes for FY 2002			
Total Recommendation			

District Attorney Administration — Budget Unit 0202
Expenditures by Cost Center

CC	Cost Center Name	FY 2000 Actual	FY 2001 Appropriations Approved	FY 2001 Appropriations Adjusted	FY 2002 Recommended	Amount Chg From FY 2001 Approved	% Chg From FY 2001 Approved
3811	DA Anti-Drug Abuse Enforcement Program	799,934	748,806	1,685,308	760,272	11,466	2
3812	Child Abuser Vertical Prosecution Grant	151,285	150,000	150,000	150,000		
3813	Workers Comp Fraud Grant	656,430	750,000	981,376	750,000		
3814	DA Major Narcotic Vendor Prosecution	158,543	158,821	158,821	158,821		
3815	Statutory Rape Prosecution	284,051	275,000	275,000	275,000		
3818	DA Auto Insurance Fraud Prosecution	458,098	484,970	1,096,324	1,034,970	550,000	113
3832	DA Administration	12,229,209	12,379,797	13,578,107	13,661,034	1,281,237	10
3834	DA Investigations	3,966,675	6,984,256	7,292,882	7,402,661	418,405	6
3835	Welfare Fraud Investigation		(1,526,170)	(1,526,170)	(1,227,908)	298,262	-20
3836	DA Attorneys	22,838,151	23,443,311	23,608,311	24,639,505	1,196,194	5
	Total Expenditures	41,542,376	43,848,791	47,299,959	47,604,355	3,755,564	9%

District Attorney Administration — Budget Unit 0202
Revenues by Cost Center

CC	Cost Center Name	FY 2000 Actual	FY 2001 Appropriations Approved	FY 2001 Appropriations Adjusted	FY 2002 Recommended	Amount Chg From FY 2001 Approved	% Chg From FY 2001 Approved
3811	DA Anti-Drug Abuse Enforcement Program	735,964	748,806	1,685,308	635,236	(113,570)	-15
3812	Child Abuser Vertical Prosecution Grant	150,000	150,000	150,000	150,000		0
3813	Workers Comp Fraud Grant	656,376	750,000	981,376	754,518	4,518	1
3814	DA Major Narcotic Vendor Prosecution	158,444	158,821	158,821	158,821		0
3815	Statutory Rape Prosecution	284,050	275,000	275,000	275,000		0
3818	DA Auto Insurance Fraud Prosecution	458,097	484,970	1,096,324	1,000,216	515,246	106
3832	DA Administration	5,530,190	6,443,057	7,927,139	6,169,017	(274,040)	-4
3834	DA Investigations	111,210	1,552,418	1,746,472	213,483	(1,338,935)	-86
3836	DA Attorneys	284,815		59,522	59,522	59,522	0
	Total Revenues	8,369,146	10,563,072	14,079,962	9,415,813	(1,147,259)	-11%

DA Anti-Drug Abuse Enforcement Program — Cost Center 3811
Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2001 Approved Budget		748,806	748,806
Board Approved Adjustments During FY 2001		936,502	936,502
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments			
Internal Service Funds Adjustment			
Other Required Adjustments		(925,036)	(1,050,072)
Subtotal		760,272	635,236
Recommended Changes for FY 2002			
Total Recommendation		760,272	635,236

Child Abuser Vertical Prosecution Grant — Cost Center 3812
Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2001 Approved Budget		150,000	150,000
Board Approved Adjustments During FY 2001			
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments			
Internal Service Funds Adjustment			
Other Required Adjustments			0
Subtotal		150,000	150,000
Recommended Changes for FY 2002			
Total Recommendation		150,000	150,000

Workers Comp Fraud Grant — Cost Center 3813
Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2001 Approved Budget		750,000	750,000
Board Approved Adjustments During FY 2001		231,376	231,376
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments			
Internal Service Funds Adjustment			
Other Required Adjustments		(231,376)	(226,858)
Subtotal		750,000	754,518
Recommended Changes for FY 2002			
Total Recommendation		750,000	754,518

DA Major Narcotic Vendor Prosecution — Cost Center 3814
Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2001 Approved Budget		158,821	158,821
Board Approved Adjustments During FY 2001			
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments			
Internal Service Funds Adjustment			
Other Required Adjustments			0
Subtotal		158,821	158,821
Recommended Changes for FY 2002			
Total Recommendation		158,821	158,821

Statutory Rape Prosecution — Cost Center 3815
Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2001 Approved Budget		275,000	275,000
Board Approved Adjustments During FY 2001			
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments			
Internal Service Funds Adjustment			
Other Required Adjustments			0
Subtotal		275,000	275,000
Recommended Changes for FY 2002			
Total Recommendation		275,000	275,000

DA Auto Insurance Fraud Prosecution — Cost Center 3818
Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2001 Approved Budget		484,970	484,970
Board Approved Adjustments During FY 2001		611,354	611,354
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments			
Internal Service Funds Adjustment			
Other Required Adjustments		(61,354)	(96,108)
Subtotal		1,034,970	1,000,216
Recommended Changes for FY 2002			
Total Recommendation		1,034,970	1,000,216

DA Administration — Cost Center 3832
Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2001 Approved Budget	165.7	12,379,797	6,443,057
Board Approved Adjustments During FY 2001	1.0	1,198,310	1,484,082
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	0.8	664,501	
Internal Service Funds Adjustment		(139,872)	
Other Required Adjustments		(769,369)	(1,758,122)
Subtotal	167.5	13,333,366	6,169,017
Recommended Changes for FY 2002			
1. Ergonomic Furniture		50,000	
To meet health and safety needs of employees. This is one time funding to meet departmental needs in the areas of repetitive motion and work posture.			
2. Additional Memory Unit for Document Imaging System		20,000	
Provides an additional memory unit for the District Attorney's document imaging system. This system was purchased in 1999 to electronically store records and allow them to be retrieved on individual workstations, thereby improving productivity of both legal and paralegal staff. Success in converting records to electronic format has made this additional memory capacity necessary.			
3. Forensic Accounting Services		200,000	
Provides specialized accounting services for cases currently under investigation. This is a one-time authorization. In order to thoroughly investigate crimes involving complex financial transactions, these services have been contracted for in FY 2001. Such investigations require very specialized skills not present in current staff investigators. If needs for such services extend beyond FY 2002, an ongoing appropriation or staffing request will be made for FY 2003.			
4. Accounting Staff Augmentation	1.0	57,668	
Provides support to the Office of the District Attorney. This accounting position will administer the grants brought in by the DA and pursue opportunities for enhanced claims and to obtain other sources of revenue. This position will also assist in meeting all applicable mandates and reporting compliance.			
Subtotal	1.0	327,668	0
Total Recommendation	168.5	13,661,034	6,169,017

DA Investigations — Cost Center 3834
Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2001 Approved Budget	68.8	6,984,256	1,552,418
Board Approved Adjustments During FY 2001	3.0	308,626	194,054
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	2.3	64,193	
Internal Service Funds Adjustment		145,914	
Other Required Adjustments		(100,327)	(1,532,989)
Subtotal	74.0	7,402,661	213,483
Recommended Changes for FY 2002			
Total Recommendation	74.0	7,402,661	213,483

Welfare Fraud Investigation — Cost Center 3835
Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2001 Approved Budget	40.0	(1,526,170)	
Board Approved Adjustments During FY 2001			
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments		225,894	
Internal Service Funds Adjustment		72,368	
Other Required Adjustments			0
Subtotal	40.0	(1,227,908)	
Recommended Changes for FY 2002			
Total Recommendation	40.0	(1,227,908)	

DA Attorneys — Cost Center 3836
Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2001 Approved Budget	202.6	23,443,311	
Board Approved Adjustments During FY 2001	1.0	165,000	59,522
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	1.4	809,313	
Internal Service Funds Adjustment		160,511	
Other Required Adjustments		61,370	0
Subtotal	205.0	24,639,505	59,522
Recommended Changes for FY 2002			
Total Recommendation	205.0	24,639,505	59,522

District Attorney Crime Laboratory — Budget Unit 0203
Expenditures by Cost Center

CC	Cost Center Name	FY 2000 Actual	FY 2001 Appropriations Approved	FY 2001 Appropriations Adjusted	FY 2002 Recommended	Amount Chg From FY 2001 Approved	% Chg From FY 2001 Approved
3820	DA Crime Lab Administration	4,180,042	4,513,212	4,774,422	5,090,034	576,822	13
	Total Expenditures	4,180,042	4,513,212	4,774,422	5,090,034	576,822	13%

District Attorney Crime Laboratory — Budget Unit 0203
Revenues by Cost Center

CC	Cost Center Name	FY 2000 Actual	FY 2001 Appropriations Approved	FY 2001 Appropriations Adjusted	FY 2002 Recommended	Amount Chg From FY 2001 Approved	% Chg From FY 2001 Approved
3820	DA Crime Lab Administration	1,984,300	2,006,348	2,216,288	2,613,871	607,523	30
	Total Revenues	1,984,300	2,006,348	2,216,288	2,613,871	607,523	30%

DA Crime Lab Administration — Cost Center 3820
Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2001 Approved Budget	49.6	4,513,212	2,006,348
Board Approved Adjustments During FY 2001	4.0	261,210	209,940
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments		239,196	
Internal Service Funds Adjustment		740	
Other Required Adjustments		(156,504)	243,022
Subtotal	54.0	4,857,854	2,459,310
Recommended Changes for FY 2002			
1. Latent Fingerprinting Process Improvement	1.0	89,124	61,612
Upgrades processing of Latent Fingerprint requests at the District Attorney - Crime Laboratory. Provides for the purchase of a Fingerprint Development Chamber and adds a Criminalist position to operate it. The added position is offset by revenue generated by fees to user entities, such as cities. Requests for latent fingerprint testing have increased by 85% over the last five years. This new process will cut the time needed to process these requests by two-thirds.			
2. Increase Supervision in the Comparative Evidence Unit	1.0	73,556	67,949
Provides added managerial support to the District Attorney - Crime Laboratory. This position is offset by revenue generated by fees to user agencies, such as cities. This position will assist in supervising the day-to-day operation of the Crime Lab, which has undergone a 44% increase in case submission over the past five years. The position will also develop training procedures for new Criminalists and implement new programs.			
3. Increase Computer & Supply Budget		18,000	
Increases the Office Supply budgets for the District Attorney - Crime Laboratory. This budget increase will provide office supply resources for recent staff increases, and create authorizations for computer hardware and software, which currently have no authorization.			
4. Phase Contrast Microscope		17,000	8,333
Funds the purchase of a new Phase Contrast Microscope for the District Attorney - Crime Laboratory. This equipment is partially offset by revenue derived from fees to user agencies. This equipment will allow better analysis of sexual assault evidence.			
5. Video Surveillance Enhancing Workstation		17,500	8,333
Funds the purchase of a new Cognitech Video Workstation for the District Attorney - Crime Laboratory. This equipment is partially offset by revenue derived from fees to user agencies. This equipment enhances the quality of video surveillance film.			
6. Digital Camera for the Bullet Comparison Microscope		17,000	8,334
Funds the purchase of a new Digital Camera for the Bullet Comparison Microscope for the District Attorney - Crime Laboratory. This equipment is partially offset by revenue derived from fees to user agencies. This equipment provides quality photos for evidentiary determination.			
Subtotal	2.0	232,180	154,561
Total Recommendation	56.0	5,090,034	2,613,871

Office of the Public Defender

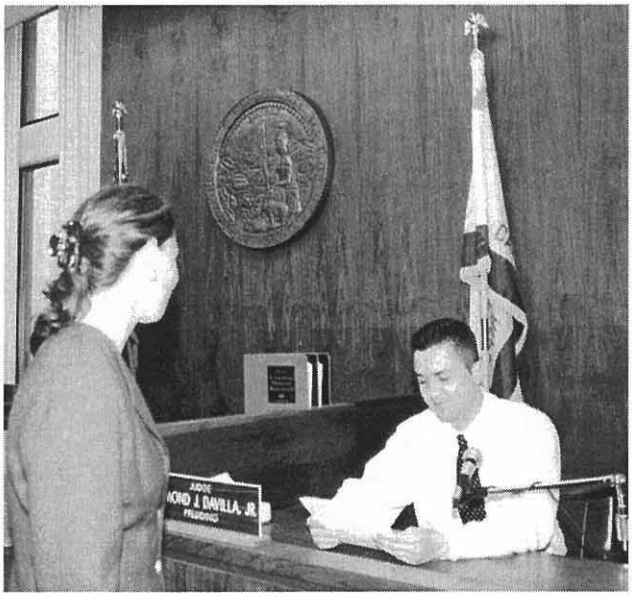
Mission

The mission of the Public Defender office is to provide competent and effective legal defense to indigent clients consistent with the mandates of the state and fstate and federal constitutions and of the courts.

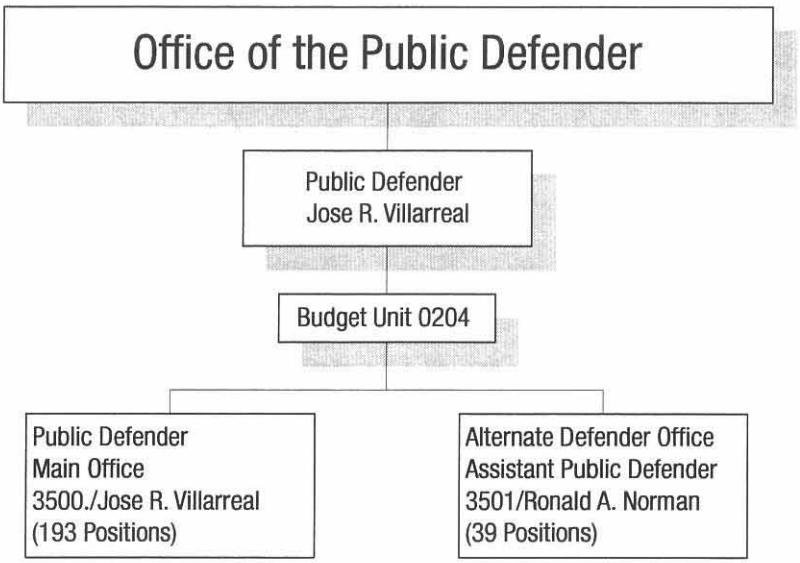
Goals

- Identify and provide initial representation to those who are financially eligible for service.
- Investigate cases within the time period mandated by law to ensure quality service to our clients.
- Train and supervise the attorney staff to best defend the legal interests of our clients.
- Administer resources wisely and promote efficiency in all office operations so that our clients shall receive the service to which they are entitled.
- Collaborate with other law and justice agencies to develop and implement legally appropriate and cost effective alternatives to incarceration.

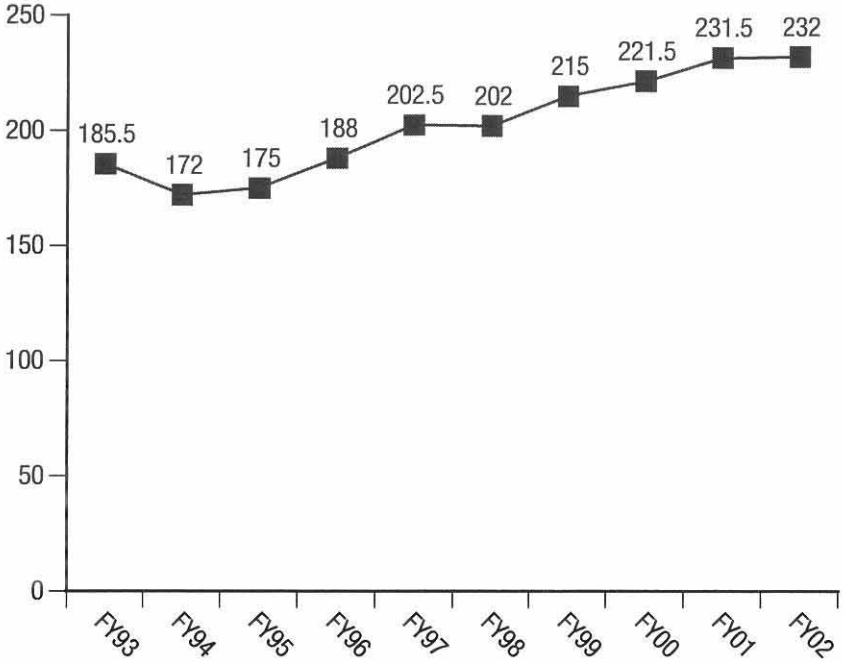
Cost: $26,199,597



Staff: 232.0



10-Year Staffing Trend



Office of the Public Defender

Overview

The Public Defender represents indigent clients in courts throughout the County of Santa Clara. The duties of the Public Defender are set forth in Government Code Section 27706. If the Public Defender is unable to perform these services, the court must appoint private counsel to do so.

Counsel for indigent defendants is a constitutional requirement at both the state and federal level. The Unites States Supreme Court has interpreted the right of the accused to due process as requiring that counsel be competent and effective. The California Supreme Court has further refined the standard by requiring the defense attorney to act as a diligent, conscientious advocate who actively participates in the full and effective preparation of the client's case.

In the mid 1990's the Board of Supervisors approved the creation of the Alternate Defender Office (ADO), which began operating in December 1996. While the main office handles most administrative functions, the ADO operates independently as required by law. This novel approach to handling conflicted cases has been very successful in its first four years of operation, managing a caseload more than eight percent higher than anticipated. The capability of keeping multiple defendant cases within the overall County system has resulted in streamlined case processing.

The Office of the Public Defender represents indigent clients in all criminal proceedings including misdemeanor, felony and capital cases, mental health proceedings and juvenile delinquency matters. The ADO represents indigent felony clients in conflict cases arising in the San Jose courts and is also the primary defender of indigent clients in the Palo Alto courts. In total, the Office of the Public Defender opened more than 26,000 cases in calendar year 2000.

The primary departmental challenge for the Office of the Public Defender in the coming year is to meet the demands on our services arising from the implementation of Proposition 36, while maintaining an emphasis on the successful early settlement strategies that have benefited our clients and the courts in recent years. Three Strikes legislation and other "Get Tough" changes in the law continue to present challenges for the department. However, augmentations to the Public Defender's budget in Fiscal Years 1999, 2000 and 2001 have contributed to a significant reduction in the backlog of unresolved cases which had built up on the Superior Court trial calendar. Other significant challenges for the department include providing competent case-investigation and legal advice to a growing number of immigrant clients whose concerns include the immigration consequences of criminal conviction.

Fiscal Year 2001 Accomplishments

- Received approval of funding for new Case Management Tracking System, and worked with the vendor to design and commence implementation of the new system office-wide.
- Collaborated with Department of Corrections management to resolve several difficult problems related to the tightening of security at the Main Jail and its impact on attorney access to incarcerated clients.
- Developed written policies and procedures to ensure consistency with County policies related to fiscal and financial matters.
- Successfully responded to an RFP from the Social Services Agency to provide expungement services to CalWorks and general assistance clients.
- Developed and began implementation of an attorney job performance evaluation process.

Fiscal Year 2002 Planned Accomplishments

- Complete development and implementation of the on-line Case Management Tracking System to improve office efficiency and the accuracy of caseload statistics.
- Fully participate with other criminal justice agencies in the implementation of Proposition 36.

- Increase the number of vertical representation cases in order to enhance rapport with clients, avoid duplication of effort and increase accountability.
- In cooperation with the Department of Corrections implement a video conferencing system to conduct interviews with incarcerated clients to create a more efficient and effective manner of communication between attorney and client.
- Fully implement attorney performance evaluations.

Performance-Based Budget (PBB) Effort

As a pilot PBB department, the Office of the Public Defender has been actively working with the County Executive's Office of Budget & Analysis to develop comprehensive goals and performance measures for presentation in the budget document. The Department has recently met with the consultant hired by the County Executive's Office to assist in PBB implementation and is scheduled to work with the consultant again in May 2001.

In FY 2002 the focus of the Department's PBB effort will be on developing results-oriented measures and determining data collection and reporting methodologies. Performance measures will be incorporated into the FY 2003 budget document, including actual data (where possible) and performance targets.

Office of the Public Defender
County Executive's Recommendation

Advancement of Board Priorities

The County Executive's recommendation for the Office of the Public Defender supports the Board of Supervisors' priorities by addressing the infrastructure needs of the Department, which will allow for enhanced efficiency and effectiveness.

Add a Half-time Office Clerk Position

Recommendation

This is a recommendation for one half-time Classified Office Clerk (D40) position necessary to manage the law library.

Background

The Office of the Public Defender's law library is a resource attorneys depend on to safeguard the rights of clients. Efficient and effective use of the library requires that it is kept in good order, that books are easy to locate, and care is taken not to damage them. In the past the department's library has suffered from lack of continuity in its management.

The department's law library is an essential component used by attorneys for an effective defense.

Anticipated Outcome

The Office of the Public Defender expects the law library to be maintained in good order, book and video purchases to be monitored and a library database to be completed that will enhance the department's ability to manage and maintain the library efficiently.

Total Cost: $18,950

Public Defender — Budget Unit 0204
Expenditures by Cost Center

CC	Cost Center Name	FY 2000 Actual	FY 2001 Appropriations Approved	FY 2001 Appropriations Adjusted	FY 2002 Recommended	Amount Chg From FY 2001 Approved	% Chg From FY 2001 Approved
3500	Public Defender Administration	19,554,142	21,143,898	21,115,216	21,465,654	321,756	2
3501	Alternate Public Defender	4,441,685	4,618,939	4,618,939	4,733,943	115,004	2
	Total Expenditures	23,995,827	25,762,837	25,734,155	26,199,597	436,760	2%

Public Defender — Budget Unit 0204
Revenues by Cost Center

CC	Cost Center Name	FY 2000 Actual	FY 2001 Appropriations Approved	FY 2001 Appropriations Adjusted	FY 2002 Recommended	Amount Chg From FY 2001 Approved	% Chg From FY 2001 Approved
3500	Public Defender Administration	484,053	463,177	463,177	463,177		0
3501	Alternate Public Defender	135					0
	Total Revenues	484,188	463,177	463,177	463,177		0%

Public Defender Administration — Cost Center 3500
Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2001 Approved Budget	191.5	21,143,898	463,177
Board Approved Adjustments During FY 2001	1.0	(32,182)	
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments		773,712	
Internal Service Funds Adjustment		101,118	
Other Required Adjustments		(539,840)	0
Subtotal	192.5	21,446,706	463,177
Recommended Changes for FY 2002			
1. Add One Account Clerk Position	0.5	18,948	
This is a recommendation for one half-time Classified Office Clerk (D40) position necessary to manage the Office of the Public Defender's law library. The department's law library is an essential component of effective defense for the attorney staff.			
Subtotal	0.5	18,948	0
Total Recommendation	193.0	21,465,654	463,177

Alternate Public Defender — Cost Center 3501
Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2001 Approved Budget	39.0	4,618,939	
Board Approved Adjustments During FY 2001			
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments		110,680	
Internal Service Funds Adjustment		6,736	
Other Required Adjustments		(2,412)	0
Subtotal	39.0	4,733,943	
Recommended Changes for FY 2002			
Total Recommendation	39.0	4,733,943	

Office of Pretrial Services

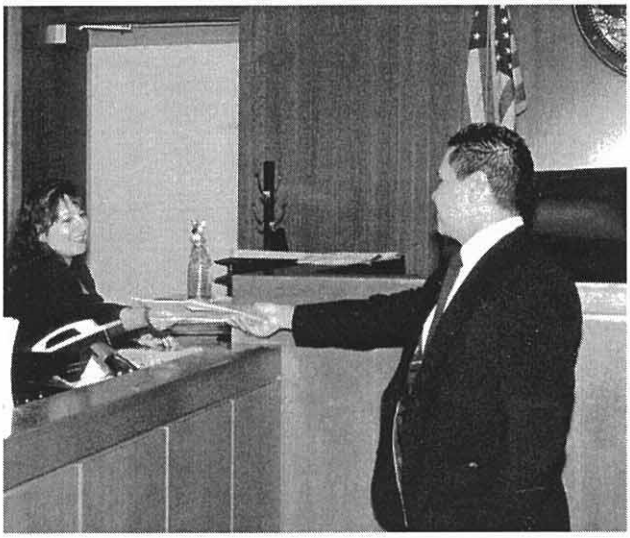
Mission

The mission of the Office of Pretrial Services is to provide timely information to the criminal courts that influences the release and detention decision-making process. On the basis of this mission, the department endeavors to:

Goals

- Provide accurate and timely information to the Courts, so as to enable early and informed judicial decision-making on the pretrial custody disposition of defendants.
- Without jeopardizing public safety, effect qualified jail releases to minimize jail custody days and provide equitable release opportunities for arrestees.
- Successfully supervise all pretrial defendants who are released with specified conditions.
- Collaborate with other law and justice agencies to develop and utilize safe and cost-effective rehabilitative alternatives to jail.
- Promote efficiency and productivity in all operations of the Department.

Cost: $3,620,434



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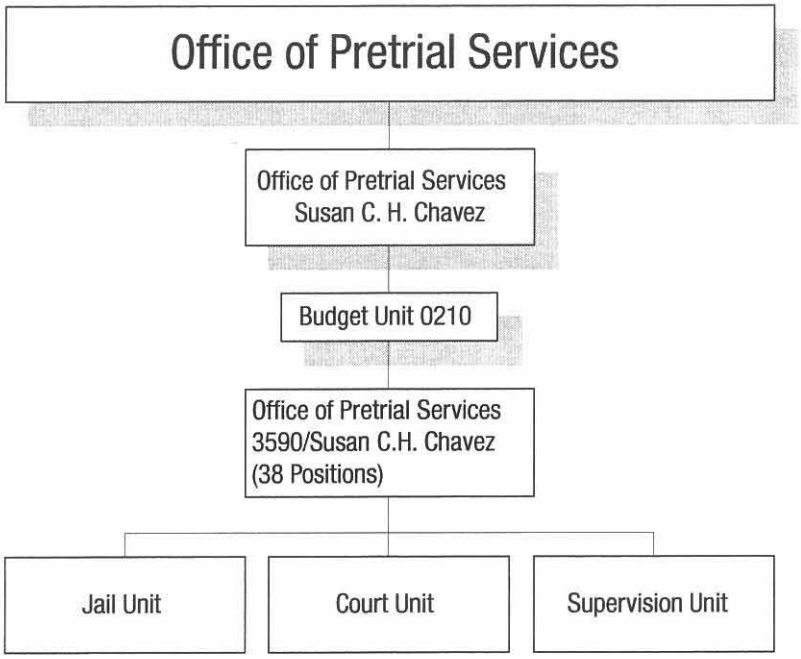
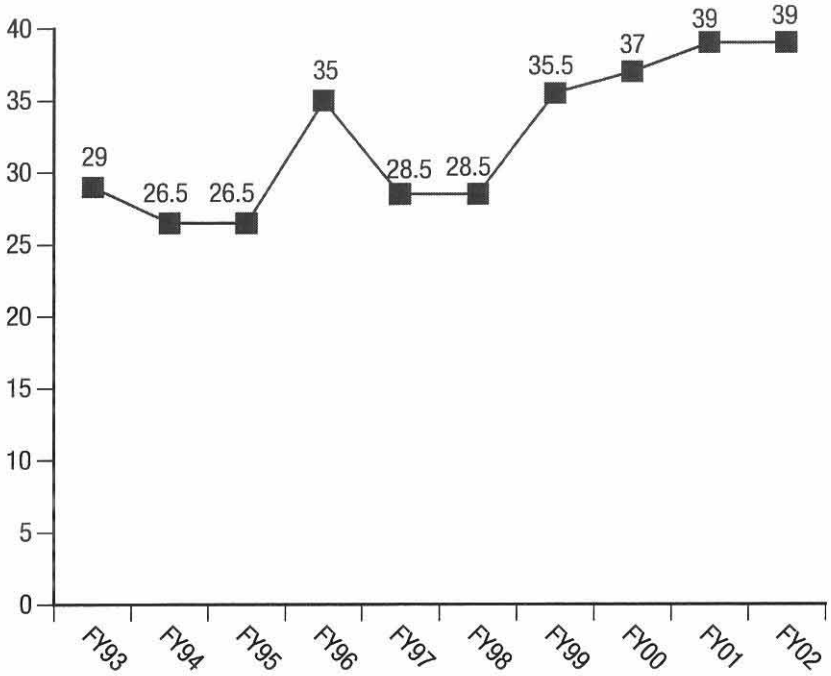


10-Year Staffing Trend



Pretrial Services

Overview

The Office of Pretrial Services provides information to the courts on defendants booked into the County Jail on new offenses. The judges use this information in granting Own Recognizance (ORP) and Supervised Own Recognizance (SORP) releases, establishing bail, and determining probable cause to detain. Reports are created by Pretrial staff located at the jail, and are reviewed with the duty judge to facilitate decisions at the earliest opportunity. As cases progress through the justice system, Pretrial staff provide updated investigative reports for defendants who are scheduled for the Court's arraignment calendars, and after-arraignment calendars. Upon request, formal reports with expanded information are also provided. The office monitors and supervises pretrial defendants who have been released on court-ordered conditions that are imposed to prevent re-offense or failure to appear, and to protect public safety. Finally, Pretrial facilitates the duty judge function by coordinating the schedules of judges for on-call availability during non-court hours.

The Office of Pretrial Services, with a general fund-supported recommended budget of approximately $3.4 million and 38 positions, has three divisions:

- The jail unit, a 24-hour, 7-day function located at the jail facilities, produces investigative reports on felony arrests at the time of booking, makes recommendations regarding release and bail to the duty judge, and carries out resulting court orders;
- The court unit, which staffs the Court's arraignment and after-arraignment calendars, presents investigative reports and recommendations, and provides more detailed formal reports as required;
- The supervision unit, which monitors compliance of defendants on SORP, refers them to community resources, and provides performance information to the Courts, including recommendations for court action when defendants fail to comply with court-ordered conditions.

Fiscal Year 2001 Accomplishments

- Participated in programs that allow the judiciary increased options.
- Completed the requirements portion of the customized departmental software application with direction toward cutting edge technology. Currently, the RFP is out and bids will be obtained in order to contract out for the actual building of the application.
- Continued to insure the effectiveness of program operation of the Intensive Alternative Program (IAP). The Department played a significant role in the program operations of IAP.
- Implemented the used of the "House-calls" software application as a client reminder system to reduce the incidence of missed Court Appearances, in-office appointments and drug testing times for SORP clients.
- Continued to revise and update the department's Policy and Procedures manual to provide a standardized training tool for all staff.
- Participated in the Countywide Human Resources efforts to attract qualified applicants to the County workforce.
- Participated in the Countywide effort to select a vendor which will install a new voice communications system at the 70 W. Hedding facility and, ultimately, all other outlying County facilities.
- Actively participated in the Countywide Contract Streamlining Steering Committee and several subcommittees, as well as the Keyboard Agenda Coordinator's Committee and Training Committee.

Fiscal Year 2002 Planned Accomplishments

- Continue to participate in programs that allow the judiciary increased options.
- Continue to insure the effectiveness of program operation of the Intensive Alternative Program (IAP).

- Complete and have installed on all Pretrial computers the customized departmental software application.
- Continue efforts to work with Human Resources to maximize recruitment and retention to insure vacancy rates are at a minimum.
- Participate in the Mentally Ill Offender Crime Reduction (MIOCR) Grant Program as part of the multi-disciplinary, multi-agency program to supervise and treat specified mentally ill offenders who are unresponsive to typical correctional sanctions thereby making them high risks for recidivism.
- Participate in the collaborative effort for implementation of Proposition 36 requirements.
- Continue to participate in the Countywide Contract Streamlining Steering Committee and several subcommittees, as well as the Keyboard Agenda Coordinator's Committee and Training Committee.

County Executive's Recommendation

Maintain the current level budget for Fiscal Year 2002.

Office Of Pretrial Services — Budget Unit 0210
Expenditures by Cost Center

CC	Cost Center Name	FY 2000 Actual	FY 2001 Appropriations Approved	FY 2001 Appropriations Adjusted	FY 2002 Recommended	Amount Chg From FY 2001 Approved	% Chg From FY 2001 Approved
3590	Pretrial Services Administration	2,688,196	3,388,031	3,388,031	3,620,434	232,403	7
	Total Expenditures	2,688,196	3,388,031	3,388,031	3,620,434	232,403	7%

Office Of Pretrial Services — Budget Unit 0210
Revenues by Cost Center

CC	Cost Center Name	FY 2000 Actual	FY 2001 Appropriations Approved	FY 2001 Appropriations Adjusted	FY 2002 Recommended	Amount Chg From FY 2001 Approved	% Chg From FY 2001 Approved
3590	Pretrial Services Administration	109,800	94,000	94,000	98,000	4,000	4
	Total Revenues	109,800	94,000	94,000	98,000	4,000	4%

Pretrial Services Administration — Cost Center 3590
Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2001 Approved Budget	39.3	3,388,031	94,000
Board Approved Adjustments During FY 2001			
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments		202,130	
Internal Service Funds Adjustment		151,526	
Other Required Adjustments		(121,253)	4,000
Subtotal	39.0	3,620,434	98,000
Recommended Changes for FY 2002			
Total Recommendation	39.0	3,620,434	98,000

Criminal Justice System-Wide Costs

Cost: $50,267,854

Overview

The Criminal Justice System-wide Costs budget reflects General Fund support for Trial Court operations, indigent defense contract services and Public Safety Sales Tax revenue. These items are budgeted here, rather than in a individual program budget, to facilitate monitoring and administration of maintenance of effort requirements from the County Executive's Office of Budget and Analysis.

Trial Court Operations

The Trial Court Funding Act of 1997 requires Santa Clara County to meet a maintenance of effort (MOE) requirement in support of trial court operations. The MOE requirement consists of two components:

a) An amount based on, though not equivalent to, the County's contribution to trial court operations in Fiscal Year 1994-95, and

b) an amount equivalent to the fines and forfeitures revenue remitted to the state in Fiscal Year 1994-95.

The County's current MOE requirement is $40,324,363 ($28,726,780 County Contribution and $11,597,583 Fines & Forfeitures).

Under the provisions of the Trial Court Funding Act the County remains responsible for providing Court facilities. Lease and insurance costs for Court facilities are budgeted here at $4.5 million for FY 2002.

Indigent Defense Contract Services

Indigent defense in Santa Clara County is primarily provided by the Public Defender's Office (PDO). The Alternate Defender Office is in a separate division of the PDO and provides representation to indigent defendants whose interests are in conflict with the Public Defender. The program was designed to assume conflicted adult felonies declared in the San Jose Facility, and all adult homicides.

The County has a contract, with the Legal Aid Society of Santa Clara County, to provide indigent defense for those cases where a conflict of interest precludes representation by either the Public Defender and the Alternate Defender. The contract is budgeted at $4.0 million for Fiscal Year 2002. Cases include misdemeanors, juvenile delinquency, juvenile homicides, and adult felonies declared outside the San Jose Facility. An additional $600,000 is budgeted to provide legal services for low-income families.

Public Safety Sales Tax

The Public Safety Sales Tax is a 1/2 cent sales tax received by the County from the State. The driving economic force for revenue growth in this account is *statewide* taxable sales. Fiscal Year 2002 revenue estimates place this account at $194.4 million, a 19.7% increase from the $162.4 million budgeted for Fiscal Year 2001.

Maintenance of effort legislation requires the County to increase appropriations in Public Safety and Justice programs at a rate similar to the growth of this revenue account.

County Executive's Recommendation

Maintain the current level budget for Fiscal Year 2002.

Criminal Justice System-Wide Costs — Budget Unit 0217
Expenditures by Cost Center

CC	Cost Center Name	FY 2000 Actual	FY 2001 Appropriations Approved	FY 2001 Appropriations Adjusted	FY 2002 Recommended	Amount Chg From FY 2001 Approved	% Chg From FY 2001 Approved
3217	Criminal Justice System-Wide Costs	45,025,221	49,702,189	49,702,189	50,267,854	565,665	1
	Total Expenditures	45,025,221	49,702,189	49,702,189	50,267,854	565,665	1%

Criminal Justice System-Wide Costs — Budget Unit 0217
Revenues by Cost Center

CC	Cost Center Name	FY 2000 Actual	FY 2001 Appropriations Approved	FY 2001 Appropriations Adjusted	FY 2002 Recommended	Amount Chg From FY 2001 Approved	% Chg From FY 2001 Approved
3217	Criminal Justice System-Wide Costs	174,235,798	180,754,200	180,754,200	212,794,200	32,040,000	18
	Total Revenues	174,235,798	180,754,200	180,754,200	212,794,200	32,040,000	18%

Criminal Justice System-Wide Costs — Cost Center 3217
Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2001 Approved Budget		49,702,189	180,754,200
Board Approved Adjustments During FY 2001			
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments			
Internal Service Funds Adjustment		565,665	
Other Required Adjustments			32,040,000
	Subtotal	50,267,854	212,794,200
Recommended Changes for FY 2002			
Total Recommendation		50,267,854	212,794,200

Office of the Sheriff

Mission

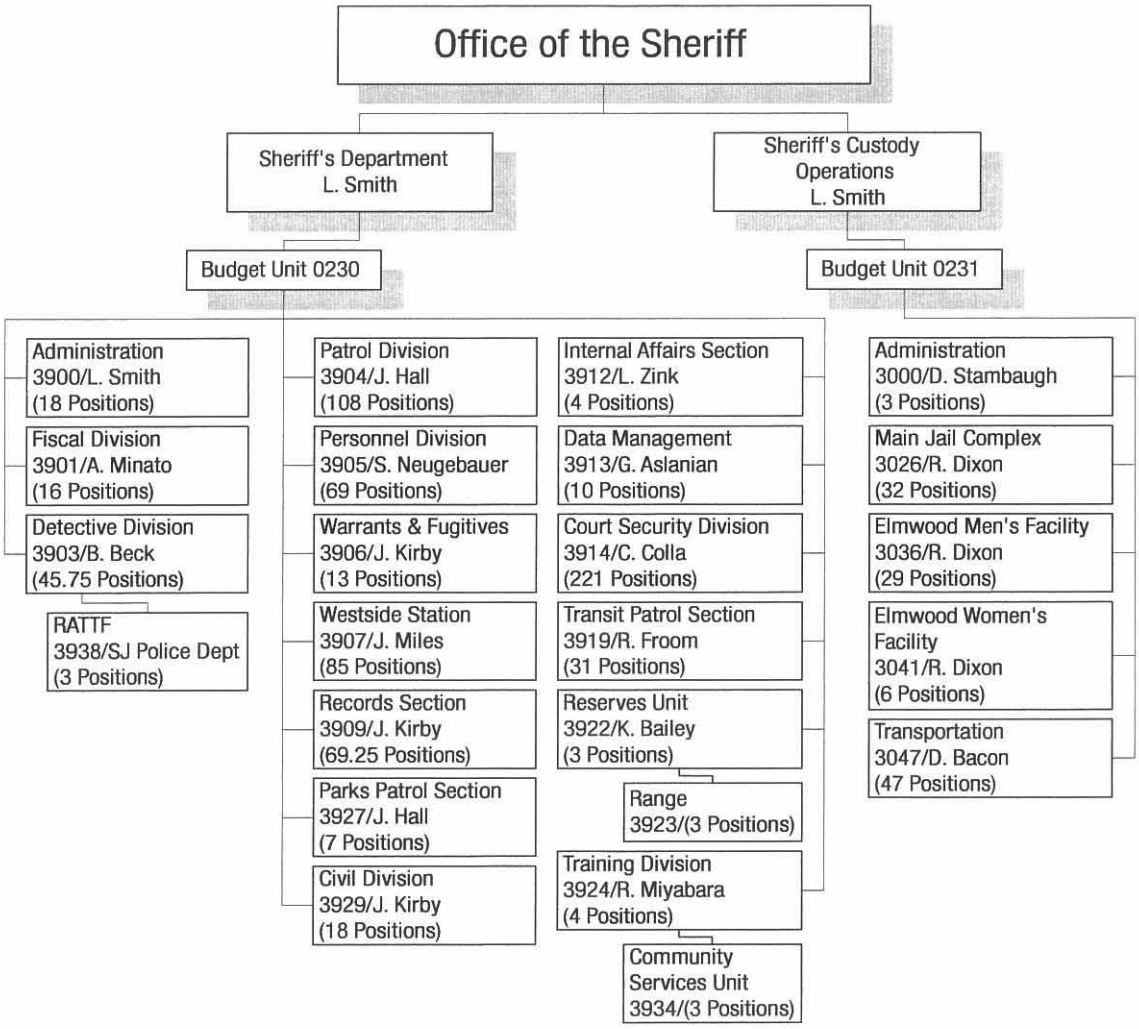
The Santa Clara County Sheriff's Office is dedicated to the preservation of public safety by providing innovative and progressive service, in partnership with the community.

Goals

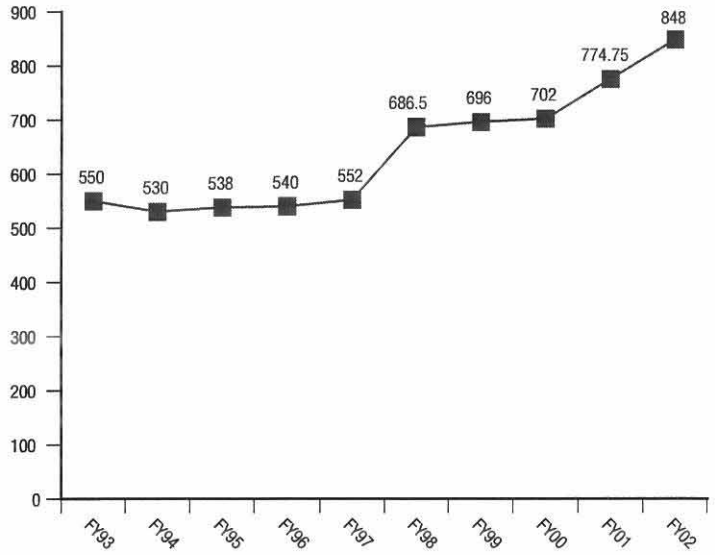
- Attempt to complete and serve all civil documents received, in a timely manner.
- Attempt to serve all warrants received.
- Achieve safe and secure court facilities for internal and external customers of the courts.
- Promote community-oriented policing throughout the department by training all sworn and civilian employees.
- Decrease the incidence of traffic problems in the unincorporated residential areas through increased patrol visibility and traffic enforcement.
- Redefine the role of investigators to include case management from inception to closure.
- Establish a website for recruitment and hiring. Also establish an electronic bulletin board for first aid, CPR, range and special training schedules.
- Develop and implement a "Senior Volunteer" program.
- Develop and implement a formalized sick leave program with goals of reducing usage and providing cost savings.
- Continue to promote efficiency through appropriate and innovative uses of technology and improved responsiveness in all operations within the department.

Cost: $81,989,361

Staff: 848



10-Year Staffing Trend



Office of the Sheriff

Overview

The County Sheriff is an elected official who is mandated by the people of Santa Clara County, directed by the State Constitution, the County Charter and the various legal codes of the State, to preserve the peace, enforce civil orders, make arrests, investigate public offenses and prevent unlawful disturbances. The Sheriff has a total of 576 sworn Deputies, 796 Correctional Officers and 169 civilian support staff.

The Sheriff's Office serves the entire county population of 1.7 million through its Civil/Warrants, Courts and Jail Administrations. The Office also enforces 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. Additionally, contractual law enforcement services are also provided to the County Parks and Recreation Department, the County Jails, the Superior Court system, Stanford University and the Santa Clara Valley Transportation Authority (VTA). The Sheriff's budget of $134 million is primarily funded from the General Fund. Some additional revenues are also received from corporate donations and a variety of grants.

The various Divisions of the Sheriff's Office are:

Administrative Support Services & Records

- General administrative, fiscal and accounting services.
- Data management for all systems including the Sheriff's Law Enforcement Telecommunications System (SLETS).
- Records management for all criminal history and warrant files.
- Human Resources and Personnel management for the Office including background checks, Health and Injury Prevention, Reserve and Community Relations, Drug Abuse Resistance Education (DARE) programs, Neighborhood Watch Programs, community fairs, and summer camps.

Civil and Warrant Services

- Serve all felony warrants and certain misdemeanor warrants within the County and extradite fugitives from outside the State.
- Provide dignitary protection when requested by the United States Secret Service.
- Execute levies and serve civil bench warrants.
- Serve or execute all civil processes and notices given to the Sheriff by the Court and/or the public.

Patrol Enforcement

- Patrol services for an area of approximately 600 square miles in the unincorporated districts including Almaden Valley, Burbank, Cambrian, East San Jose, Mt. Hamilton Valley, San Antonio Valley, South County, and Moffett Field housing areas.
- Law enforcement services to the Santa Clara County Parks and Recreation Department, the County Jails, Stanford University, and the VTA. This includes several specialized units including the Search and Rescue Unit, the Rural Crime Unit, the SCOPE Unit, the Off-Road Motorcycle Unit, the Bicycle Unit and the Parks Unit.

Court Services

- Security services to thirteen facilities including ninety-three judges of the Superior Court of the County.
- Operation of six security screening sites, five prison holding cell sites and risk assessment of all prison threat cases to court each morning and afternoon.

Investigative Services

- Investigate alleged violations of Federal, State, and County laws and ordinances.
- Investigate criminal activity, apprehend suspects, facilitate prosecution of criminals, and recover lost property.
- Operate fingerprint and crime scene processing units.

- Operate specialized units such as the Career Criminal Apprehension Unit (C-CAP), the Sexual Assault Felony Enforcement Task Force (SAFE), the Sheriff's Property and Latent Print Unit, the Regional Auto Theft Task Force (RATTF) and the Domestic Violence Unit. Also operate inter-jurisdictional narcotics enforcement teams (AANET and UNET).

Jail Administration Division

Through agreement between the Sheriff and the County of Santa Clara, the Sheriff is the sole appointing authority for:

- inmate transportation;
- hospital guarding;
- inter-facility transportation;
- team sergeants on each shift per Penal Code section 830.1(d).

The agreement also allows the Sheriff to grant peace officer powers to 713.5 Sheriff's Correctional Officers and Sheriff's Correctional Sergeants on contract to DOC while on duty.

Transit Patrol

- Provide the VTA with general law enforcement services and also provide patrol officers as required for more than 2,000 events hosted by the Authority. This is in accordance with the contract between the Sheriff's Office and the VTA.
- Maintain information on a graffiti data base and provide a Graffiti Abatement Team.

West Valley

- Provide law enforcement services for the mountain areas that border Santa Cruz and San Mateo Counties, the unincorporated areas west of Highway 17 and the Moffett Field housing areas;
- Provide law enforcement services per the contract with the cities of Cupertino, Los Altos Hills and Saratoga. Also provide traffic enforcement services, traffic investigations, three school resource officers, community -oriented policing program, and a community resources coordinator for the contract cities.

Major Issues

- The Sheriff continues to work with representatives of the County of Santa Clara to revise the April 1997 Department of Correction Jail Agreement which expired in April, 2000.
- The Recommended Budget provides funding to recruit, hire and train another 77 cadets. This will be enough to address current vacancies, but will not address the projected vacancies that will be caused by normal attrition and retirements. There is a State wide shortage of law enforcement personnel and a more aggressive approach must be established to recruit qualified personnel.
- The department continues to struggle with the issue of limited duty officers. Approximately 50 officers, or 11.7% of the sworn staff, are either on 4850 disability leave or suffer some type of limitation which prevents their serving as full-time, full-duty peace officers. Since the level of staffing is capped within the budget, this issue severely limits the number of deputies available for patrol and other duties.
- In the next two years, a large number of employees will be retiring from the Sheriff's Office because of age and years of service. As a result, a large unfunded liability exists, since retirement payoffs are not budgeted.

Fiscal Year 2001 Accomplishments

- Revitalized the department by promoting and hiring 170 new staff.
- Received several grants to hire additional staff for Internal Affairs, Recruitment and Backgrounds, Moffett Field, COPS in Schools, and Investigative Services.
- Participation by all divisions in the Comprehensive Performance Management program, using well-recognized standards to measure compliance and customer satisfaction, and incorporating results into each year's future focus programs.
- Completed a custody audit with minimal problems noted.

- Moved evidence storage from Timothy Drive and Yard courts and cleaned up old cases while the transition was occurring.
- Participated in a collaborative effort with the Court, Administration, and County Counsel to create and implement a Court Security Agreement that defines the Sheriff's duties and relations within the Superior Court system.
- Completed Sexual Assault Felony Enforcement Safe Schools Pilot Program in West Valley area and introduced similar programs in other communities in the County.
- Continued the Safe Schools Pilot Program in the West Valley Area and introduced similar programs in other communities in our County. The De Anza College incident has highlighted the critical need to have this program completed for all schools under our jurisdiction.
- Oriented the department toward community policing principles.
- Reintroduced the Crime Analysis Unit to assist all areas of the Office.
- Established periodic reviews of old cases with increased fingerprint and DNA technology. This resulted in solving old cases.
- Implemented the State Applicant Fingerprinting program to protect children through fingerprinting of certain job applicants at Stanford University and designing an agreement with the University for operating the program.
- The Sexual Assault Felony Enforcement (SAFE) Task Force received a grant for $119,000 to purchase surveillance equipment and computers.
- Increased community activities such as Christmas for Needy Families, graffiti abatement programs, Back to School Festival, and Paint and Skate in the South County.
- Initiated and implemented a Senior Volunteer Program.
- An aggressive Traffic Warrants Team successfully brought in $189,718 in fines and assessments. These revenues more than offset the costs incurred for this team.

Fiscal Year 2002 Planned Accomplishments

- Continue efforts to obtain State funding for funding for the Sexual Assault Felony Enforcement Task Force (SAFE).
- Enhance the State Applicant Fingerprinting program by establishing a web site in order to allow applicants to set up appointments online. This program protects children through fingerprinting of certain job applicants in the South County, West Valley, and the North County (Stanford) by establishing a website to allow applicants to set up appointments on line.
- Begin work on Phase III of the Radio Project that encompasses wireless communications. Seek grants to help offset part of the costs for this program.
- Begin work on the court radio system upgrade.
- Implement the Kronos time capture system into the department for more accurate and faster payroll time reporting.
- Complete SAFE School initiatives County wide.
- Continue efforts in the enforcement of narcotics possession and trafficking.
- Seek grants to improve programs in the Office in order to serve the public more effectively.
- Establish a website for recruiting and hiring. Also establish an electronic bulletin board for First Aid, CPR, range and special training schedules.
- Seek P.O.S.T. certification of the Court Security Training Program for all new staff.
- Implement direct enforcement plan to improve crime prevention/graffiti abatement efforts in South County areas.

Office of the Sheriff
County Executive's Recommendation

Advancement of Board Priorities

The County Executive's Recommendations for the Office of the Sheriff support the Board priorities of increasing public safety services and improving response times for these services.

Staffing Recommendations

Add Patrol Staff in West Valley

Recommendation: Approve one new Deputy Sheriff position at the West Valley Division.

Background: The West Valley Division's jurisdiction covers the contract cities of Cupertino, Los Altos Hills and Saratoga; the unincorporated communities and areas in the Los Gatos Mountains; and the family housing areas on the former Moffett Field facility. These areas have seen a significant increase in population density and with this increase, the calls for service from the Division have increased by about 30%. The increase in the demand for service is not matched with an increase in resources and the Division has to draw upon deputies from the contract cities to respond to calls. Even with this, the response times for calls have increased. There is the added disadvantage that services to the contract cities and corresponding revenue are compromised.

Anticipated Outcome: The Division will be able to reduce response times to emergency calls for services, provide adequate backup for Deputies currently assigned to these areas and improve the service level to contract cities by reducing reliance on their staff.

Total Cost: $74,894

Classify Position for South County

Recommendation: Approve deletion of one unclassified Sheriff's Sergeant position and replace it with one classified Sheriff's Sergeant position.

Background: At present, the vast area of the South County is covered on a 24/7 basis by Deputy Sheriffs who are supervised by two Sheriff's Sergeants. One of these Sergeant positions is unclassified and funded by a grant, which is not certain each year. The Sheriff's Office is concerned that without continued budgetary funding for this position, the South County deputies will not receive adequate supervision.

Anticipated Outcome: The current level of supervision for the Deputy Sheriffs, patrolling the South County on a 24/7 basis, will be maintained.

Total cost: $0

Fund Investigator for Elder Abuse

Recommendation: Approve one new Sheriff's Sergeant position to investigate cases of elder abuse.

Background: The Department of Social Services has requested assistance from the Sheriff's Office in investigating cases of elder abuse.

According to statistics maintained by 11 law enforcement agencies in the County, 148 cases of elder abuse were reported in 1999. The Sheriff's Office responded to 17 of these cases, and, from January 2000 to August 2000, the Office had already responded to 19 calls for help. In the past, cases of elder abuse were often not reported. With a significant increase in the public awareness of this social problem, it has come to light that elder abuse is perpetrated not only by the children and families of older persons, but, in many cases, the older persons are abused by caretakers or strangers. By joining forces with the Department of Social Services in its efforts to fight elder abuse, the Sheriff's Office will also enhance the level of services to the elderly.

The Department of Social Services will reimburse the Sheriff's Office for all expenditures related to this new position.

Anticipated Outcome: The elderly citizens in the County will be provided with recourse against abuse.

Total Cost: $89,425
Inter-departmental reimbursement for all costs

Add Deputies in the Warrants Division

Recommendation: Approve addition of four Deputy Sheriffs and four vehicles.

Background: During the past year, the Civil/Warrant Division of the Sheriff's Office set up a pilot program to target persons who had been sentenced and were delinquent in paying fines and assessments. Two Deputy Sheriffs were assigned to this collection effort. As a result of this aggressive program, the Division was able to collect approximately $190,000 in after-case settlements. Based on the results of the pilot program, the Sheriff's Office is requesting additional resources. The Office estimates that the increase in recovery from delinquent payers will more than offset the expenditures for the new positions.

Anticipated Outcome: The Division will be able to increase its efforts to serve bench warrants and collect delinquent fines and assessments.

Total Cost: $263,048
Offset by $380,000 in warrant-related revenues

Add/Delete in the Fiscal Services Division

Recommendation: Add one alternately staffed Accountant I/II/III and delete one Account Clerk II, effective January 2002.

Background: The Fiscal Services Division is responsible for payroll, ordering and payment of $12.8 million in services, fixed assets, and supplies, receipt and distribution of over $10.7 million in civil garnishments per year, and $32.6 million in billings and collections for services provided by the department to local, State, and Federal entities, other law enforcement agencies, members of the public and other County departments.

There are six Account Clerk I/IIs in this unit. Currently, workload is limiting the amount of supervision and direction provided to staff in this unit. Billing is haphazard, and outstanding accounts receivable average $1.7 million each month.

Anticipated Outcome: Adding an Accountant will allow for more supervision and coordination of staff, improved review of billing and collections functions, especially with relation to grants and claims. The average uncollected balance should be reduced by 40% to approximately $1 million. The consequences of negative action are that billing and collection will not be maximized, and outstanding accounts will continue to increase.

Create Civilian Position in Personnel Unit

Recommendation: Delete one vacant Sheriff's Sergeant position and reserve funding to create a new civilian position in the Personnel Unit (job classification to be determined).

Background: The new position will perform functions that are currently performed by badge personnel who are on rotational assignments. The rotation of personnel has an adverse affect on keeping up with paperwork related to mandated actions when employees are retired or disciplined.

Anticipated Outcome: The Personnel Unit will have stable staffing and the County will not run the risk of failing to comply with mandated and/or legal requirements for personnel actions.

Total Cost: $0

Add/Delete in the Records Division

Recommendation: Add one Lieutenant and delete one vacant Law Enforcement Records Administrator. Add funds for one sedan.

Background: This action is necessary to allow for a badge position to take over supervision of the Records Division, as well as supervise the personnel in the Civil/Warrants Divisions. The Warrant/Civil responsibilities have increased greatly over the last two years. In addition, the use of a badge position in Records will provide a smoother nexus for better understanding of support work to officers in the field.

Anticipated Outcome: The Records, Civil and Warrants Divisions will be better coordinated, and the level of supervision of personnel will be improved.

Total Cost: $0

Add One Office Clerk for Lobby Service

Recommendation: Approve one new Receptionist position. This position is intended to be staffed by a Special Qualifications Worker.

Background: The lobby of the Sheriff's Office is required to be open to the public for 24 hours a day throughout the year. During regular business hours from Monday to Friday, the number of visitors and inquiries increases. Until recently, the Deputy Sheriff assigned to the Operations Desk was required to cover the reception window and respond to routine inquiries in addition to performing tasks which require training, e.g., receiving radio messages, responding to telephone calls and handing out equipment.

As part of a pilot program with HOPE Rehabilitation Services, the Sheriff's Office has temporarily hired a client from that agency to greet visitors at the reception window and to provide answers to routine inquiries. This arrangement has proven to be beneficial to the Office because the Deputy Sheriff can concentrate on the more complex tasks, and visitors to the Office are appropriately greeted and assisted by the civilian receptionist.

The Sheriff's Office has requested approval to make this arrangement with the HOPE Rehabilitation Services a permanent one.

Anticipated Outcome: The Sheriff's Office will not have to utilize specialized and more expensive resources to cover routine tasks that can be accomplished by a person with basic clerical skills. The intangible benefit from this action is that by being engaged in meaningful work, the HOPE client's quality of life will be enhanced.

Total cost: $37,898

Add Training Position

Recommendation: Add a position in the Training Division of the Office of the Sheriff.

Background: At present, two Sheriff's Training Specialists organize and coordinate the training for approximately 550 Deputy Sheriffs. The State reimburses the Sheriff's Office for the qualified training expenditures. In Fiscal Year 2001, it is estimated that the State will reimburse expenditures of approximately $190,000.

The Sheriff's Office requests approval of additional resources so that staff can develop a master plan for the training, offer more training and take advantage of the maximum reimbursements from the State. It will also reduce the risk that the quality of training provided may be compromised because training staff is over-burdened. The exact classification of the position will be determined by the Employee Services Agency and the department.

Anticipated Outcome: The Sheriff's Office will have a well-trained cadre of Deputy Sheriffs. Reimbursements from the State will mitigate the impact on the County's General Fund.

Total Cost: $67,486
Cost is covered by State reimbursements

Fund Additional Training in Community Policing

Recommendation
Approve additional funds to enhance the efforts to implement Community Oriented Policing (COP).

Background
The Sheriff's Office is committed to participating in the Board's goal of Restorative Justice. To this end, the Office is implementing Community Oriented Policing (COP). Transitioning from a "traditional" policing structure to COP is not easy, and the Office recognizes that recruiting the services of a specialized consultant will enable it to develop a more systematic approach to the change. Since the Sheriff's Office has already embarked on this effort, the consultant will assess the current progress and examine the strengths and weaknesses of the staff, and craft appropriate training programs. The consultant will also be charged with the responsibility of evaluating the community's needs and developing strategies to ensure a smooth transition.

Reimbursements from the State will offset the proposed expenditures and reduce the impact on the County's General Fund.

Anticipated Outcome
Access to a trained consultant will ensure that the Sheriff's Office will be able to systematically and efficiently implement Community Oriented Policing (COP).

Total Cost: $100,000
Offset by $50,000 in State revenues

Fund Additional Training

Recommendation
Approve additional funds for Peace Officer Standards and Training (POST) and Standards and Training for Corrections (STC).

Background
The Training Unit in the Support Services Division of the Sheriff's Office is responsible for providing the State mandated Peace Officer Standards and Training (POST) and Standards and Training for Corrections (STC). The State also reimburses the County for a significant portion of the expenditures incurred for the training effort. Aggressive efforts in submitting claims for reimbursements have resulted in significant increases in the amount of reimbursements received - $17,000 in Fiscal Year 1999, $68,000 in Fiscal Year 2000 and $190,000 to date for Fiscal Year 2001.

In order to continue to comply with the State's training requirements, the Sheriff's Office will have to increase its training program. However, based on current per student dollars spent for the training, the Office will not be able to maintain compliance.

Anticipated Outcome
The County will not be at risk for non-compliance with State mandates.

Total Cost: $100,000
Offset by $75,000 in State revenues

Communications Project

Recommendation
Approve one Department Systems Specialist (DISS) II position, three DISS I positions, and hardware and software for the first part of Phase III of the Sheriff's communication system.

Background
In Fiscal Year 1995, the Sheriff's Office embarked on a comprehensive effort to have a state-of-the art communication system. Several tragic events, where lives were lost because field personnel did not have immediate access to vital information, triggered this project.

The project was divided into three phases. Phases I and II have been completed and the department is entering Phase III of the project. Phase III has been split into two parts:

- The first part entails upgrading the Records Management system (RMS) and the Computer Aided Dispatch (CAD) System and is slated for completion in Fiscal Year 2002;
- The second part which will begin in Fiscal Year 2003 will provide the necessary equipment for patrol vehicles as well as the communications structure for transmitting data.

The hardware and software costs are one-time costs. The ongoing costs are for funding the new positions, which will collectively be responsible for supporting hardware and software upgrades, troubleshooting and problem solving and maintenance of application software and programming changes.

Anticipated Outcome
The Sheriff's Office will be able to complete Part A of Phase III of the comprehensive project which will provide Deputies with instantaneous access to vital records enabling them to apprehend criminal offenders and save innocent victims.

Total Ongoing Cost: $305,975
Total One-time Cost: $3,000,000

Fund Additional Weapons

Recommendation
Approve additional funds for purchasing weapons and safety equipment for 86 gun bearers in the Department of Corrections (DOC).

Background

The Sheriff's Office has an agreement with the County for the operation of the Department of Corrections (DOC) that requires the Office to provide a total of 196 gun bearers to the DOC. The DOC is staffed with 110 gun bearers who have received all the necessary equipment from the Sheriff's Office, which is the issuing authority for all weapons. 86 additional DOC gun bearers must be outfitted with proper weapons and safety equipment.

Anticipated Outcome

This will ensure uniformity and completeness of the equipment that is issued to gun bearers.

Total One-time Cost: $96,400

Sheriff Services — Budget Unit 0230
Expenditures by Cost Center

CC	Cost Center Name	FY 2000 Actual	FY 2001 Appropriations Approved	FY 2001 Appropriations Adjusted	FY 2002 Recommended	Amount Chg From FY 2001 Approved	% Chg From FY 2001 Approved
3900	Sheriff Administration	1,400,703	4,311,466	4,450,774	4,002,878	(308,588)	-7
3901	Fiscal Division	798,249	855,703	861,549	927,059	71,356	8
3903	Detective Division	4,404,198	4,508,538	4,737,693	4,963,724	455,186	10
3904	Patrol Division	10,220,093	9,900,491	9,955,997	10,665,547	765,056	8
3905	Personnel And Training	3,482,222	5,896,104	5,986,932	5,833,300	(62,804)	-1
3906	Warrants And Fugitives	686,394	983,829	983,829	1,237,286	253,457	26
3907	Westside Station	8,242,106	8,707,081	8,917,765	9,664,213	957,132	11
3909	Records Section	3,361,645	4,230,139	4,415,556	4,710,815	480,676	11
3912	Internal Affairs	280,272	271,644	326,460	360,215	88,571	33
3913	Data Management	2,039,821	1,739,578	1,739,578	4,828,443	3,088,865	178
3914	Court Security	14,649,789	15,169,303	15,995,239	17,053,157	1,883,854	12
3919	Transit Patrol	2,924,339	3,174,575	3,181,475	3,426,269	251,694	8
3922	Reserves Unit	305,903	393,727	394,016	403,728	10,001	3
3924	Training	994,942	977,827	977,827	989,705	11,878	1
3927	Parks Patrol	146,552	47,427	47,427		(47,427)	-100
3929	Civil Division	1,425,516	1,627,261	1,627,261	1,309,480	(317,781)	-20
	Total Expenditures	55,362,744	62,794,693	64,599,378	70,375,819	7,581,126	12%

Sheriff Services — Budget Unit 0230
Revenues by Cost Center

CC	Cost Center Name	FY 2000 Actual	FY 2001 Appropriations Approved	FY 2001 Appropriations Adjusted	FY 2002 Recommended	Amount Chg From FY 2001 Approved	% Chg From FY 2001 Approved
3900	Sheriff Administration	333,560	545,500	660,210	778,078	232,578	43
3901	Fiscal Division	8,022			15,000	15,000	0
3903	Detective Division	519,760	575,318	693,511	566,967	(8,351)	-1
3904	Patrol Division	247,534	91,420	91,420	55,054	(36,366)	-40
3905	Personnel And Training	3,860	140,073	140,073		(140,073)	-100
3906	Warrants And Fugitives	28,919	34,000	34,000	409,000	375,000	1,103
3907	Westside Station	7,445,966	7,607,950	8,031,380	8,330,836	722,886	10
3909	Records Section	246,414	349,850	550,315	432,120	82,270	24
3913	Data Management	138,441	190,585	190,585	139,634	(50,951)	-27
3914	Court Security	15,417,188	17,187,953	17,187,953	17,053,157	(134,796)	-1
3919	Transit Patrol	2,714,093	2,989,030	2,989,030	3,426,269	437,239	15
3922	Reserves Unit	69,997	10,000	10,000	40,000	30,000	300
3924	Training	162,760	152,330	152,330	204,256	51,926	34
3929	Civil Division	490,650	505,000	505,000	407,500	(97,500)	-19
	Total Revenues	27,827,164	30,379,009	31,235,807	31,857,871	1,478,862	5%

Sheriff Administration — Cost Center 3900
Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2001 Approved Budget	16.0	4,311,466	545,500
Board Approved Adjustments During FY 2001	1.0	139,308	114,710
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	1.0	345,155	
Internal Service Funds Adjustment		88,677	
Other Required Adjustments		(1,081,728)	(7,132)
Subtotal	18.0	3,802,878	653,078
Recommended Changes for FY 2002			
1. Training Funds and Related Reimbursement		100,000	75,000
This action will provide the Sheriff's Office with additional funds to provide more training. With this additional training, the Office will be in compliance with the State's mandated training requirements. Police Officer Standards and Training (POST) and Standards and Training for Corrections (STC) expenditures are reimbursed by the State. The estimated increase in reimbursements will partially offset the increase in expenditures.			
2. Provide additional funds for Community Oriented Policing		100,000	50,000
This action will provide additional funds to develop a strategic plan for the program. The Sheriff's Office will hire a consultant to evaluate the status of the Community Oriented Policing (COP) program, assess the community's needs and enable the department to meet the Board's goal for Restorative Justice in a more efficient manner. Costs incurred for this effort will be offset by reimbursements from the State.			
Subtotal	0.0	200,000	125,000
Total Recommendation	18.0	4,002,878	778,078

Fiscal Division — Cost Center 3901
Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2001 Approved Budget	16.0	855,703	
Board Approved Adjustments During FY 2001		5,796	
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments		48,951	
Internal Service Funds Adjustment		1,083	
Other Required Adjustments		4,003	15,000
Subtotal	16.0	915,536	15,000
Recommended Changes for FY 2002			
1. Add/Delete Accountant/Account Clerk II		11,523	
An Account Clerk II will be deleted, effective January 1, 2002, and an Accountant I/II/III will be added, also effective January 1, 2002. This action will allow for more supervision of staff, improved review of billing and collections functions, especially with relation to grants and claims. The average uncollected balance should be reduced by 40%. The consequences of negative action are that billing and collection will not be maximized, and outstanding accounts will continue to increase.			
Subtotal	0.0	11,523	0
Total Recommendation	16.0	927,059	15,000

Detective Division — Cost Center 3903
Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2001 Approved Budget	48.8	4,508,538	575,318
Board Approved Adjustments During FY 2001	2.0	229,155	118,193
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	-3.0	(125,386)	
Internal Service Funds Adjustment		283,417	
Other Required Adjustments		68,001	(126,544)
Subtotal	47.8	4,963,725	566,967
Recommended Changes for FY 2002			
Internal Service Fund Adjustments		–	–
Reimbursement from SSA for Services of Sargeant Investigating Elder Abuse Cases		102,766	0
Vehicle for Detective		10,392	0
1. Add Sergeant to Investigate Elder Abuse Cases	1.0	92,373	
In response to the alarming rate at which cases of elder abuse are increasing in the County, the Department of Social Services has requested the assistance of the Sheriff's Office to investigate reports of alleged abuse. This action will enable the Sheriff's Office to assist in this effort. The expenditures incurred by the Sheriff's Office will be offset by a reimbursement from the Social Services Agency.			
Subtotal	1.0	205,531	0
Total Recommendation	48.8	4,963,724	566,967

Patrol Division — Cost Center 3904
Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2001 Approved Budget	103.0	9,900,491	91,420
Board Approved Adjustments During FY 2001	4.0	55,506	
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments		213,806	
Internal Service Funds Adjustment		102,469	
Other Required Adjustments		355,379	(36,366)
Subtotal	107.0	10,627,651	55,054
Recommended Changes for FY 2002			
1. Convert Unclassified Sergeant to Classified Position			
This action deletes one unclassified Sheriff's Sergeant position for the South county and replaces it with one classified Sheriff's Sergeant for the South County. The new position will make permanent services in the large geographic area which covers the South County and includes the area covered by the Sheriff's sub-station in San Martin. There is no change in the cost or position count.			
2. Add Office Clerk/Special Qualifications Worker	1.0	37,896	
This action will add one Receptionist position to the Patrol Division. At present, the Sheriff's Office has joined with the HOPE Rehabilitation Services and as part of a pilot program, a HOPE client is performing a similar function. The lobby of the Sheriff's Office is open 24 hours a day, seven days a week, but the number of visitors and inquiries is particularly high during regular business hours from Monday through Friday. The present staffing with a HOPE client has proven very beneficial to the Division because the civilian staff can now handle inquiries of a routine nature. This allows the Deputy Sheriff assigned to the Operations Desk to attend to critical tasks such as answering telephone calls, radio messages and dispersing equipment. In addition to providing tangible benefits to the Division, this action will enhance the quality of life of the HOPE client.			
Subtotal	1.0	37,896	0
Total Recommendation	108.0	10,665,547	55,054

Personnel And Training — Cost Center 3905
Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2001 Approved Budget	55.0	5,896,104	140,073
Board Approved Adjustments During FY 2001	2.0	90,828	
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	16.0	143,469	
Internal Service Funds Adjustment		(117,020)	
Other Required Adjustments		(274,683)	(140,073)
Subtotal	73.0	5,738,698	
Recommended Changes for FY 2002			
Internal Service Fund Adjustments		–	–
Reduction of one vehicle		(6,000)	0
1. Equipment and Supplies for Additional Gun Bearers		94,600	
There are currently a total of 110 gun bearers in the Department of Correction. This action will enable the Sheriff's Office, which is responsible for providing gun-bearing equipment, to provide weapons for an additional 86 gun bearers, as required by the current staffing pattern. In addition to this, the Sheriff's Office will retain the function of issuing the firearms and equipment and this will streamline the process of training and outfitting the additional staff.			
2. Delete Vacant Sergeant/Fund Civilian Position in Personnel	-1.0	6,002	
This action will delete a vacant Sheriff's Sergeant position and reserve funding for a civilian position in the Personnel Unit (job classification to be determined). Replacing badge personnel with civilian staff will provide the Unit with stability. At present, when badge personnel are rotated, there is a risk that critical functions may be overlooked during the transition from one officer to another. This change will ensure that mandated functions such as timely follow-up of personnel actions are completed and the County's exposure to liability is reduced. The difference in cost is made up in savings reflected in the Internal Service Fund Adjustments, above.			
Subtotal	-1.0	94,602	0
Total Recommendation	72.0	5,833,300	

Warrants And Fugitives — Cost Center 3906
Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2001 Approved Budget	10.0	983,829	34,000
Board Approved Adjustments During FY 2001			
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	-1.0	(4,174)	
Internal Service Funds Adjustment		(16,312)	
Other Required Adjustments		(16,327)	(5,000)
Subtotal	9.0	947,016	29,000
Recommended Changes for FY 2002			
Internal Service Fund Adjustments		–	–
Vehicles for Deputies		41,568	0
1. Add Four Deputies for the Warrants Division	4.0	248,702	380,000
This action will add four Deputy Sheriffs to the Civil/Warrants Division in the Sheriff's Office. These positions will assist in serving bench warrants involving wanted persons who fail to pay their fines and assessments after their sentencing has been completed. In fiscal year 2000-2001, a pilot program created a sub-unit to specifically target bench warrant service. Since this sub-unit was able to generate significant additional revenues, the Sheriff's Office estimates that the cost of adding these positions will be more than offset by enhanced fine revenues that will be collected. A vehicle for each deputy is included in the funding.			
Subtotal	4.0	290,270	380,000
Total Recommendation	13.0	1,237,286	409,000

Westside Station — Cost Center 3907
Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2001 Approved Budget	78.0	8,707,081	7,607,950
Board Approved Adjustments During FY 2001	6.0	210,684	423,430
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments		234,191	
Internal Service Funds Adjustment		174,569	
Other Required Adjustments		247,125	299,456
Subtotal	84.0	9,573,650	8,330,836
Recommended Changes for FY 2002			
Internal Service Fund Adjustments		–	–
Vehicle for Patrol		16,884	0
1. Add One Deputy for Patrol in the Los Gatos Mountains	1.0	73,679	
This action will add one Deputy Sheriff position to the West Valley Division of the Sheriff's Office. At present, this Division provides law enforcement services to the contract cities of Cupertino, Saratoga and Los Altos Hills. In addition to this, the Division also provides law enforcement services to the unincorporated communities and areas in the Santa Cruz mountains, as well as the family housing areas located on the former Moffett Field facility. With increasing calls from these areas, the Division has to draw on deputies from the contract cities to provide service and back-up. The new position will enable the West Valley Division to enhance service to the unincorporated areas and reduce reliance on the staff of the contract cities. The salary reflected here is for ten months.			
Subtotal	1.0	90,563	0
Total Recommendation	85.0	9,664,213	8,330,836

Records Section — Cost Center 3909
Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2001 Approved Budget	65.0	4,230,139	349,850
Board Approved Adjustments During FY 2001	1.3	185,417	200,465
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	3.0	454,835	
Internal Service Funds Adjustment		56,873	
Other Required Adjustments		(216,449)	(118,195)
Subtotal	69.3	4,710,815	432,120
Recommended Changes for FY 2002			
1. Add/Delete Lieutenant/Law Enforcement Records Administrator			
This action is necessary to allow for a badge position to take over supervision of the Records Division, as well as supervise the personnel in the Civil/Warrants Divisions. The Warrant/Civil responsibilities have increased greatly over the last two years. In addition, the use of a badge position in Records will provide a smoother nexus for better understanding of support work to officers in the field.			
Subtotal	0.0	0	0
Total Recommendation	69.3	4,710,815	432,120

Internal Affairs — Cost Center 3912
Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2001 Approved Budget	3.0	271,644	
Board Approved Adjustments During FY 2001	1.0	54,816	
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments		5,396	
Internal Service Funds Adjustment		1,041	
Other Required Adjustments		27,318	0
Subtotal	4.0	360,215	
Recommended Changes for FY 2002			
Total Recommendation	4.0	360,215	

Data Management — Cost Center 3913
Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2001 Approved Budget	6.0	1,739,578	190,585
Board Approved Adjustments During FY 2001			
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments		44,798	
Internal Service Funds Adjustment		287,891	
Other Required Adjustments		(549,799)	(50,951)
Subtotal	6.0	1,522,468	139,634
Recommended Changes for FY 2002			
1. Fund Sheriff's Information Technology Project Phase III	4.0	3,305,975	
The Sheriff's Office is in the final 2 phases of the radio upgrade process. The first part of the upgrade will replace the Records Management System, prepare other law enforcement systems for integration, and complete infrastructure work to prepare for Part 2 next year, if the funding is appropriated, which will include wireless data transfer and the ability to tie field units directly into multiple databases. Four new positions are requested, at a cost of $305,975. One Department Information Systems Specialist (DISS) II will supervise three DISS I staff. The unit will support hardware and software upgrades, troubleshooting and problem solving, and maintenance of application software. When the project is completed in two years, Deputies will have instantaneous access to the Sheriff's Office Records Management system and mug shot databases. $3,000,000 is budgeted in the fixed assets area for hardware and software related to the new system.			
Subtotal	4.0	3,305,975	0
Total Recommendation	10.0	4,828,443	139,634

Court Security — Cost Center 3914
Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2001 Approved Budget	176.0	15,169,303	17,187,953
Board Approved Adjustments During FY 2001	45.0	825,936	
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments		400,486	
Internal Service Funds Adjustment		(62,653)	(134,796)
Other Required Adjustments		720,085	0
Subtotal	221.0	17,053,157	17,053,157
Recommended Changes for FY 2002			
Total Recommendation	221.0	17,053,157	17,053,157

Transit Patrol — Cost Center 3919
Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2001 Approved Budget	31.0	3,174,575	2,989,030
Board Approved Adjustments During FY 2001		6,900	
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments		149,049	
Internal Service Funds Adjustment		46,843	
Other Required Adjustments		48,902	437,239
Subtotal	31.0	3,426,269	3,426,269
Recommended Changes for FY 2002			
Total Recommendation	31.0	3,426,269	3,426,269

Reserves Unit — Cost Center 3922
Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2001 Approved Budget	3.0	393,727	10,000
Board Approved Adjustments During FY 2001			
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments		8,462	
Internal Service Funds Adjustment		1,525	
Other Required Adjustments		14	30,000
Subtotal	3.0	403,728	40,000
Recommended Changes for FY 2002			
Total Recommendation	3.0	403,728	40,000

Training — Cost Center 3924
Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2001 Approved Budget	7.0	977,827	152,330
Board Approved Adjustments During FY 2001			
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	-1.0	(64,651)	
Internal Service Funds Adjustment		(17,444)	
Other Required Adjustments		14,719	(27,330)
Subtotal	6.0	910,451	125,000
Recommended Changes for FY 2002			
1. Add a Senior Sheriff's Training Specialist	1.0	79,254	79,256
The addition of a Senior Sheriff's Training Specialist will enable the Training Unit to develop a comprehensive training plan for staff. In addition, this position will supervise the current staff. The Office will qualify for an increase in reimbursements from the State, which will defray the cost of the new position. The exact position code will be created by ESA in the salary ordinance, since this classification currently does not appear in the salary ordinance. The position is the equivalent of a Senior Training and Staff Development Specialist.			
Subtotal	1.0	79,254	79,256
Total Recommendation	7.0	989,705	204,256

Parks Patrol — Cost Center 3927
Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2001 Approved Budget	7.0	47,427	
Board Approved Adjustments During FY 2001			
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments		17,306	
Internal Service Funds Adjustment		(75,476)	
Other Required Adjustments		10,743	0
Subtotal	7.0		
Recommended Changes for FY 2002			
Total Recommendation	7.0		

Civil Division — Cost Center 3929
Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2001 Approved Budget	18.0	1,627,261	505,000
Board Approved Adjustments During FY 2001			
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments		5,614	
Internal Service Funds Adjustment		(225,363)	
Other Required Adjustments		(98,032)	(97,500)
Subtotal	18.0	1,309,480	407,500
Recommended Changes for FY 2002			
Total Recommendation	18.0	1,309,480	407,500

Court/Custody Operations — Budget Unit 0231
Expenditures by Cost Center

			FY 2001 Appropriations				
CC	**Cost Center Name**	**FY 2000 Actual**	**Approved**	**Adjusted**	**FY 2002 Recommended**	**Amount Chg From FY 2001 Approved**	**% Chg From FY 2001 Approved**
3000	Administration	398,940	804,144	804,144	804,606	462	
3026	Main Jail Complex	3,187,210	2,718,697	2,718,697	2,819,656	100,959	4
3036	Elmwood Men's Facility	2,842,521	2,562,825	2,562,825	2,658,256	95,431	4
3041	Correctional Center for Women (CCW)	578,044	555,050	555,050	567,497	12,447	2
3047	Transportation	4,347,497	4,726,200	4,726,200	4,763,527	37,327	1
	Total Expenditures	11,354,212	11,366,916	11,366,916	11,613,542	246,626	2%

Court/Custody Operations — Budget Unit 0231
Revenues by Cost Center

CC	Cost Center Name	FY 2000 Actual	FY 2001 Appropriations Approved	FY 2001 Appropriations Adjusted	FY 2002 Recommended	Amount Chg From FY 2001 Approved	% Chg From FY 2001 Approved
3026	Main Jail Complex	126					0
3047	Transportation	2,252	1,300	1,300	1,300		0
	Total Revenues	2,378	1,300	1,300	1,300		0%

Administration — Cost Center 3000
Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2001 Approved Budget	3.0	804,144	
Board Approved Adjustments During FY 2001			
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments		49,177	
Internal Service Funds Adjustment		5,935	
Other Required Adjustments		(54,650)	0
Subtotal	3.0	804,606	
Recommended Changes for FY 2002			
Total Recommendation	3.0	804,606	

Main Jail Complex — Cost Center 3026
Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2001 Approved Budget	32.0	2,718,697	
Board Approved Adjustments During FY 2001			
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments		100,610	
Internal Service Funds Adjustment		12,154	
Other Required Adjustments		(11,805)	0
Subtotal	32.0	2,819,656	
Recommended Changes for FY 2002			
Total Recommendation	32.0	2,819,656	

Elmwood Men's Facility — Cost Center 3036
Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2001 Approved Budget	29.0	2,562,825	
Board Approved Adjustments During FY 2001			
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments		101,370	
Internal Service Funds Adjustment		(738)	
Other Required Adjustments		(5,201)	0
Subtotal	29.0	2,658,256	
Recommended Changes for FY 2002			
Total Recommendation	29.0	2,658,256	

Correctional Center for Women (CCW) — Cost Center 3041
Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2001 Approved Budget	6.0	555,050	
Board Approved Adjustments During FY 2001			
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments		14,836	
Internal Service Funds Adjustment		7,463	
Other Required Adjustments		(9,852)	0
Subtotal	6.0	567,497	
Recommended Changes for FY 2002			
Total Recommendation	6.0	567,497	

Transportation — Cost Center 3047
Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2001 Approved Budget	47.0	4,726,200	1,300
Board Approved Adjustments During FY 2001			
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments		45,572	
Internal Service Funds Adjustment		(5,896)	
Other Required Adjustments		(2,349)	0
Subtotal	47.0	4,763,527	1,300
Recommended Changes for FY 2002			
Total Recommendation	47.0	4,763,527	1,300

Department of Correction

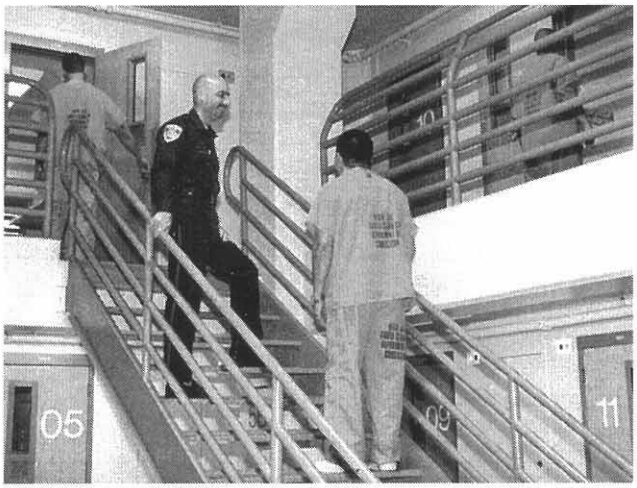
Mission

The mission of the Department of Correction is to serve and protect the citizens of Santa Clara County by legally detaining those individuals lawfully directed to its supervision in a safe and secure environment while providing for their humane care, custody and control.

Goals

- To create and maintain a safe and secure environment for those persons detained and under the care and custody of the Department.
- To provide treatment and services that facilitate the offender's successful re-integration into the community by providing a full range of program opportunities for inmates, enabling them to improve their skills and knowledge as well as enhance their self-esteem, economic status and community integration.
- To provide humane care for all those detained by providing appropriate medical and food services, appropriate clothing, bedding, and sanitary living conditions.
- To maintain operational costs within an approved budget which employs staff only at the level of regulation and control necessary for the safe and efficient operation of programs, services, and facilities.

Cost: $115,861,286



Staff: 1,117.5

Department of Correction

Department of Correction
T. Ryan

Budget Unit 0240

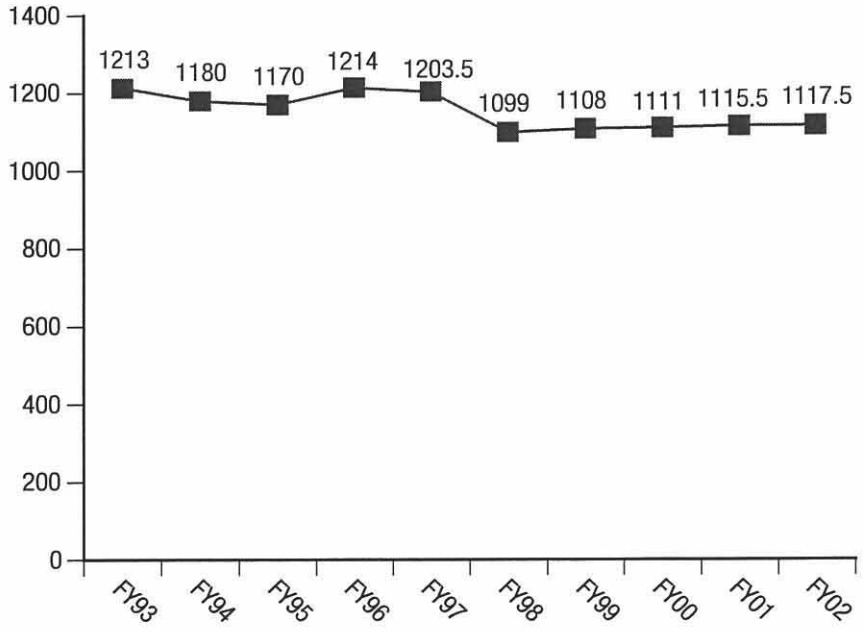
- Administration 3400/L. Perez (11 Positions)
- Fiscal Division 3401/L. Perez (24 Positions)
- Personnel 3405/M. Sandoval (7 Positions)
- Professional Compliance & Audit 3412/D. Vasquez (3 Positions)
- Data Management 3413/R. Ehman (8 Positions)
- Training 3424/P. Mayer (55 Positions)
- Main Jail Complex 3426/D. Gottlieb (53 Positions)
- Food Services 3428/R. Munley (84 Positions)
- Administrative Booking 3432/P. Carter (49 Positions)
- Classification 3435/D. Sepulveda (12 Positions)
- Elmwood Men's Facility 3436/S. Padget (31 Positions)
- Correctional Center for Women 3441/D. Padget (10 Positions)
- Inmate Programs 3446/V. King (33 Positions)
- Support Services 3449/R. Bravo (5 Positions)
- DOC Industries 3437/R. Bravo (1 Position)
- Laundry 3438/R. Bravo (3 Positions)
- Operations 3440/R. Bravo (15 Positions)

DOC Contract*
T. Ryan/ L. Smith

Budget Unit 0235

- Internal Affairs 3112/D. Vasquez (6 Positions)
- Main Jail 3126/D. Gottlieb (313.5 Positions)
- Classification 3135/D. Sepulveda (29 Positions)
- Elmwood 3136/S. Padget (258 Positions)
- Training 3124/P. Mayer (1 Position)
- Food Services 3128/R. Munley (5 Positions)
- Correctional Center for Woman 3141/S. Padget (82 Positions)
- Inmate Programs 3146/V. King (13 Positions)
- Correctional Industries 3137/R. Bravo (2 Positions)
- Operations 3140/R. Bravo (4 Positions)

10-Year Staffing Trend



Department of Correction

Overview

The Department of Correction (DOC) serves and protects the citizens of the County of Santa Clara by detaining and supervising pre-sentenced and adjudicated individuals in a safe and secure environment, while providing for their humane care, custody, and control. DOC is the largest law and justice agency in the county, with a budget of about $110 million and over 1,100 employees. It is the fourteenth largest correctional system in the nation and the fifth largest in the State of California not operating under a mandatory court-ordered population cap. It is a seven-day, twenty-four hour operation that is required to safely house and properly care for all who are brought into custody. While DOC has no control over who is brought to the jail, it is responsible for housing, clothing, feeding, and providing medical/mental health care and humane treatment to all inmates in its custody. Of the more than 65,000 individuals brought to the DOC each year, most are assigned a court date and released. The rest remain for periods of incarceration in a pre-sentence or post-sentence status.

History

Penal Code and Government Code sections mandate responsibility for the operation of county jails and provide the authority to establish a County Department of Correction. In 1987, the Santa Clara County Board of Supervisors established the DOC, and the citizens of Santa Clara County approved this action one year later. The control of the jails was transferred from the Sheriff's Department to the DOC in 1989. In 1993, DOC was merged with the Probation Department in order to address the issue of peace officer status for correctional officers. In 1997, this arrangement was invalidated by the Courts, leading to a Board-approved Agreement which created a local solution to the problems presented by the limitations on the exercise of peace officer power. The Board of Supervisors, through the Department of Correction, retains control over the budget, programs, facilities, equipment, staff, policies, rules and regulations, employment and performance standards as well as the care and custody of the inmates. The executive managers, managers and civilian staff of the department comprise Budget Unit 240. The Sheriff has authority over the officer status of all contracted staff, comprised of Sheriff's Correctional Officers and Sheriff's Correctional Sergeants. These staff comprise Budget Unit 235. Additionally, the Sheriff is the appointing authority for the DOC staff transferred to the Sheriff to perform inmate transportation, hospital guard services and interfacility transport. These positions comprise Budget Unit 231.

Description

Facilities

The department manages four custody facilities: the Main Jail Complex, Elmwood Correctional Center (Elmwood), the Correctional Center for Women (CCW), and North County Jail. The Main Jail Complex is a combination of old and new facilities. Main Jail South was built during the late 1950's. In 1987, the facility's profile was changed dramatically with the construction of Main Jail North. This new, state of the art, 13-story jail has more than doubled the capacity of the old downtown jail. The Elmwood facility is a vast 63-acre facility located in Milpitas. Approximately 2,600 minimum and medium security male inmates are housed at this facility. CCW is a separate facility located within the Elmwood compound that houses about 500 women. The North County Jail is a forty-bed facility located in Palo Alto and used as temporary housing for inmates going to and from court.

Direct Supervision

The DOC utilizes the concept of "Direct Supervision" in the Main Jail facility. Direct Supervision is a concept that combines architectural design, specialized staff training and an inmate management system based upon positive inmate behavior. It allows officers and inmates to remain in direct contact. In this environment, one officer oversees a locked module with up to 64 inmates. Each inmate has an individual cell, but eats and participates in programs in a common day room area equipped with tables, chairs, and telephones. This scenario allows the officer to be the leader of the module and improves the officer's ability to know and understand the behavioral temperament of each inmate. Direct Supervision units have proven to be safer

for both staff and inmates. In contrast, all other facilities are the typical linear jail environment where inmates and officers are separated by steel bars.

With the current average daily population in the 4100 range, DOC is responsible for the following duties on a typical day:

- providing 14,500 meals to inmates and staff;
- providing clothing and bedding to all inmates;
- booking and releasing 180 people;
- providing medical/mental health care and medication to 1,200 inmates;
- providing for the safety, security, and welfare for over 4100 inmates.

Inmate Programs Unit

Through its Inmate Programs Unit, the department also operates programs that offer opportunities for inmates to learn how to live productive lives and therefore enhance their potential for successful reintegration into the community. These include the alternative sentencing programs such as Public Service Program and Weekend Work Program, which allow sentenced inmates to return home in the evening after a day of work within the community. The department also supervises in-house programs that focus on drug and alcohol recovery, literacy, art, health, education, job search skills and anger management. One of these programs is the Regimented Corrections Program (RCP), which provides a structured curriculum of rehabilitative services to offenders from incarceration (Phase I) through community re-entry (Phase II) to long-term recovery (Phase III).

The Correctional Industries Program provides inmates with vocational, academic and life-skills training through a structured work environment. This unit plans, develops, manufactures and markets a variety of goods and services to government and non-profit organizations.

Fiscal Year 2001 Accomplishments

- Began a business process re-engineering study of our jail operations in preparation of acquiring a Jail Management System.
- Upgraded the computer network infrastructure to increase performance and security.
- Successfully completed two correctional cadet academies, hiring the best-qualified candidates to fill department vacancies.
- Increased security measures at all of the facilities to strengthen and improve both the building physical plant and staff practices.
- Created a 20-workstation computer classroom at RCP Phase II for computer applications training.
- Implemented Harm Reduction classes for the at-risk client group.
- Implemented the Bridge Program; a case managed substance abuse program at the Day Reporting Center.

Fiscal Year 2002 Planned Accomplishments

- Create an Information Technology Strategic Plan based on the re-engineering study of our jail operations.
- Procure a Jail Management System.
- Recruit and train the best-qualified candidates to fill department vacancies with the goal of reducing overtime and reflecting community diversity.
- Continue to place an emphasis on expansion of inmate programs to aid in the successful reintegration of inmates into society.
- Continue to focus on physical infrastructure including both buildings and systems.
- Replace worn, unreliable, inefficient and unsafe equipment in order to improve the infrastructure of the Foods Services Division.
- Standardize the Self-Contained Breathing Apparatus being utilized throughout DOC, to meet OSHA regulations and reduce liability.
- Increase the Job Development Program for in custody inmates and inmates in programs at the Day Reporting Center.

Department of Correction
County Executive's Recommendation

Advancement of Board Priorities

The County Executive's recommendations for the Department of Correction are consistent with the Board priorities of addressing retention issues in high turnover departments, and of addressing infrastructure needs of the department.

Create a Second Training Academy to Fill Vacancies for Correctional Officers

Recommendation

Approve the request for a second training academy.

Background

The Department of Correction (DOC) is currently budgeted for one academy per year. Due to competition from higher paying employers, DOC has trouble recruiting and retaining its Correctional Officers, and currently has 84 vacancies. These vacancies lead to significant overtime expenditures, which are unbudgeted., and it is a challenge to maintain the safety and security of the inmates and staff.

The Department estimates that there will be 73 Correctional Officer vacancies in FY 2002. The second training academy will enable the Department to reduce this projected vacancy estimate to 23 positions.

Anticipated Outcome

The Department be able to recruit the best qualified candidates and provide them with the necessary training. In turn, this will reduce the overtime costs while helping to maintain the desired service level.

Total One-time Cost: $1,001,938

One-time Augmentation for Overtime

Recommendation

Approve the request for additional overtime funds.

Background

Due to the large number of departmental vacancies, it is evident that the Department will have to do even more aggressive recruiting to attract the best qualified candidates and improve the diversity of the Correctional Officer staff. Correctional Officers in uniform are the best representatives of the Department. Therefore, will deploy two Correctional Officers on an ongoing basis to promote the DOC at job fairs, community colleges and universities. This effort will impact the current staffing levels, and require existing officers to work overtime to cover the duties of the recruiting officers.

Anticipated Outcome:

Improved recruiting and retention of Correctional Officers.

Total One-time Cost: $50,000

Add One Lieutenant for Continuous On-scene Management

Recommendation

Approve one new Lieutenant position at the County's Main Jail.

Background

The Main Jail is a maximum security facility with an average daily population of approximately 1200 inmates. Since the Main Jail also serves as the location of the acute mental health and medical units of the Department of Correction, it receives inmates who are in an unstable mental condition and are a threat to themselves as well as to staff and other inmates.

The present staffing plan provides one Lieutenant who is assigned to manage each of four teams on a 24/7 basis. This Lieutenant's responsibilities include ensuring timely responses to grievances and force situations; managing critical incidents such as mass disturbances, riots etc.; managing unforeseen situations

that endanger staff or inmates; and oversight of the administrative function. If a person is out sick or on vacation, there is currently no relief coverage.

Anticipated Outcome
The addition of the new Lieutenant position will provide relief coverage, appropriate on-scene management, and reduce overtime.

Total Cost: $91,387

Establish Float Codes

The current agreement between the County and SEIC Local 715 regarding extra help usage requires a float code pilot project to be established in the Department of Correction in FY 2002. The department will work with the Employee Services Agency to add two float positions from among the following classifications: Food Service Worker-Correction, Cook I, Cook II, Dietetic Assistant, or Baker. The float positions are to be used to cover absence of classified or unclassified workers or for special projects as needed.

Total Cost to be Determined
The cost will be offset by departmental salary savings

Purchase Self-contained Breathing Apparatus

Recommendation
Approve the FY 2002 planned allocation of one-time funds for standardization of Self-Contained Breathing Apparatus (SCBA) units.

Background
This is the first of **two** planned allocations of **one-time** funds to standardize the Self Contained Breathing Apparatus (SCBA), which are used at jail facilities for fires and other emergencies. This standardization is an OSHA requirement, and is also necessary due to the aging equipment. The cost will be divided among two fiscal years, and will allow for full replacement prior to the expiration of the equipment.

Currently, the Department uses 4 different models of SCBAs, which are due to become outdated. The primary components of an SCBA are the air cylinder, regulator and face mask. The air cylinders of the existing SCBAs will all be unserviceable by December, 2002. The regulators have a useful life of fifteen years and must be replaced because replacement parts are not available. The replacement period is June 2002 - December 2002.

Anticipated Outcome
Uniform SBCAs will ensure the functionality and maintenance of all components, require less effort for the annual fit testing of each Correctional Officer which is required by OSHA regulations, and will eliminate the risk faced by Correctional Officers who may be faced with the use of unfamiliar equipment during an emergency situation.

Total Cost: $820,608
Another $610,445 is required in FY 2003

Replace Food Services Equipment

Recommendation
Approve the request for one-time funds to replace equipment.

Background
The Food Services equipment that will be replaced includes:

- One Automatic Can Opener - $30,000
- Ten Retherm Ovens - $85,000
- Two Blast Chillers - $90,000

The Department is unable to absorb the cost of replacing this equipment, and incurs higher costs when this equipment breaks down. Delays in production result in increased labor costs and service calls, as well as the cost of purchasing food.

Anticipated Outcome
The Department will be able to maintain the required food safety and health standards and reduce potential accidents.

Total One-time Cost: $205,000

DOC Contract — Budget Unit 0235
Expenditures by Cost Center

CC	Cost Center Name	FY 2000 Actual	FY 2001 Appropriations Approved	FY 2001 Appropriations Adjusted	FY 2002 Recommended	Amount Chg From FY 2001 Approved	% Chg From FY 2001 Approved
3105	Personnel		359,716	359,716		(359,716)	-100
3112	Internal Affairs	495,231	511,296	511,296	528,139	16,843	3
3124	Training	157,525	69,068	69,068	70,237	1,169	2
3126	Main Jail Complex	24,306,210	24,669,819	24,669,819	25,727,545	1,057,726	4
3128	Food Services	177,815	338,764	338,764	365,172	26,408	8
3135	Classification	2,432,744	2,414,606	2,414,606	2,469,487	54,881	2
3136	Elmwood Men's Facility	19,731,716	21,635,558	21,635,558	21,206,487	(429,071)	-2
3137	Correctional Industries	183,733	147,658	147,658	145,760	(1,898)	-1
3140	Operations	273,699	293,627	293,627	297,554	3,927	1
3141	Correctional Center for Women (CCW)	6,502,415	6,909,506	6,909,506	6,789,821	(119,685)	-2
3146	Inmate Programs	1,204,547	1,346,605	1,346,605	1,341,692	(4,913)	
	Total Expenditures	55,465,635	58,696,223	58,696,223	58,941,894	245,671	0%

Personnel — Cost Center 3105
Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2001 Approved Budget		359,716	
Board Approved Adjustments During FY 2001			
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments		(264,943)	
Internal Service Funds Adjustment			
Other Required Adjustments		(94,773)	0
Subtotal			
Recommended Changes for FY 2002			
Total Recommendation			

Internal Affairs — Cost Center 3112
Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2001 Approved Budget	6.0	511,296	
Board Approved Adjustments During FY 2001			
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments		24,978	
Internal Service Funds Adjustment			
Other Required Adjustments		(8,135)	0
Subtotal	6.0	528,139	
Recommended Changes for FY 2002			
Total Recommendation	6.0	528,139	

Training — Cost Center 3124
Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2001 Approved Budget	1.0	69,068	
Board Approved Adjustments During FY 2001			
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments		4,388	
Internal Service Funds Adjustment			
Other Required Adjustments		(3,219)	0
Subtotal	1.0	70,237	
Recommended Changes for FY 2002			
Total Recommendation	1.0	70,237	

Main Jail Complex — Cost Center 3126
Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2001 Approved Budget	313.5	24,669,819	
Board Approved Adjustments During FY 2001			
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments		535,914	
Internal Service Funds Adjustment			
Other Required Adjustments		521,812	0
Subtotal	313.5	25,727,545	
Recommended Changes for FY 2002			
Total Recommendation	313.5	25,727,545	

Food Services — Cost Center 3128
Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2001 Approved Budget	5.0	338,764	
Board Approved Adjustments During FY 2001			
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments		36,932	
Internal Service Funds Adjustment			
Other Required Adjustments		(10,524)	0
Subtotal	5.0	365,172	
Recommended Changes for FY 2002			
Total Recommendation	5.0	365,172	

Classification — Cost Center 3135
Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2001 Approved Budget	29.0	2,414,606	
Board Approved Adjustments During FY 2001			
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments		68,969	
Internal Service Funds Adjustment			
Other Required Adjustments		(14,088)	0
Subtotal	29.0	2,469,487	
Recommended Changes for FY 2002			
Total Recommendation	29.0	2,469,487	

Elmwood Men's Facility — Cost Center 3136
Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2001 Approved Budget	256.0	21,635,558	
Board Approved Adjustments During FY 2001			
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	2.0	754,309	
Internal Service Funds Adjustment			
Other Required Adjustments		(1,183,380)	0
Subtotal	258.0	21,206,487	
Recommended Changes for FY 2002			
Total Recommendation	258.0	21,206,487	

Correctional Industries — Cost Center 3137
Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2001 Approved Budget	2.0	147,658	
Board Approved Adjustments During FY 2001			
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments		(1,258)	
Internal Service Funds Adjustment			
Other Required Adjustments		(640)	0
Subtotal	2.0	145,760	
Recommended Changes for FY 2002			
Total Recommendation	2.0	145,760	

Operations — Cost Center 3140
Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2001 Approved Budget	4.0	293,627	
Board Approved Adjustments During FY 2001			
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments		9,084	
Internal Service Funds Adjustment			
Other Required Adjustments		(5,157)	0
Subtotal	4.0	297,554	
Recommended Changes for FY 2002			
Total Recommendation	4.0	297,554	

Correctional Center for Women (CCW) — Cost Center 3141
Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2001 Approved Budget	84.0	6,909,506	
Board Approved Adjustments During FY 2001			
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	-2.0	(77,992)	
Internal Service Funds Adjustment			
Other Required Adjustments		(41,693)	0
Subtotal	82.0	6,789,821	
Recommended Changes for FY 2002			
Total Recommendation	82.0	6,789,821	

Inmate Programs — Cost Center 3146
Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2001 Approved Budget	13.0	1,346,605	
Board Approved Adjustments During FY 2001			
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments		(6,906)	
Internal Service Funds Adjustment			
Other Required Adjustments		1,993	0
Subtotal	13.0	1,341,692	
Recommended Changes for FY 2002			
Total Recommendation	13.0	1,341,692	

Department Of Correction — Budget Unit 0240
Expenditures by Cost Center

CC	Cost Center Name	FY 2000 Actual	FY 2001 Appropriations Approved	FY 2001 Appropriations Adjusted	FY 2002 Recommended	Amount Chg From FY 2001 Approved	% Chg From FY 2001 Approved
3400	Administration	4,106,604	5,821,501	5,903,101	7,361,436	1,539,935	26
3401	Fiscal Division	1,034,400	1,378,388	1,381,808	1,439,752	61,364	4
3405	Personnel	764,054	981,010	1,227,979	1,412,244	431,234	44
3412	Professional Compliance And Audit	282,278	296,896	296,896	302,535	5,639	2
3413	Data Management	1,616,109	1,162,217	1,162,217	1,011,794	(150,423)	-13
3424	Training	1,155,078	1,427,455	1,884,282	2,104,191	676,736	47
3426	Main Jail Complex	11,655,146	12,935,333	12,941,333	14,315,024	1,379,691	11
3428	Food Services	9,826,498	9,656,032	9,656,032	10,060,109	404,077	4
3432	Administrative Booking	3,613,908	3,076,206	3,076,206	3,203,556	127,350	4
3435	Classification	674,368	752,907	752,907	778,122	25,215	3
3436	Elmwood Men's Facility	11,334,653	10,069,329	10,063,693	10,748,939	679,610	7
3437	Correctional Industries		113,228	113,228	102,290	(10,938)	-10
3438	Laundry Services		317,611	317,611	328,287	10,676	3
3440	Operations		948,690	948,690	997,246	48,556	5
3441	Correctional Center For Women	995,804	577,003	577,003	599,062	22,059	4
3446	Inmate Programs	1,223,181	1,435,248	1,435,248	1,661,761	226,513	16
3449	Support Services	457,018	476,327	482,327	493,042	16,715	4
	Total Expenditures	48,739,199	51,425,382	52,220,562	56,919,391	5,494,009	11%

Department Of Correction — Budget Unit 0240
Revenues by Cost Center

CC	Cost Center Name	FY 2000 Actual	FY 2001 Appropriations Approved	FY 2001 Appropriations Adjusted	FY 2002 Recommended	Amount Chg From FY 2001 Approved	% Chg From FY 2001 Approved
3400	Administration	8,297,276	4,751,150	4,813,250	3,535,648	(1,215,502)	-26
3424	Training	402,706	404,250	404,250	404,250	0	0
3426	Main Jail Complex	5,840,417	3,538,712	3,538,712	3,538,712	0	0
3428	Food Services	43,319	24,000	24,000	24,000	0	0
3436	Elmwood Men's Facility	543,720	87,054	87,054	87,054	0	0
3441	Correctional Center For Women	501,259	274,234	274,234	274,234	0	0
3446	Inmate Programs	67,646	106,569	106,569	67,510	(39,059)	-37
	Total Revenues	15,697,895	9,185,969	9,248,069	7,931,408	(1,254,561)	-14%

Administration — Cost Center 3400
Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2001 Approved Budget	11.0	5,821,501	4,751,150
Board Approved Adjustments During FY 2001		81,600	62,100
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments		67,080	
Internal Service Funds Adjustment		603,052	
Other Required Adjustments		(32,405)	(1,277,602)
Subtotal	11.0	6,540,828	3,535,648
Recommended Changes for FY 2002			
1. Purchase Self-contained Breathing Apparatus		820,608	
This action will provide the first of two years of one-time funds to standardize the Self-Contained Breathing Apparatus (SCBA) at jail facilities. The Department currently uses 4 different models of SCBAs. The primary components of a SCBA are the air cylinder, regulator and facemask. The air cylinders of the existing SCBAs will all be unserviceable by December, 2002, and the regulators are nearing the end of their useful life of fifteen years. They must be replaced because replacement parts are not available. Uniform SCBAs will ensure the functionality and maintenance of all components, will require less effort for the annual fit testing of each Correctional Officer which is required by OSHA regulations, and will eliminate the risk faced by Correctional Officers who may be faced with the use of unfamiliar equipment during an emergency situation. The equipment is being funded over two years; FY 2003 funding is anticipated at $610,445.			
Subtotal	0.0	820,608	0
Total Recommendation	11.0	7,361,436	3,535,648

Fiscal Division — Cost Center 3401
Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2001 Approved Budget	24.0	1,378,388	
Board Approved Adjustments During FY 2001		3,420	
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments		99,167	
Internal Service Funds Adjustment		(509)	
Other Required Adjustments		(40,714)	0
Subtotal	24.0	1,439,752	
Recommended Changes for FY 2002			
Total Recommendation	24.0	1,439,752	

Personnel — Cost Center 3405
Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2001 Approved Budget	7.0	981,010	
Board Approved Adjustments During FY 2001		246,969	
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments		37,108	
Internal Service Funds Adjustment		12,505	
Other Required Adjustments		(262,787)	0
Subtotal	7.0	1,014,805	
Recommended Changes for FY 2002			
1. Increase Overtime Related to Recruitment Efforts		50,000	
The Department has experienced a significant increase in the number of vacancies for Correctional Officers. While some of these vacancies have resulted due to attrition, a large number of vacancies have occurred as a result of competition from higher paying employers. In an effort to improve recruiting and diversity in the department, DOC desires deploy two Correctional Officers on an ongoing basis to promote Correctional Officer positions at job fairs, community colleges and universities. This require existing officers to work overtime to cover the duties of the recruiting officers. The one-time funds requested will be used to pay the additional overtime.			
2. Fund Operating Expenses for One Academy		347,439	
This appropriation is part of the cost of opening an academy for 50 cadets. Operating expenses are budgeted in the Personnel Division, while cadet education, services and supplies, and salary expenses are budgeted in the Training Division.			
Subtotal	0.0	397,439	0
Total Recommendation	7.0	1,412,244	

Professional Compliance And Audit — Cost Center 3412
Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2001 Approved Budget	3.0	296,896	
Board Approved Adjustments During FY 2001			
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments		13,280	
Internal Service Funds Adjustment		(164)	
Other Required Adjustments		(7,477)	0
Subtotal	3.0	302,535	
Recommended Changes for FY 2002			
Total Recommendation	3.0	302,535	

Data Management — Cost Center 3413
Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2001 Approved Budget	8.0	1,162,217	
Board Approved Adjustments During FY 2001			
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments		48,109	
Internal Service Funds Adjustment		21,078	
Other Required Adjustments		(219,610)	0
Subtotal	8.0	1,011,794	
Recommended Changes for FY 2002			
Total Recommendation	8.0	1,011,794	

Training — Cost Center 3424
Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2001 Approved Budget	55.0	1,427,455	404,250
Board Approved Adjustments During FY 2001		456,827	
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments		35,339	
Internal Service Funds Adjustment		(3,077)	
Other Required Adjustments		(466,852)	0
Subtotal	55.0	1,449,692	404,250
Recommended Changes for FY 2002			
1. Additional Training Academy for Correctional Officers		654,499	
This action will provide one-time funds to set up an additional training academy so that the Department will be able to reduce the FY 2002 projected vacancies for Correctional Officers from 73 to 23 positions. The Department of Correction is faced with competition from higher paying employers in recruiting and retaining its Correctional officers, and has 84 vacancies. Approval of this request will enable the Department to recruit the best qualified candidates and provide them with the necessary training. In turn, this will reduce the overtime costs while helping to maintain the desired service level. The portion of the Academy costs budgeted here include salaries, education and services and supplies expenses.			
Subtotal	0.0	654,499	0
Total Recommendation	55.0	2,104,191	404,250

Main Jail Complex — Cost Center 3426
Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2001 Approved Budget	52.0	12,935,333	3,538,712
Board Approved Adjustments During FY 2001		6,000	
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments		198,749	
Internal Service Funds Adjustment		748,999	
Other Required Adjustments		(95,812)	0
Subtotal	52.0	13,793,269	3,538,712
Recommended Changes for FY 2002			
Internal Service Fund Adjustments		–	–
System Costs Charged to Inmate Medical Care		430,370	0
1. Add one Lieutenant at the Main Jail	1.0	91,385	
This action provides funds to add one Lieutenant position at the County's Main Jail. The Main Jail is a maximum-security facility with an average daily population of approximately 1200 inmates. Since the Main Jail also serves as the location of the acute mental health and medical units of the Department of Correction, it receives inmates who are in an unstable mental condition and are a threat to themselves as well as to staff and other inmates. The present staffing plan provides one Lieutenant who is assigned to manage each of four teams on a 24/7 basis. This Lieutenant's responsibilities include ensuring timely responses to grievances and force situations; managing critical incidents such as mass disturbances, riots etc.; managing unforeseen situations that endanger staff or inmates; and oversight of the administrative function. The addition of the new Lieutenant position will provide relief coverage, appropriate on-scene management and reduce overtime.			
Subtotal	1.0	521,755	0
Total Recommendation	53.0	14,315,024	3,538,712

Food Services — Cost Center 3428
Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2001 Approved Budget	84.0	9,656,032	24,000
Board Approved Adjustments During FY 2001			
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments		286,348	
Internal Service Funds Adjustment		46,146	
Other Required Adjustments		(133,417)	0
Subtotal	84.0	9,855,109	24,000
Recommended Changes for FY 2002			
1. Replace Food Services Equipment		205,000	
This action will provide one-time funds that will be used to replace equipment in the Food Services Division. The equipment to be replaced is one automatic can opener, ten retherm ovens and two blast chillers. The Department incurs higher costs when equipment breaks down because purchasing similar in the open market is very expensive. In addition to this, delays in production result in increased labor costs and service calls. With the new equipment, the Department will be able to maintain the required safety and health standards and reduce accidents.			
Subtotal	0.0	205,000	0
Total Recommendation	84.0	10,060,109	24,000

Administrative Booking — Cost Center 3432
Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2001 Approved Budget	49.0	3,076,206	
Board Approved Adjustments During FY 2001			
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments		209,633	
Internal Service Funds Adjustment		(1,302)	
Other Required Adjustments		(80,981)	0
Subtotal	49.0	3,203,556	
Recommended Changes for FY 2002			
Total Recommendation	49.0	3,203,556	

Classification — Cost Center 3435
Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2001 Approved Budget	12.0	752,907	
Board Approved Adjustments During FY 2001			
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments		32,332	
Internal Service Funds Adjustment		12,791	
Other Required Adjustments		(19,908)	0
Subtotal	12.0	778,122	
Recommended Changes for FY 2002			
Total Recommendation	12.0	778,122	

Elmwood Men's Facility — Cost Center 3436
Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2001 Approved Budget	30.0	10,069,329	87,054
Board Approved Adjustments During FY 2001	1.0	(5,636)	
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments		179,242	
Internal Service Funds Adjustment		559,599	
Other Required Adjustments		(53,595)	0
Subtotal	31.0	10,748,939	87,054
Recommended Changes for FY 2002			
Total Recommendation	31.0	10,748,939	87,054

Correctional Industries — Cost Center 3437
Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2001 Approved Budget	1.0	113,228	
Board Approved Adjustments During FY 2001			
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments		3,414	
Internal Service Funds Adjustment		(12,727)	
Other Required Adjustments		(1,625)	0
Subtotal	1.0	102,290	
Recommended Changes for FY 2002			
Total Recommendation	1.0	102,290	

Laundry Services — Cost Center 3438
Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2001 Approved Budget	3.0	317,611	
Board Approved Adjustments During FY 2001			
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments		9,906	
Internal Service Funds Adjustment		5,619	
Other Required Adjustments		(4,849)	0
Subtotal	3.0	328,287	
Recommended Changes for FY 2002			
Total Recommendation	3.0	328,287	

Operations — Cost Center 3440
Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2001 Approved Budget	15.0	948,690	
Board Approved Adjustments During FY 2001			
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments		60,383	
Internal Service Funds Adjustment		13,446	
Other Required Adjustments		(25,273)	0
Subtotal	15.0	997,246	
Recommended Changes for FY 2002			
Total Recommendation	15.0	997,246	

Correctional Center For Women — Cost Center 3441
Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2001 Approved Budget	10.0	577,003	274,234
Board Approved Adjustments During FY 2001			
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments		30,519	
Internal Service Funds Adjustment		4,476	
Other Required Adjustments		(12,936)	0
Subtotal	10.0	599,062	274,234
Recommended Changes for FY 2002			
Total Recommendation	10.0	599,062	274,234

Inmate Programs — Cost Center 3446
Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2001 Approved Budget	33.0	1,435,248	106,569
Board Approved Adjustments During FY 2001			
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments		166,315	
Internal Service Funds Adjustment		15,492	
Other Required Adjustments		44,706	(39,059)
Subtotal	33.0	1,661,761	67,510
Recommended Changes for FY 2002			
Total Recommendation	33.0	1,661,761	67,510

Support Services — Cost Center 3449
Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2001 Approved Budget	5.0	476,327	
Board Approved Adjustments During FY 2001		6,000	
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments		32,117	
Internal Service Funds Adjustment		(5,712)	
Other Required Adjustments		(15,690)	0
Subtotal	5.0	493,042	
Recommended Changes for FY 2002			
Total Recommendation	5.0	493,042	

Probation Department

Mission

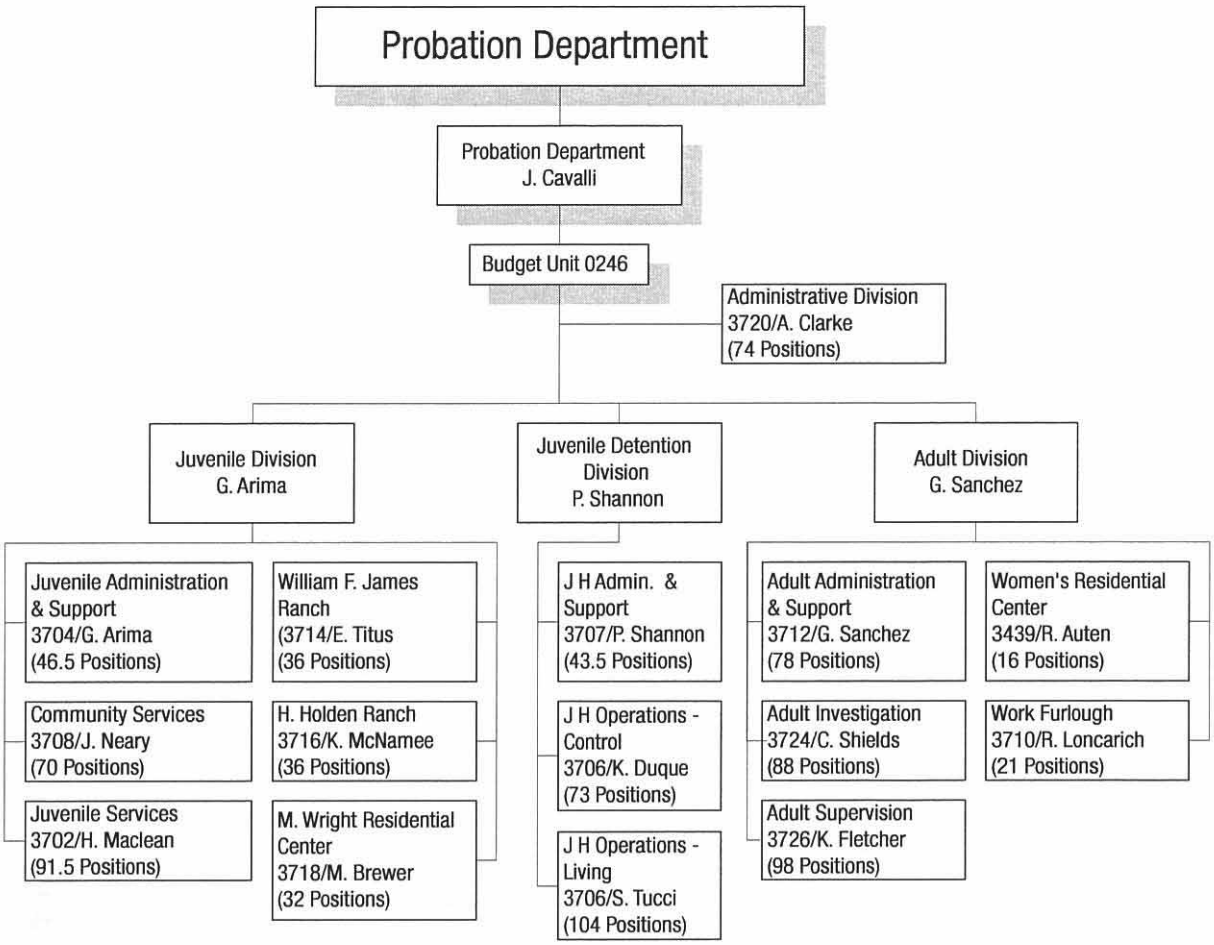
The Mission of the Santa Clara County Probation Department, as an integral part of the criminal justice system, is to reduce crime and protect the community by providing prevention, investigation, and supervision services and safe custodial care for adults and juveniles. The Department is committed to restoring losses to victims of crime and the public through innovative programs that stress offender accountability and development of competency skills.

Cost: $82,472,249

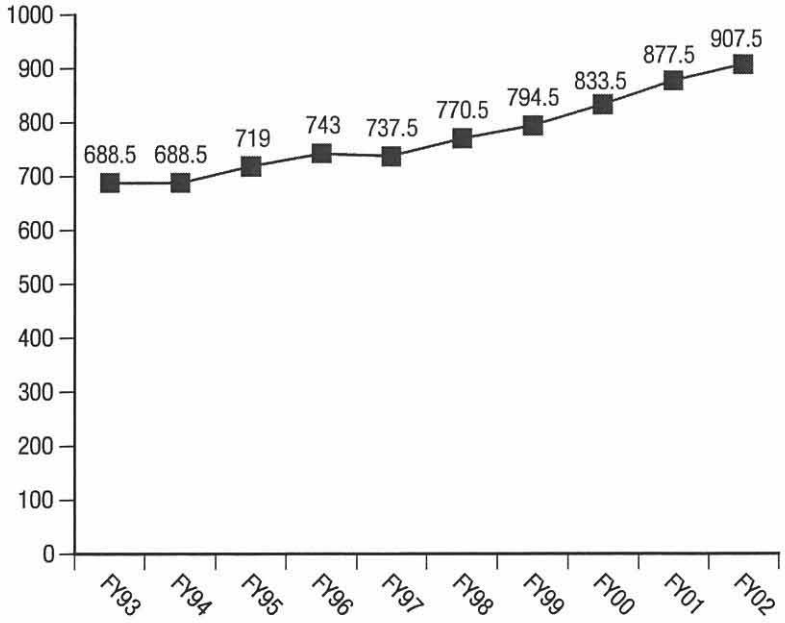
Staff: 907.5

Goals

- Develop and implement prevention and diversion programs in partnership with the community and criminal justice agencies to help reduce crime.
- Provide support to the courts through case investigation and supervision.
- Assure Probation referred youth receive appropriate educational rights and services to which they are entitled, including special education or disability needs.
- Provide community protection by holding offenders accountable with supervision, risk assessment, and effective sanctions.
- Promote development of social and competency skills through appropriate rehabilitation programs.
- Support victims by providing a continuum of services that assist in the restoration of their losses.
- Provide safe custodial care for adult and juvenile offenders emphasizing accountability and social responsibility.
- Deliver services with integrity, professionalism, and in a manner that respects the rights, diversity, and dignity of individuals and the community.



10-Year Staffing Trend



Probation Department

Overview

The Probation Department is responsible for protection of the community through provision of investigation, supervision, and custodial care of adults and juveniles referred into the probation process by the Court. The Department is also committed to restoring losses to victims of crime.

The Probation Department's initiatives strongly support the priorities set forth by the Board of Supervisors in the FY 2002 Budget Strategy Statement. Some of the specific priorities addressed by Probation are:

- Increase Public Safety Services.
- Implement, consolidate, and evaluate effectiveness of programs enhanced over the past 3 years.
- Continue to support the Performance Based Budgeting (PBB) initiative and Comprehensive Performance Management (CPM) process.
- Develop strategies to address employee retention issues.

Probation is a General Fund department with a total recommended budget of $82.5 million. Approximately 39% of its total cost is offset by revenues of $32.5 million. A wide spectrum of services, from intervention and prevention to sanctions, are provided through the operation of three divisions.

Central administration of the department is supported by 74 positions and a budget of $15.7 million, and includes the Chief Probation Officer and the Administrative Services Manager, budget and accounting, information systems, program coordination, human resources, facilities, warehouse, food services, laundry, and drug testing. The three major operational divisions are Adult Probation Services, Juvenile Probation Services, and Juvenile Detention Services.

Adult Probation Services Division

Adult Services, with a recommended budget of $23.2 million and 301 positions, has five functional units:

Investigation: Responsible for the investigation of circumstances pertaining to convicted misdemeanants and felons, and for preparation of pre-sentence reports for the courts. Sub-units include Adult Drug Treatment Court, Substance Abuse, and Screening. This unit has 88 positions and a budget of $6.5 million.

Supervision: Responsible for supervision of adults placed on probation by the courts. This includes specialized services to high risk offenders in the Intensive Supervision and Domestic Violence Units. This unit has 98 positions and a budget of $7.5 million.

Men's Work Furlough: Supervises and provides services to male inmates who have qualified to live in the work furlough facility and have access to jobs and community service programs. This unit has 21 positions and a budget of $2.6 million.

Women's Work Furlough: Supervises and provides services to female inmates who have qualified to live in the Women's Residential Center and have access to jobs, their children, and community service programs. This unit has 16 positions and a budget of $1.5 million.

Administration: Provides administrative and support services to all program units in the Adult Division. This unit has 78 positions and a budget of $5.1 million.

Adult Services focuses continual efforts toward reducing the jail population through development of viable alternative sanctions. The new Women's Residential Center provides increased opportunities for program services to women participating in the program. Adult Services also continues to have a role in multidisciplinary programs which provide a treatment orientation while maintaining an awareness of the need for community protection. Examples include Drug Treatment Court, the Domestic Violence Unit, and

efforts supporting the implementation of the Substance Abuse and Crime Prevention Act of 2000 (Proposition 36).

The most significant FY 2002 program initiative of the Probation Department focuses on ways to improve the assessment of clients referred for probation supervision, as well as the field supervision and case management of these high risk/high need offenders.

Juvenile Probation Services Division

Juvenile Probation Services, with a recommended budget of $28.9 million and 312 positions, is comprised of seven functional units:

Juvenile Community Services: This unit includes a wide array of functions, including the Juvenile Court Unit, Restorative Justice, screening, placement, the FOCUS Program, and Informal Juvenile and Traffic Court. It has a total of 70 positions and a budget of $10.2 million.

Juvenile Delinquency Services: Responsible for the investigation and supervision of juvenile offenders and the specialized unit providing intensive services to gang-related adult and juvenile offenders. The unit has 91.5 positions and a budget of $6.6 million.

Juvenile Ranches: These facilities provide care, custody, and rehabilitation services to court-committed youth:

- James Ranch: Serves boys 16 to 18 years, has 36 positions and a budget of $3.3 million.
- Holden Ranch: Serves boys 12 to 16 years, has 36 positions and a budget of $3.3 million.
- Wright Center: Serves girls committed to a Probation Ranch and boys assigned to the conservation camp. It has 32 positions and a budget of $2.9 million.

Administration: Provides administrative and support services to all program units in the Juvenile Probation Services Division. This unit has 46.5 positions and a budget of $2.6 million.

Juvenile Probation Services includes programs for youth domestic violence prevention and intervention, Juvenile Drug Treatment Court, and restorative justice. The focus of these programs is to work collaboratively with other County agencies and the community in providing prevention, intervention, and treatment to reduce crime and promote development of skills by youth. Throughout the Juvenile Division the development of a full continuum of services beginning with assessment and including programs targeted to the needs of each youth is a high priority. Addition of program facilities to support the range of services is a critical need. Special focus on coordinating with the County Office of Education to improve academic resources to juveniles will continue as well.

Implementation of the Schiff-Cardenas Crime Prevention Act of 2000 (AB 1913) focuses resources towards the needs identified by the local Juvenile Justice Coordinating Council. Programs supported are:

- Restorative Justice Program/Victim Services
- Multi-Agency Assessment Center
- Community Based Aftercare Program
- Truancy Reduction Services
- Mexican American Community Services Agency, Youth Services

Juvenile Detention Services Division

Juvenile Detention Services, with a recommended budget of $14.6 million and 220.5 positions, receives, and is responsible for safety, security and program services for detained juvenile law violators. In Juvenile Hall, as in other areas, the Probation Department works closely with other service providers to meet the needs of youthful offenders. The new Juvenile Hall wing, opened in November 1998, provides beds which meet all current Board of Corrections standards and provides appropriate program and counseling space. Grant funding has been requested for the replacement of the remaining 180 beds, incorporating a small capacity increase to 210 beds, from the old facility. As of this writing the request has been approved by the Executive Steering Committee of the State Board of Corrections. Final approval by the full board is expected on May 12, 2001.

Probation Department
FY 2002 Performance Plan

The Probation Department supports the priorities of the Board of Supervisors in the following Performance Plan. This plan also relates directly to the mission and goals of the department. This is the second year of PBB for the department. Their efforts as a pilot have been extremely valuable as the program is expanding to the rest of the county.

The below section "Adult Supervision Assessment Services" is the County Executive's recommendation for FY 2002. This section is followed by a section showing the results of Probation's FY 2001 Performance Plan.

Adult Supervision Assessment Services

Priority Goal

Provide community protection by holding offenders accountable with supervision, risk assessment and effective sanctions.

Strategy

- Improve services to adult clients and their victims.
- Decrease community risk by expediting the process of assessment, referral, and assignment.
- Increase the level of community supervision.

Background

An average of 600 criminal defendants per month are placed on probation by the Santa Clara County Superior Court. As of January 2001 there are 8,758 clients in general supervision, and 7,704 clients in the banked caseload which require more limited supervision. Forty-five Deputy Probation Officers are assigned to general supervision caseloads, and 20 additional officers are assigned to specialized caseloads in the Domestic Violence and Intensive Supervision units. On average, the Probation Officers assigned to Adult general supervision receive 20 new clients per month to supervise and have a caseload of 175 clients.

Since 1989 the Probation Department has utilized a case management/workload deployment system based on the National Institute of Corrections Classification and Management System. This nationally validated approach uses an objective classification instrument which assesses the client's risk to the community as well as the client's needs. These needs identify the client's life management obstacles and are the basis for case planning. The system then guides resource allocation decisions to dedicate more time to those individuals who pose the greatest threat to the community. A high score on the classification scale identifies the client as a person who should be seen more frequently and monitored more closely, and a score in the lowest range identifies the client as one who can be managed in a banked caseload with minimal contact.

Because of high workload, several concerns with the Adult Supervision process have been identified:

- Initial client contact is delayed. Depending on each officer's appointment schedule, several weeks may elapse from the point when the officer receives the file until initial client contact. Priority for scheduled appointments is given to those clients who are in crisis, require routine drug testing, need to be re-referred to programs, or are pending court hearings. The delivery of the file is often delayed for a variety of reasons, including the need to obtain a missing police report or court order. The delay effects the effectiveness of sanctions, the likelihood of rehabilitation, and the safety of the community. The immediate impact of the court process on the client's motivation to follow court directives is lost. One of the identified success factors in the justice process is the "swift and certain" imposition of sanctions. The deterrent effect of Probation supervision on new law violations is minimized.
- Referrals to needed services are not timely and are dependent on each Probation Officer's knowledge of resources. With the current process, program referrals are not made until the initial interview. Then clients may face delays in the intake process for services from program providers and further loss of momentum. While all Probation Officers have general knowledge of resources and a resource directory is provided, expertise in specialized needs

such as substance abuse, mental health, employment, and housing cannot be consistently maintained.

- Victim and restitution information is not compiled until after the initial interview. A critical component of effective Probation services is the provision of support to victims and the collection of restitution. Often delays are experienced in the compilation of victim information and the establishment financial accounts with the Department of Revenue.
- Deputies are not able to provide the level of contact and supervision needed to hold offenders accountable for their conduct. Officers need to have unscheduled client contacts in places where offenders live and work. This level of monitoring and community involvement serves as a strong deterrent to recidivism and allows for early intervention that can result in higher rates of successful probation. Currently Probation Officers do not have the time available to supervise clients consistent with classification standards.

Improvement Strategy

The Probation Department's mission is to reduce crime and protect the community through supervision of offenders and programs that stress offender accountability. The Department is committed to supporting victims by providing a continuum of services that assist in the restoration of their losses. In order to achieve this mission, the current gaps in the Adult Supervision services must be remedied. This effort is critical to the Board of Supervisors' Budget Strategy which stresses delivery of rehabilitative services based on needs assessment and provision of these services within the community. The case classification system is data driven and based on a strong theoretical foundation.

In order to develop improvement strategies, a committee of Adult Division staff has met for more than a year to identify cost effective ways to improve services and free Probation Officers to spend more time in actual client case management and supervision. The recommended approach is the development of a centralized Adult Supervision Assessment Services Unit and procedures to expedite client referrals, case classification and case assignment decisions. This plan will address all of the identified service gaps as clients will be seen promptly, referrals for services will be timely and consistent; restitution will be established, and significant Probation Officer time will be available to contact clients in the field.

In October 2000, the Probation Department initiated a pilot project in which one Probation Officer was relieved of supervision duties to concentrate on the initial classification assessment and intake duties for a unit of five other Probation Officers. This pilot both validates the concept of centralized assessment and provides the basis for estimates of department wide time which can be freed for community contact with clients.

Based on the pilot experience and the work of the Adult Division committee each supervision Probation Officer spends an average of 1.5 hours with every new client. This time is consumed by a review of the probation file, completion of the assessment instrument, and the client interview. The interview includes explaining the terms of probation, gathering pertinent personal information, making referrals to programs, establishing guidelines, and generally establishing a working relationship with the client. Additional time is spent securing victim restitution information and establishing the account with the Department of Revenue. On the average, the Adult Supervision Assessment Services Unit will free 30 hours per month for each Probation Officer assigned to adult supervision.

The resources required to implement these improvements for all Adult Supervision clients include:

- 7 Deputy Probation Officers
- 3 Justice Systems Clerks
- 1 Probation Community Worker,
- 1 Departmental Info. Systems Analyst/Associate.

The Probation Community Worker will perform critical support services including the prompt compilation of essential documents to support the assessment such as new probation orders and crime reports. The Community Worker will also concentrate efforts on making personal contact and sending resource information to the victims of those offenders who are granted probation and will assist in the gathering of restitution information. S/he will work closely with the Probation Officer to expedite the transfer of information to the Department of Revenue to establish

accounts and client payment schedules. The case classification process and resulting case management is highly reliant on the Probation Department's automated system, SHARKS. The Justice Systems Clerks are needed to ensure timely, accurate data entry, case set-up, and case transfer. The Departmental Information Systems Analyst/Associate will support the system and provide essential data quality assurance as well as ensure that data is adequate for performance monitoring.

The costs of the new services will be offset by additional Title IV-E revenue. The Probation Department has identified a needed change in the formula impacting the way in which non-allocable portions of the time-study are distributed. These hours were incorrectly allocated to the category "other county only program" and may be more productively distributed to all other programs thereby enhancing the claim.

Performance Impacts

In the pilot project, the dedicated assessment officer was able to spend more time explaining the court's probation order and expectations and making referrals to appropriate programs and community resources. The new clients were more promptly referred to the Department of Revenue, placed in programs and specialized caseloads and were referred to law enforcement for narcotic or sex registration and to the facility which draws DNA samples in accordance with the law.

By having the risk/needs assessment completed in advance, the Probation Officer receiving the new client referral already has case plans drawn and client contact standards in place. The deputy can then concentrate on assisting the client in completing treatment programs, monitoring compliance with court orders, overseeing the payment of restitution and fines, and maintaining a more active field supervision schedule. The Probation Officer will have a much more accurate, on-going knowledge of the client's progress and will be able to adjust the case plan as needed.

Conditions Affecting Performance

Probation has pending space requests which identify office needs for existing and expanded programs.

Key Performance Indicators

Key indicators which will be utilized to assess this program include:

Adult Supervision Assessment Services

Key Performance Indicator	Measurement Description	FY2002 Goal
Rate of Case Classification	Percent of Cases Classified within 30 Days of Receipt of Case	85%
Rate of Client Program Registration	Percent of Out-of-Custody Clients Registered with Appropriate Programs within 60 Days of Receipt of Case	75%
Number of Supervision Contacts in Community	Measurement to be Determined June 2002	TBD
Rate of Restitution Payment	Percent of Adult Probation Cases that Expire with Restitution Being Paid	75%
Rate of Revocation	Percent of Adult Probation Cases that Expire without Revocation for a New Law Violation	75%

FY 2001 Performance Plan Results

The following charts demonstrate the various areas addressed by the Probation Department in FY2001's Performance Based Budget plan. The Probation department is not requesting additional funding for these programs, but rather providing a progress report on funding approved for FY 2001. The goals set forth are compared to the actual results over the course of the year. Additionally, goals are also presented for the upcoming Fiscal Year 2002. Implementation of the PROMISE Data Warehouse Initiative will facilitate improved tracking and comparison of data in FY 2002.

Expand Restorative Justice Program

Objective:
Reorganize the Diversion Services Unit to create 3 geographical Restorative Justice Program (RJP) units. Standardize work by establishing consistent policies and procedures. Work with communities adjoining RJP sites to expand RJP activity without additional resources.

Result:
This program has been extraordinarily successful. The number of sites and clients served exceeds the established goal, while meeting or exceeding measured satisfaction rates. Contract processing times is projected to continue to improve in FY 2002. Collection methods for parent satisfaction rates are under development. Recidivism data will be available in June 2001. The FY 2001 (fourth grant year) rate is 10% to date.

Key Performance Indicators	FY 2000 Goal	FY 2001 Goal	FY 2001 Actual	FY 2002 Goal
Number of sites	7	8	11	18
Number of residents served	350,000	545,000	825,600	1,523,000
Maintenance of sufficient pools of NAB/community protection project volunteers	210	300	354	600
Assignment of NAB contracts within 30 days of RJP referral	80%	80%	72%[a]	80%
Completion of NAB contracts within 90 days of hearing	80%	80%	62%[b]	80%
Regular RJP youth attendance rate at schools, vocational training, or work sites	80%	80%	65%	80%
Growth in risk avoidance, protective and resiliency assets in RJP youth	22%	22%	30%	22%
Crime victim restitution/satisfaction rate	80%	80%	90%	80%
RJP parent satisfaction rate	80%	80%	NA	80%
Maintenance or improvement of recidivism rate	12%	12%	10%	12%

a. Year to date figures
b. Year to date figures

Expand Juvenile Community Release/Electronic Monitoring Program

Objective

Restructure and expand the Juvenile Community Release/Electronic Monitoring program to provide cost effective means of diversion from incarceration.

Result:

Case load was lower than anticipated because of an overall decrease in juvenile referrals. However, the program exceeded its target for successful completion. Extra help usage continued because of the high number of Group Counselor vacancies.

Key Performance Indicators	FY 2000 Goal	FY 2001 Goal	FY 2001 Actual[a]	FY 2002Goal
Number of clients	2,071	2,121	1900	2,121
Successful program completion (CRP/EMP)	69%	74%	74%	74%
Juvenile Hall custody days saved	68,294	69,500	65,528	69,500
Number of CRP/EMP participants enrolled in educational programs	80%	80%	NA[b]	80%
Reduction of extra help usage	1.4 FTE	2.0 FTE	.45 FTE	1.4 FTE

a. Estimated full year figures
b. Data collection began in March 2001

Implement Women's Residential Center Model Program

Objective:
Develop the Women's Residential Center Model Program to increase the likelihood that women transition successfully into the community.

Result:
New staff and services for the model ATAP program (Assessment, Transition and Aftercare Program) began in Nov/Dec 2000. Forty-nine women have been screened for the new program, 32 have been given the Offender Assessment Index. Follow-up and post-data will not be available until a sufficient number of women have completed the program.

Key Performance Indicators	FY 2000 Goal	FY 2001 Goal[a]	FY 2001 Actual	FY 2002 Goal[b]
% women demonstrating increased life skills in pre/post testing	NA	TBD	NA	TBD
# of women continuing on Probation who have stable housing arrangements 6 months after release	NA	TBD	NA	TBD
Baseline re-offense rate identified	NA	TBD	NA	TBD
Re-offense rate reduction strategy identified	NA	TBD	NA	TBD

a. To be determined by June 2001
b. To be determined by June 2001

Improve Work Furlough Medical/Mental Health Services

Objective:
Provide health care services for male and female work furlough clients to reduce the number of men and women returned to Department of Correction custody.

Result:
Probation is currently working closely with VMC / Health and Hospital System to augment medical and mental health services at the work furlough facilities. While data is not available as yet, the increased level of collaboration has resulted in improved understanding of overall needs and correction of problems impeding continuity of services.

Key Performance Indicators	FY 2000 Goal	FY 2001 Goal	FY 2001 Actual	FY 2002 Goal
# of inmates with appropriate medication available at intake to work furlough facilities	NA	TBD [a]	NA	TBD

a. To be determined by June 2001

Implement Pilot Mentoring Program at Ranches

Objective:
Implement a pilot mentoring program for juvenile offenders to support youth in developing positive alternatives to a delinquent lifestyle, and to reduce recidivism.

Results:
The mentoring program has only recently been established, however, initial results are encouraging. A contractor has been selected and the screening and clearance process for potential mentors and mentees is underway. FY 2002 will provide the first year of outcome measurement.

Key Performance Indicators	FY 2000 Goal	FY 2001 Goal	FY 2001 Actual	FY 2002 Goal
Gains in resiliency/esteem	NA	75%	83%[a]	75%
Enrollment and regular attendance in employment or vocational training six months after release from ranches	NA	75%	NA	75%
Positive home adjustment as reported by parents	n/a	75%	98%[b]	75%
Improvement attributed to program by participants	n/a	75%	NA	75%
Reduction in Recidivism	n/a	30%	NA	30%

a. Estimated full year figure
b. Estimated full year figure

Expand Information Services Unit

Objective:
Expand the Information Services Unit to ensure that performance and evaluation information needed by decision makers is available, timely, and a0ccurate.

Result:
Increased resources have allowed the department to increase customized reports, deploy remote access for staff (e.g. laptops), expand the network, and to participate in cross-department IT projects such as the Cross-Systems Evaluation and the PROMISE Initiative. These projects will enhance capacity for outcome tracking.

Key Performance Indicators	FY 2000 Goal	FY 2001 Goal	FY 2001 Actual	FY 2002 Goal
Increase in the number of customized or user-defined reports	NA	TBD [a]	17	TBD
Number of laptops deployed to support staff needs	6	28	30	TBD
Respondent satisfaction with timeliness and completeness of reports	NA	80%	NA	TBD

a. To be determined by June 2001

Probation Department — Budget Unit 0246
Expenditures by Cost Center

CC	Cost Center Name	FY 2000 Actual	FY 2001 Appropriations Approved	FY 2001 Appropriations Adjusted	FY 2002 Recommended	Amount Chg From FY 2001 Approved	% Chg From FY 2001 Approved
3439	Women's Residential Center	1,333,304	1,282,203	1,282,203	1,515,537	233,334	18
	1 General Fund	1,333,304	1,282,203	1,282,203	1,455,537	173,334	14
	319 Work Furlough Inmate Fund				60,000	60,000	
3702	Juvenile Services	6,152,878	6,462,054	6,900,525	6,613,145	151,091	2
3704	Juvenile Division Admin & Support	2,105,178	2,475,093	2,523,078	2,478,000	2,907	
3706	Juvenile Hall	13,958,064	14,096,804	14,233,663	14,584,727	487,923	3
3708	Community Services	8,877,649	7,993,610	8,403,723	10,143,269	2,149,659	27
3710	Work Furlough Program	2,030,132	1,981,067	2,567,067	2,552,114	571,047	29
3712	Adult Division Admin & Support	4,208,628	4,686,143	4,694,255	5,199,428	513,285	11
3714	William F James Ranch	3,236,914	3,190,035	3,227,223	3,333,836	143,801	5
3716	H Holden Ranch	3,152,829	2,855,822	2,893,010	3,321,380	465,558	16
3718	M Wright Residential Center	2,478,353	2,545,700	2,545,700	2,908,150	362,450	14
3720	Administrative Division	11,771,194	14,156,096	15,359,619	15,754,839	1,598,742	11
3724	Adult Investigation	5,667,283	6,192,437	6,192,437	6,546,580	354,143	6
3726	Adult Supervision	6,177,557	6,509,617	6,661,617	7,521,240	1,011,623	16
	Total Expenditures	71,149,963	74,426,681	77,484,120	82,472,249	8,045,567	11%

Probation Department — Budget Unit 0246
Revenues by Cost Center

CC	Cost Center Name	FY 2000 Actual	FY 2001 Appropriations Approved	FY 2001 Appropriations Adjusted	FY 2002 Recommended	Amount Chg From FY 2001 Approved	% Chg From FY 2001 Approved
3439	Women's Residential Center	123,636	115,000	115,000	200,002	85,002	74
	1 General Fund	123,636	115,000	115,000	155,000	40,000	35
	319 Work Furlough Inmate Fund				45,002	45,002	0
3702	Juvenile Services	4,063,688	1,292,949	1,459,107	1,301,960	9,011	1
3706	Juvenile Hall	95			50,000	50,000	0
3708	Community Services	51,801		55,395			0
3710	Work Furlough Program	800,066	900,000	900,000	882,998	(17,002)	-2
3720	Administrative Division	24,201,981	23,757,729	24,857,212	24,873,986	1,116,257	5
3724	Adult Investigation	169,104	130,000	130,000	150,000	20,000	15
3726	Adult Supervision	920,703	3,438,119	4,730,119	5,046,746	1,608,627	47
	Total Revenues	30,331,276	29,633,797	32,246,833	32,505,692	2,871,895	10%

Women's Residential Center — Cost Center 3439
Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2001 Approved Budget	16.0	1,282,203	115,000
Board Approved Adjustments During FY 2001			
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments		120,123	
Internal Service Funds Adjustment		47,342	
Other Required Adjustments		5,869	40,000
Subtotal	16.0	1,455,537	155,000
Recommended Changes for FY 2002			
Fund Subtotal	16.0	1,455,537	155,000
Work Furlough Inmate Fund (Fund Number 0319)			
FY 2001 Approved Budget			
Board Approved Adjustments During FY 2001			
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments			
Internal Service Funds Adjustment			
Other Required Adjustments		60,000	45,002
Subtotal		60,000	45,002
Recommended Changes for FY 2002			
Fund Subtotal	0.0	60,000	45,002
Total Recommendation	16.0	1,515,537	200,002

Juvenile Services — Cost Center 3702
Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2001 Approved Budget	90.1	6,462,054	1,292,949
Board Approved Adjustments During FY 2001	7.0	438,471	166,158
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	-9.1	(393,447)	
Internal Service Funds Adjustment		127,669	
Other Required Adjustments		(21,601)	(157,147)
Subtotal	88.0	6,613,145	1,301,960
Recommended Changes for FY 2002			
Total Recommendation	88.0	6,613,145	1,301,960

Juvenile Division Admin & Support — Cost Center 3704
Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2001 Approved Budget	47.0	2,475,093	
Board Approved Adjustments During FY 2001	1.0	47,985	
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	-4.5	(62,339)	
Internal Service Funds Adjustment		(5,495)	
Other Required Adjustments		22,756	0
Subtotal	43.5	2,478,000	
Recommended Changes for FY 2002			
Total Recommendation	43.5	2,478,000	

Juvenile Hall — Cost Center 3706
Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2001 Approved Budget	212.0	14,096,804	
Board Approved Adjustments During FY 2001	2.0	136,859	
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	-5.6	326,205	
Internal Service Funds Adjustment		(43,690)	
Other Required Adjustments		(17,450)	0
Subtotal	208.5	14,498,727	
Recommended Changes for FY 2002			
Fund Subtotal	208.5	14,498,727	0
Juvenile Welfare Trust (Fund Number 0318)			
FY 2001 Approved Budget			
Board Approved Adjustments During FY 2001			
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments			
Internal Service Funds Adjustment			
Other Required Adjustments		86,000	50,000
Subtotal		86,000	50,000
Recommended Changes for FY 2002			
Fund Subtotal	0.0	86,000	50,000
Total Recommendation	208.5	14,584,727	50,000

Community Services — Cost Center 3708
Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2001 Approved Budget	64.7	7,993,610	
Board Approved Adjustments During FY 2001	2.0	410,113	55,395
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	19.8	1,795,646	
Internal Service Funds Adjustment		75,434	
Other Required Adjustments		(131,534)	(55,395)
Subtotal	86.5	10,143,269	
Recommended Changes for FY 2002			
Total Recommendation	86.5	10,143,269	

Work Furlough Program — Cost Center 3710
Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2001 Approved Budget	21.0	1,981,067	900,000
Board Approved Adjustments During FY 2001		586,000	
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments		116,289	
Internal Service Funds Adjustment		39,058	
Other Required Adjustments		(254,299)	(80,000)
Subtotal	21.0	2,468,114	820,000
Recommended Changes for FY 2002			
Fund Subtotal	21.0	2,468,114	820,000
Work Furlough Inmate Fund (Fund Number 0319)			
FY 2001 Approved Budget			
Board Approved Adjustments During FY 2001			
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments			
Internal Service Funds Adjustment			
Other Required Adjustments		84,000	62,998
Subtotal		84,000	62,998
Recommended Changes for FY 2002			
Fund Subtotal	0.0	84,000	62,998
Total Recommendation	21.0	2,552,114	882,998

Adult Division Admin & Support — Cost Center 3712
Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2001 Approved Budget	70.4	4,686,143	
Board Approved Adjustments During FY 2001		8,112	
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments		275,601	
Internal Service Funds Adjustment		236,781	
Other Required Adjustments		(7,208)	0
Subtotal	70.0	5,199,428	
Recommended Changes for FY 2002			
Total Recommendation	70.0	5,199,428	

William F James Ranch — Cost Center 3714
Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2001 Approved Budget	35.0	3,190,035	
Board Approved Adjustments During FY 2001	1.0	37,188	
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	-1.0	86,332	
Internal Service Funds Adjustment		8,637	
Other Required Adjustments		11,644	0
Subtotal	35.0	3,333,836	
Recommended Changes for FY 2002			
Total Recommendation	35.0	3,333,836	

H Holden Ranch — Cost Center 3716
Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2001 Approved Budget	34.4	2,855,822	
Board Approved Adjustments During FY 2001	1.0	37,188	
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	2.6	429,089	
Internal Service Funds Adjustment		(12,035)	
Other Required Adjustments		11,316	0
Subtotal	38.0	3,321,380	
Recommended Changes for FY 2002			
Total Recommendation	38.0	3,321,380	

M Wright Residential Center — Cost Center 3718
Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2001 Approved Budget	30.0	2,545,700	
Board Approved Adjustments During FY 2001			
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	2.0	356,287	
Internal Service Funds Adjustment		12,710	
Other Required Adjustments		(6,546)	0
Subtotal	32.0	2,908,150	
Recommended Changes for FY 2002			
Total Recommendation	32.0	2,908,150	

Administrative Division — Cost Center 3720
Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2001 Approved Budget	74.6	14,156,096	23,757,729
Board Approved Adjustments During FY 2001	4.0	1,203,523	1,099,483
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	1.4	426,865	
Internal Service Funds Adjustment		333,841	
Other Required Adjustments		(740,486)	16,774
Subtotal	80.0	15,379,839	24,873,986
Recommended Changes for FY 2002			
1. Probation Business Practice Re-Engineering		375,000	
Funds a business process re-engineering study for the Probation Department. These are one-time expenses. Activities provided for in this recommendation will streamline data collection and processing, and integrate manual and automated procedures			
Subtotal	0.0	375,000	0
Total Recommendation	80.0	15,754,839	24,873,986

Adult Investigation — Cost Center 3724
Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2001 Approved Budget	86.1	6,192,437	130,000
Board Approved Adjustments During FY 2001			
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments		327,677	
Internal Service Funds Adjustment		2,770	
Other Required Adjustments		23,696	20,000
Subtotal	86.0	6,546,580	150,000
Recommended Changes for FY 2002			
Total Recommendation	86.0	6,546,580	150,000

Adult Supervision — Cost Center 3726
Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2001 Approved Budget	91.3	6,509,617	3,438,119
Board Approved Adjustments During FY 2001		152,000	1,292,000
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments		124,913	
Internal Service Funds Adjustment		42,094	
Other Required Adjustments		(139,568)	(506,000)
Subtotal	91.0	6,689,055	4,224,119
Recommended Changes for FY 2002			
Internal Service Fund Adjustments		–	–
Vehicles for Probation Officers		15,000	0
1. Adult Probation Assessment Services	12.0	817,185	822,627
Creates a specialized assessment unit within the Probation Department to increase the timeliness and quality of processing initial court referrals, and improve supervision levels. Expenses are fully offset by projected increases in Title IV-E revenue. Twelve positions are created for the assessment team, and authorization for office expenses, training, and transportation is provided. The added positions are: ◆ 7 Deputy Probation Officers I/II/III ◆ 1 Probation Community Worker ◆ 3 Justice System Clerks I ◆ 1 Department Information Systems Analyst/Associate			
Subtotal	12.0	832,185	822,627
Total Recommendation	103.0	7,521,240	5,046,746

Medical Examiner-Coroner

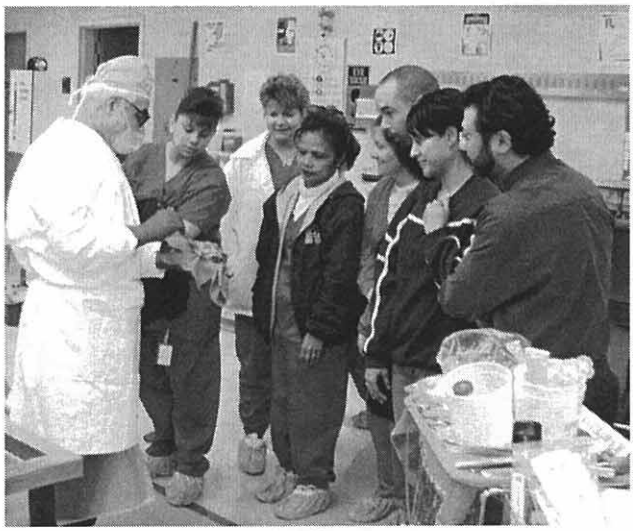
Mission

The Mission of the Medical Examiner-Coroner is to provide for the health, safety, and dignity of the community by determining the circumstances, conditions, and cause of death of persons who fall under its legal jurisdiction, while striving to establish and maintain effective working relationships with local law enforcement and medical agencies, and a commitment to provide directed educational experiences to students, law enforcement professionals, and other special interest groups.

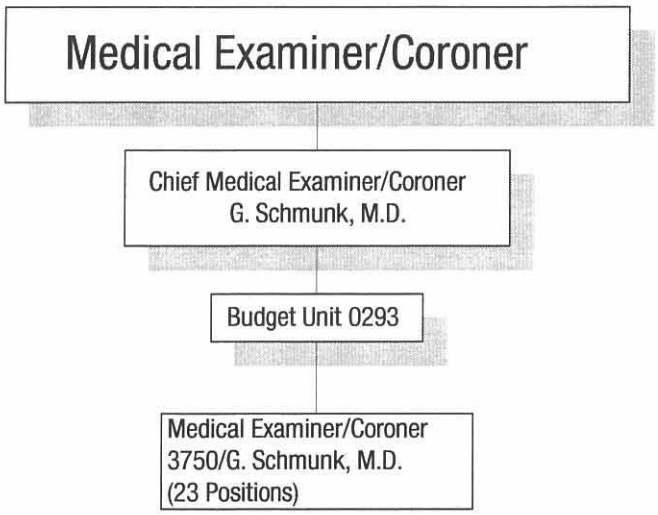
Goals

- To continue to improve professionalism of all staff by developing and providing on-site education and in-service training events
- To complete a comprehensive customer services survey and to develop or obtain training that will address deficiencies
- To improve existing facility security system to safeguard staff and evidence
- To continue to upgrade the technical and operatinal aspects of the office to comply with national standards, and continue the process towards attaining National Association of Medical Examiners accreditation
- To develop a partnership with State of California Department of Motor Vehicles and Superior Court to develop program for drivers having repeated driving violations
- To complete a comprehensive records archiving project
- To continue to partner with Stanford University to provide forensic training to pathology residents and medical students and to develop a medical residency program
- To reorganize record archives to preserve historical data
- To achieve American Board of Medical Death Investigation certification for all investigators

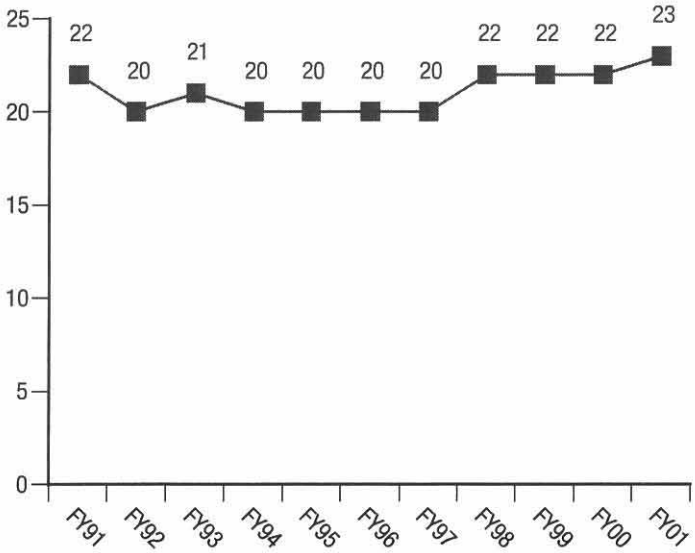
Cost: $2,522,117



Staff: 23



10-Year Staffing Trend



Medical Examiner-Coroner

Overview

The Medical Examiner-Coroner (ME-C) investigates approximately 4,000 deaths each year which are medically unattended, occur under unnatural or violent circumstances, or may present a public health hazard. Sudden infant deaths, deaths in state hospitals, in prison, from occupational diseases, or due to criminal means are also investigated. Coroner investigations into the manner, cause, and circumstances of deaths are primarily medical and supplement the investigations made by other law enforcement agencies. Of these cases, nearly 1,000 post mortem examinations are performed in order determine the cause of death.

The Medical Examiner-Coroner makes death notifications and is responsible for communicating with family members, law enforcement agencies, mortuaries, medical professionals, the courts, and all other appropriate agencies regarding the disposition of the decedent's case. The Medical Examiner-Coroner must be available on a 24-hour basis.

The Office of the Medical Examiner-Coroner (ME-C) is comprised of three divisions:

The Medical Division: Staff of the Medical Division perform inspections and post mortem examinations of all cases under the Coroner's jurisdiction. They prepare post mortem examination findings for reports and death certificates. The Medical Division is responsible for management of the morgue and for developing procedures regarding post mortem examinations.

The Investigation Division: Responsible for attending deaths that fall under the Coroner's jurisdiction. A significant function performed by the Investigator Division staff is to notify next of kin of a death. In addition, investigators respond to inquiries from physicians and other health care professionals to determine whether cases should be referred to the Coroner.

The Administrative Support Division: Responsible for transcription of medical reports, preparation of death certificates, and administrative processing of medical specimens. In addition they respond to inquiries from families, friends, media, and law enforcement agencies, release property to next of kin and perform other administrative duties.

In Fiscal Year 2001, the department continued its commitment to development of the Youth Forum Rude Awakenings Program, where more than 500 young people participated. The program encourages young men and women to make informed and responsible decisions about gang affiliation by presenting them with a multimedia slide presentation consisting of scenes of local gang-related deaths and gang-associated-death post mortem examination photographs. Participants also visit the morgue and view a post mortem examination.

Fiscal Year 2001 Accomplishments

- Developed an adult repeat offender multi-media presentation in partnership with the Department of Corrections.
- Established daily case review meetings on all cases.
- Continued to develop and present educaional programs for various law enforcement and community agencies, universities, colleges, community colleges and high schools.
- Upgraded and updated automated case management system.
- Continued the process to achieve certification of all death investigators with the American Board of medical Death Investigation.

Fiscal Year 2002 Planned Accomplishments

- Provide medical community with additional forensic resources in microscopy and neuropathology.
- Design and implement closed circuit multi-media educational presentations.
- Reorganize work spaces to better improve work process and customer service.

Medical Examiner-Coroner
County Executive's Recommendation

Advancement of Board Priorities

The County Executive's Recommendations for the Medical Examiner-Coroner (ME-C) support the priority of the Board of Supervisors to provide increased public safety services.

Purchase Dissecting Microscope

Recommendation

Approve request for funds to purchase a dissecting microscope

Background

A dissecting microscope is a specialized tool that exposes trace evidence, which may otherwise be overlooked, from the bodies of victims or their clothing. Recently the Office had to travel at significant expense to another out-of-state facility to use such equipment. Since time is of the essence in criminal investigations, the Office is requesting funds to purchase a dissecting microscope

Anticipated Outcome

The Office will be able to conduct detailed investigations in a timely manner using state of the art equipment.

Total One-time Cost: $24,000

New Air Conditioning System in Post Mortem Examination Room

Recommendation

Approve request for a new air conditioning system in the post mortem examination room.

Background

This request is for funds to purchase a new air conditioning system for the post mortem examination room. Staff performing post mortem examinations are exposed to health hazards from the bodies of the victims and, as a result, are required to wear heavy protective clothing. Since the present energy crisis does not ensure uninterrupted power supply, the Medical Examiner- Coroner's Office is requesting funds to purchase a new air conditioning unit for the post mortem examination room so that staff can work in a comfortable environment that is free of health hazards.

Anticipated Outcome

The post mortem examination room will have stable climate control and staff will not be exposed to disease and infection.

Total One-time Cost: $20,000

Furniture Required for Customer Service and Office Efficiency

Recommendation

Approve request for one-time funds to redesign office space and purchase ergonomically correct furniture.

Background

At present, the front counter in the Medical Examiner-Coroner's Office is not visible to other office staff who provide backup to the receptionist while continuing to work at their work stations. As a result, visitors to the Office have to wait to be greeted and assisted. Funds are requested so that the office can be reconfigured and backup staff can directly see the front counter.

The County Executive also recommends funds for the Medical-Examiner Coroner's personal office to be redesigned to accommodate a private conference area and additional storage for professional publications and books. This conference area will free up the departmental conference room, and provide greater privacy for clients.

In addition to the above, several offices for other administrative staff do not comply with ergonomic standards. These offices will also be reconfigured in accordance with established ergonomic standards.

Anticipated Outcome
The Office will provide better customer service to families of victims and other visitors. Additionally, staff will not run the risk of job related injuries due to work spaces and furniture that is not designed in compliance with ergonomic standards.

Total One-time Cost: $14,000

Purchase New Portable Tissue Cutting Unit

Recommendation
Approve request for purchase of a portable tissue cutting unit.

Background
The tissue cutting unit in the Medical Examiner - Coroner's office is located in a poorly ventilated area. Since this unit is fixed and cannot be moved, the department must either install new air conditioning and ventilation systems or provide a portable unit that can be moved to a better ventilated area. The department's request is a fiscally prudent alternative.

Anticipated Outcome
Staff pathologists will be able to work in well-ventilated areas and will not be exposed to the risk of inadequate air circulation with harzardous chemicals and biologicals.

Total One-time Cost: $7,500

Copy Machine for Post Mortem Examination Staff

Recommendation
Approve request for funds to purchase a new copy machine for post mortem examination staff.

Background
The copy machine in the Medical Examiner-Coroner's is used by administrative staff and staff performing post mortem examinations. Post mortem examination staff is required to wear heavy protective clothing because of the ongoing exposure to contamination from the body fluids of victims or their possessions. Since administrative staff is not similarly protected, the department is requesting funds to purchase a new copy machine that will be dedicated for use by post mortem examination staff only.

Anticipated Outcome
Administrative staff will not be exposed to health hazards.

Total One-time Cost: $5,000

Medical Examiner-Coroner — Budget Unit 0293
Expenditures by Cost Center

CC	Cost Center Name	FY 2000 Actual	FY 2001 Appropriations Approved	FY 2001 Appropriations Adjusted	FY 2002 Recommended	Amount Chg From FY 2001 Approved	% Chg From FY 2001 Approved
3750	Medical Examiner-Coroner	2,288,764	2,486,110	2,519,510	2,522,117	36,007	1
	Total Expenditures	2,288,764	2,486,110	2,519,510	2,522,117	36,007	1%

Medical Examiner-Coroner — Budget Unit 0293
Revenues by Cost Center

CC	Cost Center Name	FY 2000 Actual	FY 2001 Appropriations Approved	FY 2001 Appropriations Adjusted	FY 2002 Recommended	Amount Chg From FY 2001 Approved	% Chg From FY 2001 Approved
3750	Medical Examiner-Coroner	70,085	45,342	45,342	45,342		0
	Total Revenues	70,085	45,342	45,342	45,342		0%

Medical Examiner-Coroner — Cost Center 3750
Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2001 Approved Budget	23.0	2,486,110	45,342
Board Approved Adjustments During FY 2001		33,400	
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments		90,002	
Internal Service Funds Adjustment		2,226	
Other Required Adjustments		(160,121)	0
Subtotal	23.0	2,451,617	45,342
Recommended Changes for FY 2002			
1. Purchase and Install New Office Furniture		14,000	
One-time funds are recommended for new furniture which will accomplish three major improvements: ◆ improve the visibility of the front counter for purposes of serving visitors ◆ improve office layouts so that the workstations conform to ergonomic standards ◆ remodel the office of the Medical Examiner - Coroner to accommodate a meeting area and improved storage. At present, meetings with clients and families are held in the conference room, reducing privacy and limiting general use of the conference room. The new furniture will solve all of these deficiencies.			
2. Purchase a New Portable Tissue Cutting System		7,500	
The existing tissue cutting unit is located in a poorly ventilated area. The purchase of a new portable unit will allow the pathologists to work in a well-ventilated area, without the cost of a building remodel including air conditioning.			
3. Fund Air Conditioning System for the Post Mortem Examination Room		20,000	
This recommendation provides the Office with one-time funds to install air conditioning in the post mortem examination room. Since staff performing post mortem examinations are required to wear heavy protective clothing, loss of air conditioning not only makes it extremely uncomfortable for them to work, but also creates a potentially unhealthy environment. A separate system for the post mortem examination room will also ensure that it will not be affected by the potential loss of electric power during blackouts.			
4. Purchase New Copy Machine for Staff Performing Post Mortem Examinations		5,000	
Currently, staff performing post mortem examinations are using the same copier as is administrative staff. This practice exposes staff to documents that have been contaminated with the body fluids of victims. While post mortem examination staff wears protective clothing, administrative staff is not protected from exposure to these hazards. The approval of the one-time funds for purchasing the new copy machine will eliminate the risk of contaminating administrative staff.			
5. Purchase Dissecting Microscope		24,000	
One-time funds are recommended for purchasing a dissecting microscope, a highly specialized piece of technical equipment with which the Office can effectively examine bodies and clothing for trace evidence that may be otherwise overlooked. In the absence of such equipment, staff has to travel to other locations to perform the necessary analysis. The purchase of the microscope will provide the Medical-Examiner Coroner with an important resource and also eliminate potentially recurring travel costs.			
Subtotal	0.0	70,500	0
Total Recommendation	23.0	2,522,117	45,342

Section 3: Children & Families–Social Services Agency

Children and Families - Social Services Agency

Mission

The mission of the Social Services Agency is to provide life protecting, life sustaining, and life enhancing culturally competent services to adults, children, families, elders and economically dependent individuals.

Departments

- Employment and Benefit Services
- Family and Children's Services
- Aging and Adult Services
- Office of the Director

Cost: $516,254,444

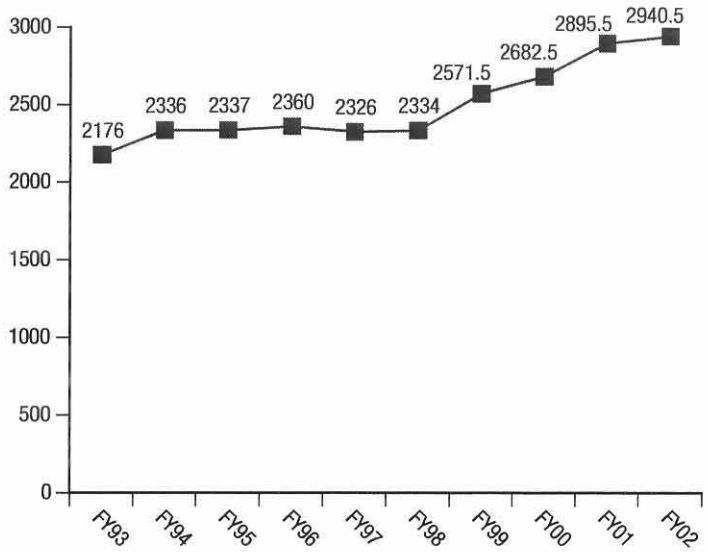
Staff: 2,940.5

Children and Families - Social Services Agency

Social Services Agency
Will Lightbourne
Total Positions: 2,940.5

- Department of Employment & Benefit Services, Patrick Duterte, Total Positions: 1,269
  - CalWORKS Employment Services (296 Positions)
  - Veterans Services (10 Positions)
  - Benefit Services Programs (963 Positions)
- Department of Family & Children's Services, Leroy Martin, Total Positions: 901.5
  - Children's Shelter (172.5 Positions)
  - Children's Services (729 Positions)
- Department of Aging and Adult Services, Betty Malks, Total Positions: 273
  - Nutrition Program (8 Positions)
  - Adult Services (118 Positions)
  - Public Guardian (147 Positions)
- Department of Office of the Director, Will Lightbourne, Total Positions: 497
  - Training & Personnel Deputy Director (121 Positions)
  - Financial Management Services Chief Financial Officer (180 Positions)
  - Information Systems (196 Positions)
  - Budget Unit 511 Categorical Aids (0 Positions)

10 Year Staffing Trend



Expenditures by Department

BU	Department Name	FY 2000 Actual	FY 2001 Appropriations Approved	FY 2001 Appropriations Adjusted	FY 2002 Recommended	Amount Chg From FY 2001 Approved	% Chg From FY 2001 Approved
0501	Social Services Administration	257,544,239	331,835,147	325,755,823	349,380,395	17,545,248	5
0509	SSA Nutrition Services To The Aged	4,183,147	5,236,450	5,236,450	5,263,657	27,207	1
0511	SSA Categorical Aids Payments	103,398,866	152,746,989	153,202,989	161,610,392	8,863,403	6
	Total Expenditures	365,126,252	489,818,586	484,195,262	516,254,444	26,435,858	5%

Revenues by Department

BU	Department Name	FY 2000 Actual	FY 2001 Appropriations Approved	FY 2001 Appropriations Adjusted	FY 2002 Recommended	Amount Chg From FY 2001 Approved	% Chg From FY 2001 Approved
0501	Social Services Administration	217,646,498	277,304,162	271,175,269	291,908,587	14,604,425	5
0509	SSA Nutrition Services To The Aged	2,615,787	3,049,833	3,049,833	2,951,226	(98,607)	-3
0511	SSA Categorical Aids Payments	93,522,048	134,258,436	134,258,436	136,166,999	1,908,563	1
	Total Revenues	313,784,333	414,612,431	408,483,538	431,026,812	16,414,381	3%

Department of Employment and Benefit Services

Mission

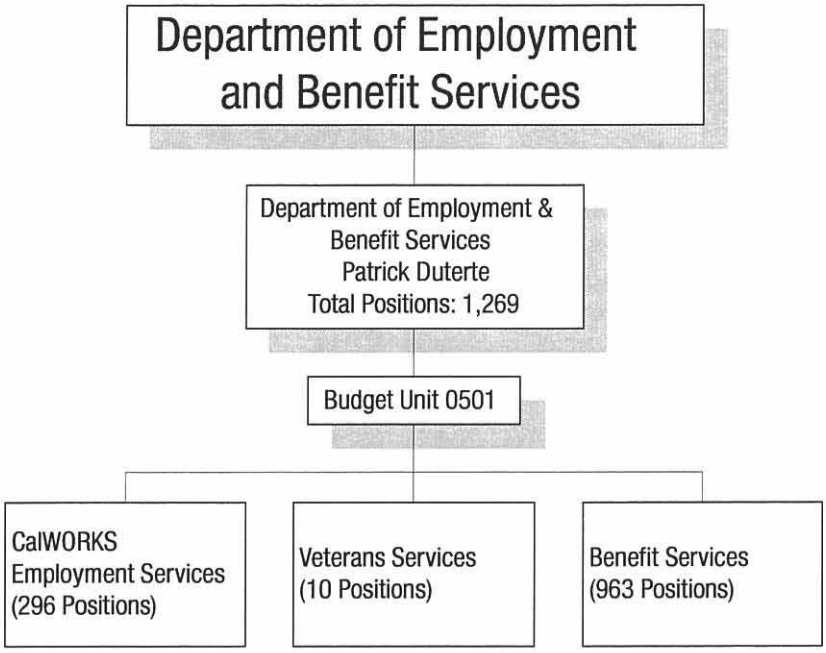
The mission of the Department of Employment and Benefit Services is to facilitate the transition of recipients of cash assistance from welfare to work and self-sufficiency, and to provide necessary health, food and vocational assistance to the eligible working poor.

Goals

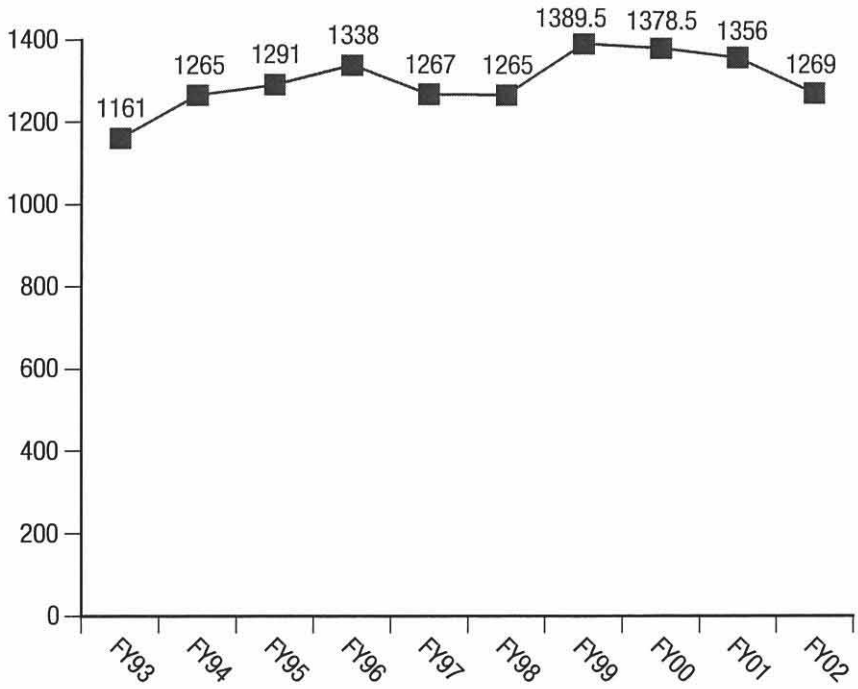
- Ensure maximum participation in the CalWORKs program.
- Increase the number of eligible children/adults/families who receive health coverage.
- Reduce the number of hungry children/adults/families.
- Maintain Local Safety Net for our community's most vulnerable clients.
- Maintain and improve the quality of Employment and Benefit Services.
- Integrate Performance-Based Budgeting (PBB) into the CalWIN/Agency Transformation Process.

Cost: $211,570,461

Staff: 1,269.0



10-Year Staffing Trend



Department of Employment and Benefit Services

Overview

The Department of Employment and Benefit Services (DEBS) consists of many programs whose purpose is to provide employment services, training, and benefits to applicants and recipients of public assistance. As the cash aid and Food Stamp caseloads continue to decline, the Department is being challenged to meet the needs of a more diverse mix of participants, including the harder-to-serve and the low-income working clients. The Department's focus remains on employment, and the transition of its clients from welfare to work. This year, emphasis continues to be placed on outreach, transition, career advancement, and retention services. All are geared toward supporting the increasing number of former welfare recipients now in the job market. Additionally, the Department, in collaboration with the Santa Clara Valley Health and Hospital System (SCVHHS), is working toward ensuring that all children within 300% of poverty level in Santa Clara County have health insurance. Furthermore, Fiscal Year 2002 marks the second year of Performance-Based Budgeting (PBB) for DEBS. The Department continues to refine and monitor its performance goals, strategies, and measurement indicators which were set in FY 2001, the pilot year. These specific goals focus on enhanced services to DEBS clients.

CalWORKs Employment Services Program

The CalWORKs caseload continues its downward trend in FY 2001, though at a slower pace than the previous year. The program offers an expanding array of services to 5,092 mandatory participants, plus 2,783 full time employed participants. Successful outreach activities and partnership with the private sector has increased the employer base by 25% from the previous year and made two job fairs co-sponsored by the CalWORKs and Refugee Programs a success. Program enhancements designed for clients with multiple barriers have served an increasing number of clients. The services include domestic violence counseling, drug/alcohol/mental health services, and intervention services for youth at risk of expulsion. The program also successfully enabled 1,066 CalWORKs families find Section 8 housing through a HUD grant, in a partnership with the Housing Authority. Other new services offered to clients include tattoo removal, a clothes closet for men (for interviewing and working purposes), workshops on workplace rights, Individual Development Accounts, and the CalWORKs Scholarship program. For FY 2002, the CalWORKs program will be expanding services to post-employed clients, and reaching out to re-engage sanctioned clients.

Refugee Programs

Despite a 20% reduction in funding, the Agency's Refugee Targeted Assistance and Refugee Employment Social Services (TAP/RESS) programs continue to provide employment services for Refugee Cash Assistance participants and CalWORKs refugees who have resided in the USA for five years or less. In the area of Employment Services, the TAP/RESS programs provided services to 479 participants with 342 securing employment. These programs anticipate a 40% reduction in funds next year.

Employment Support Initiative (ESI)

The Employment Support Initiative (ESI) continues to work with community partners to strengthen the safety net for the poor. The Department has implemented a major food/nutrition education campaign in FY 2001. The campaign included the production and distribution of 15,000 copies of a "mega brochure" aimed at raising awareness, and therefore usage, of the various food programs. The Agency has also worked with the Food Bank to fund infrastructure expansion, and to co-locate eligibility workers at key food distribution sites. For FY 2002, ESI will launch efforts to expand the food campaign to all school districts. Additional safety net efforts include on-going support for the JobKeeper hotline, and for post-immigrant summit activities.

Benefit Services

While the downward trend in cash aid and Food Stamp caseloads continue, the Medi-Cal caseload is likely to increase in FY 2002. The reason is the continued evolution of Medi-Cal into a complex program with new sub-programs emerging to meet the need for ongoing support of former CalWORKs clients who are now in the job market. The Department's focus on outreach and retention services with the new Children's Health Initiative is also likely to increase the total number of Medi-Cal cases.

The Cash Assistance Program for Immigrants (CAPI), previously operated by San Mateo County as part of a Bay Area Counties consortium, has been managed by the Agency's General Assistance office since July 2000. This 100% State-funded program was designed to provide benefits to immigrants who were legal residents prior to August 22, 1996, and who would have qualified for Supplemental Security Income (SSI) if not for their immigrant status. The program has 980 cases to date this fiscal year. Most of the services are provided to individuals over 65 years of age.

As the benefit programs become more complex, the Agency will be replacing the Welfare Case Data System with the new mandated system known as CalWORKs Information Network (CalWIN). So that the full benefits of the enhanced automation system can be realized, the Department is working on re-engineering all its business practices. This new system should be fully operational in 2003.

New Health Care Initiatives

The Department will be closely collaborating with Santa Clara Valley Health and Hospital System (SCVHHS) to streamline the process of enrolling all County of Santa Clara children within 300% of poverty level into one of the three health insurance plans. These plans include Medi-Cal, Healthy Families, and the newest County of Santa Clara health insurance product, Healthy Kids.

Veterans Services

The Veterans Services office was established by the County of Santa Clara to assist veterans and their families in obtaining benefits and services. Veterans Services representatives assist the veteran and/or family members in completing applications for benefits and claims, and appeals to the Veterans Administration, plus any follow-up services as needed. This program has recently been moved from the Department of Aging and Adult Services (DAAS) to the Department of Employment and Benefit Services (DEBS). The Veterans Services office also provides a host of other services through its One Stop Veterans Center, through collaboration with the Emergency Housing Consortium, and by co-locating at the San Jose VA Clinic, the Gilroy One-Stop Center, the San Martin District Office, and soon the Palo Alto VA Hospital. During FY 2001, the office successfully co-sponsored the second annual Veterans Resource Fair, serving over 600 people. For FY 2002, this office is committed to expanding its service network throughout the community to best serve its clients without subjecting them to traveling long distances to receive services.

Employment and Benefits Programs

Employment and Benefits Programs	Total $	County $	County %
CalLEARN Program	$406,062	$0	0.00%
CalWORKs Domestic Violence	$422,512	$0	0.00%
CalWORKs Eligibility	$29,168,246	$0	0.00%
CalWORKs Employment (WtW)	$44,605,343	$0	0.00%
Cash Assistance Program For Immigrants (CAPI)	$991,291	$0	0.00%
Child Care Programs	$19,962,057	$0	0.00%
County Maintenance of Effort Adjustment	($5,534,342)	$0	-0.00%
County Maintenance of Effort	$5,534,342	$5,534,342	100.00%
Food Stamp Employment and Training Program	$584,813	$110,833	18.95%
Food Stamps	$23,257,340	$3,123,806	13.43%
General Assistance Eligibility	$2,487,600	$2,487,600	100.00%
General Assistance Vocational Services	$989,304	$989,304	100.00%
Incentive Program	$4,694,053	$0	0.00%
Medi-Cal Program	$45,342,640	$0	0.00%
Refugee Employment Services	$995,505	$0	0.00%
Refugee Programs Eligibility	$482,645	40	0.00%
Special Circumstances	$176,443	$0	0.00%
Statewide Automation Welfare System Project (CalWIN)	$5,571,887	$0	0.00%
Target Assistance Program	$639,979	$0	0.00%

Employment and Benefits Programs

Employment and Benefits Programs	Total $	County $	County %
Veterans Services	$1,132,279	$931,112	82.23%
Welfare to Work (WtW) Matching Grant	$652,758	$0	0.00$
Employment and Benefits Program Total	$182,562,757	$13,176,997	7.22%
BU 511 DEBS Categorical Aid	$82,178,701	$8,301,779	10.10%
DEBS Total	$264,741,458	$21,478,776	8.11%

Categorical Aids (BU511)

The financial assistance payments administered by the Social Services Agency are budgeted in Budget Unit 511 (BU 511). The total amount of financial assistance going to California Work Opportunities and Responsibilities to Kids (CalWORKs) participants and other Department of Employment and Benefit Services (DEBS) related programs are shown in the preceding table as "BU 511 DEBS Categorical Aid." Similarly, the overall amount of categorical aid payments going to Department of Family and Children's Services (DFCS) recipients (Foster Care and Out-of-Home Placement are examples) is included in the table in the next section identifying family and children's services costs. The following table itemizes the total costs and the County's contributions to each of the Categorical Aids programs. The table also includes the Welfare Reform Reserve, and Out-of-Home Placement Reserve.

Categorical Aid Payment Programs

Categorical Aids Programs	Total $	County $	County %
Adoptions	$8,206,358	$1,161,712	14.16%
CalWORKs	$64,675,018	$1,019,531	1.58%
Cash Assistance Program For Immigrants(CAPI)	$8,342,156	$0	0.00%
Emergency Assistance Foster Care	$2,861,487	$858,446	30.00%
Foster Care	$48,372,548	$22,488,620	46.49%
General Assistance	$3,500,248	$3,500,248	100.00%
Kin-GAP	$838,754	$204,386	24.37%
Realignment Trust Abatement	$0	($21,784,322)	0.00%
Refugee	$486,963	$0	0.00%
Seriously Emotional Disturbed (SED) Children	$1,471,880	$883,128	60.00%
Special Circumstances - FC	$15,924	$0	0.00%
Special Circumstances - SSI	$174,316	$0	0.00%
Wraparound Program	$13,882,740	$8,329,644	0.0%
Net Subtotal	$152,828,392	$16,661,393	10.90%
Welfare Reform Reserve	$5,000,00	$5,000,000	100.00%
Out of Home Placement Reserve	$3,782,000	$3,782,000	100.00%
Categorical Aids Total	$161,610,392	$25,443,393	15.74%

Department of Employment and Benefit Services Performance Plan

Overview

Fiscal Year 2002 marks the second year of Performance-Based Budgeting (PBB) for the Department of Employment and Benefit Services (DEBS). The Department has further refined its performance goals, which were established in FY 2001, the pilot year. Each goal reflects the Board's priorities in the area of maintaining the County's fiscal integrity and accountability, as well as in prioritizing prevention and early intervention.

Specifically, these goals focus on enhanced services to clients, thus fulfilling the Board's strategies of continued support for services that enable self-sufficiency. The Department is on track to achieve targets established during the FY 2001 PBB cycle. The Department's FY 2002 requests fall into two categories.

- The first general category includes an augmentation request to bring the Welfare Reform Reserve to the full amount of $5 million, reflecting yet another Board specific strategy. In addition, further adjustment is made to align staffing level to the continued declining caseload during the year.
- The second category includes modest, but critical requests needed for the support of Performance-Based Budgeting goals, as well as to ensure successful implementation of several existing and new initiatives in the Department.

Except for the Welfare Reform Reserve fund, all of the augmentation requests are 100% funded by state and/or federal funding. All these requests have been recommended by the County Executive and are summarized in the table below:

Summary of Improvement Strategies and Recommendations

Improvement Strategy	Total Costs	Net General Fund Cost	Positions
General Improvement Strategies			
Adjust staffing level to reflect decline in caseload	($1,852,914)	$0	Delete 30.0 EW's Delete 2.0 ET I Delete 1.0 ET II
Increase the Welfare Reform Reserve to the original $5 million level.	$2,160,000	$2,160,000	
Performance-Based Budgeting Improvement Strategies			
Priority Goal One: Ensure Maximum Participation in the CalWORKs Program.			
No additional resources required.	$0	$0	
Priority Goal Two: Increase the number of eligible children/adults/families who receive health coverage			
No additional resources required.	$0	$0	
Priority Goal Three: Reduce the number of hungry children/adults/families.			
No additional resources required.	$0	$0	
Priority Goal Four: Maintain Local Safety Net for our community's most vulnerable clients.			
No additional resources required.	$0	$0	
Priority Goal Five: Maintain and improve the quality of Employment and Benefit Services.			
No additional resources required.	$0	$0	
Priority Goal Six: Integrate Performance-Based Budgeting (PBB) into the CalWIN/Agency Transformation Process.			
Identify Systems to measure DEBS Core Operational Activities.	$107,109	$0	Add 1.0 Mgmt. Analyst Add 1.0 Assoc. Mgmt. Analyst
Recommended Total:	**$414,195**	**$2,160,000**	**(31.0)**

Recommendations in Support of General Improvement Strategies

Adjust Staffing Levels

As the CalWORKs and Food Stamps caseloads continue to decline during the year, this budget reflects the Agency's continued effort to adjust staffing levels accordingly. A total of thirty-three vacant codes are being deleted as a result:

Staffing Impact:

- Delete Thirty (30) Eligibility Workers
- Delete Two (2) Employment Technician I's
- Delete One (1) Employment Technician II

Fiscal Impact: ($1,852,914)

Performance Impact: The Eligibility Worker positions have remained vacant and are not needed at the current CalWORKs caseload level. The three Employment Technician positions are old Job Training Partnership Act (JTPA) codes that are no longer needed with the JTPA program being phased out during Fiscal Year 2001. These deletions will bring the Department's budget into alignment with the current level of service.

Augment the Welfare Reform Reserve

This augmentation brings the Welfare Reform Reserve to the full amount of $5 million. This was the original amount established in FY 1998 by the Board of Supervisors at the beginning of the federal welfare reform legislation of 1996. This reserve is available to the Board to cover services and costs that cannot be met with other state and federal public assistance programs and revenues. The reserve had been used to fund several on-going programs, such as the Second Harvest Food Bank. Several one-time expenditures have been made over the years using this reserve as well. This recommendation meets the Board's priorities of maintaining the County's fiscal integrity and accountability by restoring the Welfare Reform Reserve to its original level.

Staffing Impact: None

Fiscal Impact: $2,160,000

Recommendations in Support of Performance-Based Budgeting (PBB) Goals

Two positions are being requested to support the need for data collection and reporting for various programs in DEBS, and for PBB Implementation. These positions will be displayed under the corresponding performance goals, in the following PBB sections.

Priority Goal One

Ensure maximum participation in the CalWORKs program.

Background

The focus of the CalWORKs Program is on increasing participation and employment rates and expanding the utilization of post-employment services. By actively participating in the CalWORKs Program, clients' benefit from a full range of new and expanded transitional services. These services are geared toward assisting clients in finding employment and supporting them toward self-sufficiency. The Department's goal is to assist the greatest number of CalWORKs clients to take advantage of available resources and at the same time promote the Board's priority to help families in their move towards economically viable self-sufficiency through assistance with food, transportation, child care, housing, and access to health care.

Recommended Improvement Strategy

Ensure clients are participating in approved activities.

Staffing Impact: None.

Fiscal Impact: $0.

Performance Impact: The Department's goal is to have 70% of the employed CalWORKs caseload receive one or more transitional services. State and Federal participation requirements will continue to be met. Of the total CalWORKs eligible caseload, 45% of all families are currently participating an average of 32-35 hours per week; the Department has established a goal of reaching 50% for FY 2002. This includes being scheduled for, referred to, or enrolled in, a welfare-to-work component. Additionally, the percentage of CalWORKs clients who are employed as a percentage of the total caseload will be maintained at the FY 2001 level of 48%.

Recommended Improvement Strategy

Facilitate client usage of a full range of post employment/retention services.

Staffing Impact: None.

Fiscal Impact: $0.

Performance Impact: Post-employment services include employment retention and career advancement services and both are essential elements for the long-term economic success of CalWORKs families. Currently, 69% of the employed caseload access post-employment services. The proposed action will increase the percentage of employed clients receiving post-employment services to 70%.

Conditions Affecting Performance:

- A downward shift of the economy and a corresponding rise in the unemployment rate would reduce the number of employed clients and increase the number of applicants for aid.
- CalWORKs is now serving a population with multiple barriers to employment and difficulties in achieving full participation in the program.

As the needs of multiple barrier clients continue to be identified, additional appropriate services may need to be developed in specific response.

Key Performance Indicators

	Current Measure	FY 2001 Goal	FY 2002 Goal
Meet state and federal participation requirements for all families:	45%	45%	50%
Increase the % of employed clients who utilize at least one of the following transitional services by 1% as a % of the caseload: Child Care Transportation Ancillary Mental Health Treatment Drug and Alcohol Treatment Education Training Medi-Cal Food Stamps Only	69%	69%	69%
Maintain the % of CalWORKs clients who are employed as a % of the total employment services caseload.	New for FY 2002	New for FY 2002	48%

Priority Goal Two

Increase the number of eligible children/adults/families who receive health coverage.

Background

The message the Department imparts to clients and staff is that employment is the focus and cash assistance is temporary. Staff work closely with community partners and the Santa Clara Valley Health and Hospital System (SCVHHS) to increase outreach efforts to ensure that the eligible working poor and former CalWORKs cash assistance recipients have, or retain access to, affordable medical care. This is in line with the Board's priority to help families in their move towards economically viable self-sufficiency through assistance with food, transportation, child care, housing and access to health care.

Recommended Improvement Strategy

Implement Outreach Plans for targeted populations.

Staffing Impact: None.

Fiscal Impact: $0.

Performance Impact: Outreach plans identifying the working poor in need of health coverage and former CalWORKs clients who are still eligible for health coverage were developed as part of the Departments FY

2001 Performance-Based Budgeting (PBB) effort. The plans identify activities to successfully contact and assist clients in accessing needed health care services. The Outreach plans will be implemented in July 2001 as part of the Department's FY 2002 PBB effort. An indicator (Increasing Medi-Cal enrollments by 5% of the FY 2001 baseline) that will quantify and measure the success of the outreach effort has been established.

Recommended Improvement Strategy

Implement Health Coverage Retention Plans.

Staffing Impact: None.

Fiscal Impact: $0.

Performance Impact: Retention plans identifying the working poor in need of health coverage and former CalWORKs clients who are still eligible for health coverage were developed as part of the Department's FY 2001 Performance-Based Budgeting (PBB) effort. The plans identify activities to successfully contact and assist clients in retaining needed health care services. The Retention plans will be implemented in July 2001 as part of the Department's FY 2002 PBB effort. An indicator (Reduce by 3% the number of children/adults, families leaving Medi-Cal against the baseline of FY 2001) has been established that will quantify and measure the success of the retention effort.

Recommended Improvement Strategy

Influence State and Regulatory Bodies to simplify and remove barriers to the Medi-Cal Program.

Staffing Impact: None.

Fiscal Impact: $0.

Performance Impact: The same task force that created the Outreach and Retention Plans during the FY 2001 PBB effort also reviewed legislation impacting the Medi-Cal Program and will make legislative recommendations to simplify and remove barriers. These recommendations will be forwarded to the appropriate internal action groups for follow through. The indicator of success for FY 2002 is for the task force to continue to review and refine the Outreach and Retention recommendations.

Conditions Affecting Performance

- New legislation at either the State or Federal levels.
- Shifts in population demographics due to housing and employment conditions.
- Decreases in staffing levels/knowledge/expertise.
- Significant increases in the availability of private health coverage.
- Implementation of the Children's Health Initiative Program.

Key Performance Indicators

	Current Measure	FY 2001 Goal	FY 2002 Goal
Implement Outreach Plans beginning 07/01/01.	Plans Completed	Develop Outreach Plans	07/01/01
Increase Medi-Cal enrollments by 5% of FY 2001 Baseline by 06/30/02.	In Progress	Baseline (CalWORKs/Medi-Cal only) positive actions	+5%
Implement Retention Plans beginning 07/01/01.	Plans Completed	Develop Plans	07/01/01
Reduce by 3% the number of children/adults/families leaving Medi-Cal against the baseline of FY 2001.	In Progress	Baseline (Ratio of discontinuance to total caseload)	-3%
Continue to review and refine outreach and retention recommendations.	Ongoing	Ongoing	Ongoing
Implement process redesign for Children's Health Initiative Program beginning 07/01/01.	New for FY 2002	New for FY 2002	New for FY 2002

Priority Goal Three

Reduce the number of hungry children/adults/families.

Background

Since 1997, the Department's Employment Support Initiative (ESI) has been working with community partners to implement Safety Net services for the poor and working poor families. In FY 2001, ESI launched a community-wide food/nutrition campaign to access and make services available to more Food Stamps and food bank clients. Eligibility staff contributed to this effort by providing outreach to new populations and delivering services at new locations such as food banks. This is in line with the Board's priority to help families in their move towards economically viable self-sufficiency through assistance with food, transportation, child care, housing and access to health care.

Recommended Improvement Strategy

Inform discontinued clients of potential options.

Staffing Impact: None.

Fiscal Impact: $0.

Performance Impact: Currently, many clients who are discontinued from a cash grant may not be aware of Food Stamp benefits for which they may still be eligible. Without access to these benefits, clients may end up in situations that force them back on cash assistance. Through outreach efforts developed and implemented during the Department's FY 2001 PBB effort, a goal for FY 2002 has been created to increase the Food Stamps application approval rate by 3% over the FY 2001 baseline.

Recommended Improvement Strategy

Influence State and regulatory bodies to simplify and remove barriers to Food Stamps Program.

Staffing Impact: None.

Fiscal Impact: $0.

Performance Impact: To ensure the effectiveness of the Food Stamps Program, the Department and its community partners will continue to educate staff and the public on the availability of food programs. By making food assistance information available at every point of client contact, more families will be aware of their eligibility and have greater access to needed services. For FY 2002, the scope of the Safety Net Program will be expanded to include the faith-based community and Public Health.

Conditions Affecting Performance:

- Fingerprinting requirement may discourage potentially eligible people from applying.
- Desire of the working poor to distance themselves from welfare programs.
- Individual income may exceed eligibility standard.
- Targeted population is very transient and may be difficult to contact.
- Decreases in staffing levels/knowledge/expertise.

Key Performance Indicators

	Current Measure	FY 2001 Goal	FY 2002 Goal
Develop Speed Letter to be auto-generated at discontinuance to all recipients about availability of Food Stamps and other Safety Net Resources.	New for FY 2002	New for FY 2002	by 10/15/01
Develop list of Food Stamps regulatory changes and program simplification recommendations by 01/03/02 and promote them through the California Welfare Directors Assocation (CWDA).	New for FY 2002	New for FY 2002	by 01/31/02
Increase Food Stamps Application Approval rate by 3% over FY 2001 Baseline.	In Progress	Baseline (Ratio of Approvals to Applications taken)	+3%
Increase scope of ESI Safety Net Program distribution to include faith-based community and Public Health.	New for FY 2002	New for FY 2002	by 09/30/01

Priority Goal Four

Maintain Local Safety Net for our community's most vulnerable clients.

Background

As the General Assistance (GA) caseload drops to 1200 cases (from 1400 last year), the Department is more challenged than ever to meet the need of the hardest-to-serve population. This population is faced with multiple barriers to employment due to poor physical/mental health, substance abuse, advanced age, legal issues, etc. The focus remains to direct funds gained from graduated sanctions into enhanced services that improve employability. This goal is in accord with the Board's strategy to Continue to Prioritize Prevention and Early Intervention Strategies. Services added last year included mental health assessments, occupational medical assessments, Department of Rehabilitation referrals and Public Defender expungements of criminal records. Advocacy efforts will continue to help eligible clients qualify for either SSI or CAPI benefits as appropriate.

Recommended Improvement Strategy

Assess and refer potential GA recipients to appropriate services in order to maintain the GA Program as the resource of last resort.

Staffing Impact: None.

Fiscal Impact: $0.

Performance Impact: This year the Department will identify needed services not currently available and establish baselines for referrals and track the outcomes.

Recommended Improvement Strategy

Influence State regulatory bodies to address needs of the GA population.

Staffing Impact: None.

Fiscal Impact: $0.

Performance Impact: The General Assistance (GA) Program is currently a County General Fund obligation. Should the State determine that they should assist in providing services to the GA population, additional non-County dollars would be available for enhanced services and have a positive impact on the level and quality of services rendered.

Recommended Improvement Strategy

Expand Veterans Services Program.

Staffing Impact: None.

Fiscal Impact: $0.

Performance Impact: This year the addition of the Veterans Services Program to the Department will allow us to establish two additional Veterans Services Outreach sites by 12/31/01 and increase the number of clients seen by 5% from the FY 2001 baseline.

Conditions Affecting Performance:

- A downward shift of the economy and a corresponding rise in the unemployment rate would increase the number of applicants for aid.
- Funding for new GA services is dependent on the amount of savings realized from graduated sanctions. This amount can fluctuate over time, impacting the level of service.
- Lack of client interest and follow-through in services provided.
- Clients often fail to disclose important information relating to their barriers to self-sufficiency.
- Decreases in staffing levels/knowledge/experience.

Key Performance Indicators

	Current Measure	FY 2001 Goal	FY 2002 Goal
Maintain the FY 2001 baseline numbers of clients referred to:			
Mental Health Assessments	(In Progress)	(In Progress)	(In Progress)
Occupational Medical Assessments	33.5	80 Monthly	35 Monthly
Department of Rehabilitation	6 Monthly	6 Monthly	6 Monthly
Public Defender Expungements	15 Monthly	15 Monthly	15 Monthly
Identify referral services not currently tracked and identify baselines.	New for FY 2002	New for FY 2002	by 08/31/01
Develop list of recommended GA program changes by 01/31/02.	New for FY 2002	New for FY 2002	by 01/31/02
Establish two additional Veternas Services Outreach sites by 12/31/01.	New for FY 2002	New for FY 2002	by 12/31/01
Increase the number of veterans seen by 5% of FY 2001 Baseline.	4803	New for FY 2002	5043

Priority Goal Five

Maintain and improve the quality of employment and benefit services

Background

In line with the Board's priority of utilizing the Performance-Based Budgeting (PBB) process to ensure fiscally accountable and results-driven performance standards, as well as continuing quality improvement efforts, one of the Department's goals is to make sure that clients are given accurate benefits in a timely manner. Additionally, the Department will reduce the average intake backlog and increase the amount of overpayments collected. While accomplishing the above, the Department will maintain or exceed its Customer Satisfaction Survey approval rating of 84%.

Recommended Improvement Strategy

Ensure accurate issuance of benefits

Staffing Impact: None.

Fiscal Impact: $0.

Performance Impact: Monitoring the accurate issuance of benefits and applying necessary and appropriate corrective action will allow the Department to remain below the Federal error rate tolerance level which will result in no federal sanctions nor loss of income to the County. Lowering error rates also results in fewer negative impacts on clients (as in the need for clients to repay overpayments as well as endure inappropriate reductions in benefit levels).

Recommended Improvement Strategy

Enhance communication with external/internal customers.

Staffing Impact: . None.

Fiscal Impact: $0.

Performance Impact: In order to implement all of the Performance-Based Budgeting (PBB) goals and strategies, enhanced communication with clients, staff and community partners is necessary. That communication strategy is an integral part of achieving our goals and improving the quality of services. The Department will look at streamlining procedures and producing written protocols for various settings where internal and external stakeholders are involved. The results should show in increased customer satisfaction levels and in successfully accomplished PBB goals and objectives.

Recommended Improvement Strategy

Reduce the waiting time to access services.

Staffing Impact: . None.

Fiscal Impact: $0.

Performance Impact: A Customer Service Satisfaction Survey and various departmental reports will be used to maintain a baseline for the length of time clients wait for the accurate and culturally appropriate delivery of needed services. The Intake backlog will be maintained at five (5) days or less.

Conditions Affecting Performance:

- New State and Federal program requirements may impact accuracy and require extensive staff training.
- Changes in regulations, forms, court orders, and the Memorandum of Agreement with Local 535 may impact the speed of overpayment calculations.
- Lack of (or changes in) automated overpayment system.
- A downward shift of the economy and a corresponding rise in the unemployment rate would increase the number of applicants for aid.
- Decreases in staffing levels/knowledge/expertise.
- Lack of client interest and follow-through in services provided

Key Performance Indicators

	Current Measure	FY 2001 Goal	FY 2002 Goal
Continue efforts to reduce Food Stamps error rate to below federal tolerance level.	10.49% (10/99 - 09/00)	10.7%	TBD[a]
Establish baseline number of completed overpayment calculations per month.	In Progress	In Progress	by 12/31/01
Maintain or exceed the Customer Satisfaction Survey approval rating.	84%	80%	84%
Maintain the average intake backlog (not to exceed 5 days).	5 Days	5 Days	5 Days
Develop a protocol for liaison expectations with other departments and community programs.	In Progress	In Progress	by 06/30/02

a. To be determined

Priority Goal Six (New for FY 2002)

Integrate PBB into the CalWIN/Agency Transformation Process.

Background

This Department's new goal is directly linked to the Board's FY 2002 Budget Strategy Statement to Maintain the County's Fiscal Integrity and Accountability. CalWIN is the nation's largest social services information systems project and is our Department's best investment in the future of accountable, quality, service delivery. Standardization, Business Integration, Accountability, Performance Management and Customer Centricity are the five key areas that offer the most significant opportunities for Agency improvement. One of the inputs into Agency Transformation is the Performance-Based Budgeting (PBB) effort with its target of improving the Agency's performance, accountability, and responsiveness.

Recommended Improvement Strategy

Identify systems to measure DEBS core operational activities.

Staffing Impact:

- Add One (1) Management Analyst
- Add One (1) Associate Management Analyst A/B

Fiscal Impact: $107,109.

Performance Impact: Adding the Management Analyst and Associate Management Analyst A/B positions to the DEBS Decision Support and Research (DSR) Section will help in developing more expertise in the various programs to which DSR provides statistical support and will also speed up service turn around. DSR is involved in a variety of operational and planning projects including: CalWIN/Agency Transformation, Children's Health Initiative, Performance-Based Budgeting, Time on Aid, GIS Data Integrity, State Fingerprint Imaging Services, DEBS Implementation Team, CalWORKs Implementation Team, Facility Planning, and language and caseload assessments. DSR helps maintain the County's fiscal integrity and accountability by centrally gathering performance-measure data and producing reports to support ongoing activities of Performance-Based Budgeting (PBB) and the overall management process. Currently, it takes 5 to 10 working days for DSR to produce reports when requested. Additional staff will allow reports to be issued within 5 working days.

Recommended Improvement Strategy

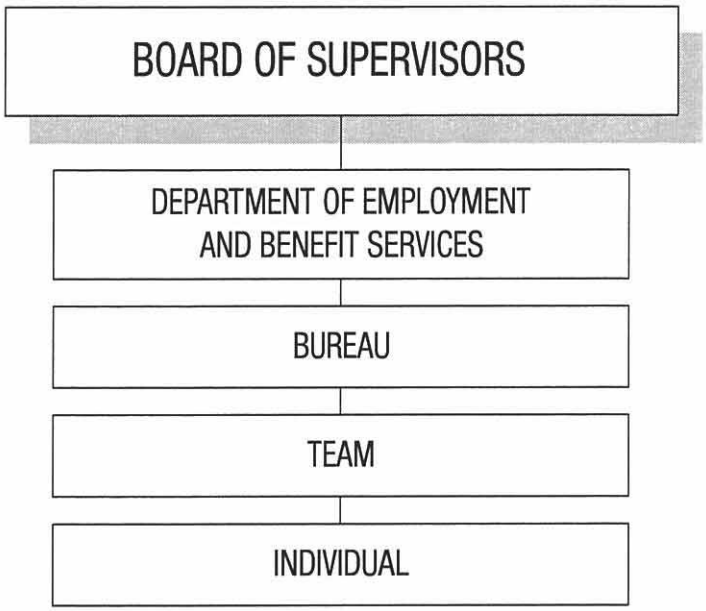
Develop a system of reward and accountability throughout DEBS organization.

Staffing Impact: None.

Fiscal Impact: $0.

Performance Impact: In order to truly become a high performance organization, the Performance-Based Budgeting (PBB) and accountability effort needs to be taken down to the individual staff level. This will not be accomplished without concurrence from organized labor. During FY 2001, the Department Director began a dialogue with labor representatives on developing a

system of reward and accountability through out the DEBS organization. The Department's PBB Labor/Management Advisory Committee is the beginning venue for the discussion. During FY 2002, that discussion will revolve around the creation of Employee Appraisal Systems.



Conditions Affecting Performance:

- Delays in CalWIN Implementation timetable.
- Unanticipated system failures.
- Diversion of key resources to other activities.
- Results of discussions with labor organizations surrounding performance evaluations

Key Performance Indicators

	Current Measure	FY 2001	FY 2002 Goal
Systems in place to measure activities for: General Assistance Employment Services Intake Eligibility Continuing Eligibility	New for FY 2002	New for FY 2002	by 06/30/02
Dialogue with Labor Organizations on Employee Appraisal Systems.	New for FY 2002	New for FY 2002	by 06/30/02

Department of Family and Children's Services

Mission

This mission of the Department of Family and Children's Services is to protect children from abuse and neglect, promote their healthy development, and provide services to families which preserve and strengthen their ability to care for their children. The Department is responsible for prevention, intervention, advocacy and public education related to the protection of children and their need for consistency in their care and nurturing.

Cost: $153,258,985

Goals

- In anticipation of the continuing challenges and changes in the field of Child Welfare and to better meet the needs of the children and families we serve, the Department is undergoing a significant Long Range Planning effort that will involve input from all key stakeholders.
- The Department will continue with cross-agency planning efforts in order to ensure that the mental, physical, social, and educational needs of our children are met as well.
- The Department will continue to emphasize and work towards permanency and stable family environments for all children in the Child Welfare System.

Staff: 901.5

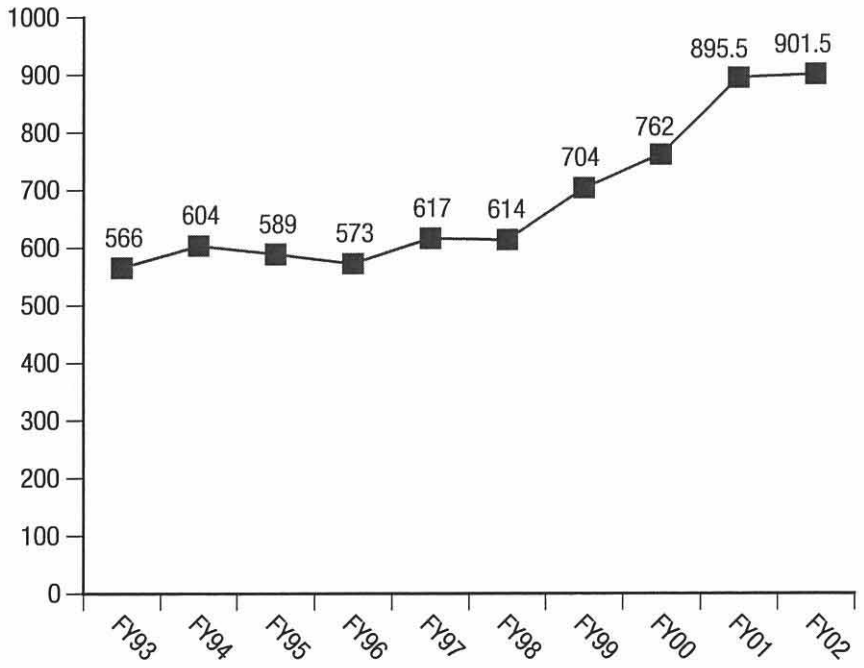
Department of Family and Children's Services

Department of Family & Children's Services
Leroy Martin
Total Positions: 901.5

Budget Unit 0501

- Children's Shelter (172.5 Positions)
- Children's Services (729 Positions)

10-Year Staffing Trend



Department of Family and Children's Services

Overview

The Department of Family and Children's Services (DFCS) continues to provide a wide range of social services to maintain a safe home environment for children at risk of abuse, neglect or exploitation. DFCS 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. This is accomplished through provision of services that include emergency response, family maintenance programs, Children's Shelter services, foster care placement, foster home licensing, child care, family preservation, family reunification, and permanent placement. DFCS is a licensed adoption agency and assists families in voluntary relinquishments and court ordered adoption finalizations.

A primary focus for the Department of Family and Children's Services for FY 2001 was the implementation of a variety of out of home placement initiatives designed to move children to suitable placements as quickly as possible; and to reduce the population at the Children's Shelter by creating more access to placements for children and youth with special needs. Examples of the programs that serve special needs children are Matrix, Starlight and Wraparound services. Subsidies were provided to county group homes to assist in the expansion of beds available for Santa Clara County children and youth in need of group home level treatment and supervision. Diversion services were increased at the Children's Shelter to prevent children and families from entering the Child Welfare Services system. Attention was focused on foster care recruitment and licensing and the retention of foster care providers. Resources were dedicated to recruit, hire, train and retain a skilled, responsive and diverse workforce.

Significant recognition was accorded Santa Clara County and the Department in that it was one of six sites selected by a Federal grant consortium of agencies to provide child welfare services to families impacted by domestic violence. With support from these Federal agencies and private foundations the six nationally selected sites will receive 1.5 million dollars over the next three years to implement guidelines for the coordination of services to this target population. The guidelines are based upon recommendations made by the National Council of Juvenile and Family Court Judges Family Violence Department. These recommendations are found in a nationally recognized report titled "Effective Intervention in Domestic Violence and Child Maltreatment Cases," also known as the "Green Book."

FY 2001 Accomplishments

Family to Family Philosophy

- Engaged in planning for and carried out activities toward the implementation of Family to Family philosophy which mobilizes the community, empowers families, and partners with social services to care for children and families of this community who are at risk of child abuse and neglect. The focus for initial implementation is South County, the Mayfair neighborhood of San Jose, the African American community, and Sunnyvale.

Social Worker Induction Training

- Expanded the Social Work Induction Training curriculum to include best practice models and 40 hour social work forensic training.

Court Liaison Program

- Implemented the Court Liaison Program which provides a full-time social work supervisor in each of the juvenile dependency departments in Juvenile Court, which resulted in the reduction of case-carrying social worker appearances in court.

Partnership with Department of Employment and Benefit Services

- Partnered with the Department of Employment and Benefit Services (DEBS) and CalWORKs, by hiring Employment Technicians who work in tandem with child welfare social workers to assist families achieve court ordered case plan requirements; and by funding the Family Night Project at the Asian Pacific Family Resource Center. This

family-community skill building project strengthens families served by both DFCS and DEBS.

Out-of-Home Placement Initiatives

Implemented a variety of out-of-home placement initiatives, which have resulted in reduced length of stay at the Children's Shelter including:

- The Group Home Subsidy Program which provides $1000 a month for each bed dedicated to Santa Clara County children and youth which resulted in the increase of available beds for children and youth requiring this level of care and supervision.
- In partnership with other County departments implemented Starlight Community Treatment Facility, a residential treatment program for high-risk adolescents who are severely emotionally disturbed.
- Collaborated in the development and implementation of EMQ's Matrix Program, which is a transitional group home program for behaviorally challenged children and youth.
- Expanded Wraparound services for seriously disturbed children and their families from 160 to 195 slots. The expansion successfully reduced length of stay at the Children's Shelter, Juvenile Hall and out of county Level 14 placements.
- Utilized a variety of media and formed collaborations with the community agencies and residents to recruit foster families.
- Added 65 licensed foster homes between July and February 2001 for a total of 373 licensed homes, with the expectation of achieving approximately 400 homes by the end of FY 2001.
- Established a Foster Parent Advisory Board which actively engages in identifying and implementing supports for foster parents to improve retention.
- Initiated a Pilot Day Care Program for working out-of-home care providers which provide full-time day care for up to 70 children placed in county licensed or certified foster homes, and relatives' homes.
- Provided a subsidy to foster care providers as an incentive to accept siblings groups.

Early Intervention and Diversion Services

- Expanded work hours of the Early Intervention and Weekend Diversion Programs which provided for diversion from the child welfare system nearly 60% of the children and families assessed.

Adoptions

- Finalized 216 adoptions in FY 2000 and expect to exceed that total in FY 2001.

FY 2002 Planned Accomplishments

- Implement recommendations made in the *Organizational Assessment, Recommendations for a Strategic Plan* published as a result of a study conducted by Walter McDonald and Associates.
- Focus on the development of prevention strategies based on the belief that all children belong at home whenever possible.
- Achieve implementation of Family to Family strategies that will further develop community resources that will enable children to receive services and retain neighborhood and family ties.
- Continue in the development of placement resources including foster care recruitment to further reduce the Children's Shelter population.
- Coordinate current and planned programs to ensure that all programs fit with agency philosophy and goals.
- Re-evaluate philosophy of casework to ensure a continuum of services among Wraparound, family conferencing, Family to Family, domestic violence interventions, foster care recruitment and other DFCS programs that impact children and families.

Family and Children's Services Programs

Programs	Total $	County $	County %
AB 90 Status Offender System (SOS) Contracts	$1,132,581	$1,132,581	100.00%
Adoptions Assistance Eligibility	$390,016	$47,915	12.29%
Adoption Services	$,3,041,868	$122,940	4.04%
Child Abuse Prevention (AB 1733)	$457,843	$0	0.00%
Child Abuse Prevention (AB 2994)	$509,500	$0	0.00%
Child Development Program (Dept. of Education)	$2,589,159	$87,221	3.37%
Children's Shelter Program	$12,399,787	$6,563,413	52.93%
Child Welfare Services	$67,316,379	$20,754,172	30.83%
Domestic Violence Advocates	$240,000	$240,000	100.00%
Domestic Violence Contracts (Marriage License Fee)	$315,000	$0	0.00%
Educational Leave Program	$112,500	$112,500	100.00%
Emancipated Youth Stipend	$140,002	$0	0.00%
Emergency Stipend For Relatives	$47,380	$0	0.00%
Family to Family Casey Foundation	$350,000	$0	0.00%
Federal Family Preservation Support Program	$1,196,198	$0	0.00%
Foster Care Eligibility	$3,986,650	$958,904	24.05%
Foster Home Licensing	$2,878,805	$1,309,887	45.50%
Foster Home Recruitment (AB 2129)	$200,000	$85,841	42.92%
Gilroy Community Juvenile Justice Grant	$815,750	$0	0.00%
Green Book Grant	$349,621	$0	0.00%
Independent Living Skills Program	$1,159,106	$0	0.00%
Kinship Supportive Services Grant	$116,000	$0	0.00%
State Family Preservation Program	$1,494,292	$619,954	41.49%
Supportive and Therapuetic Options (STOP)	$496,319	$148,896	30.00%
DFCS Subtotal	$101,734,756	$32,184,225	31.64%
BU 511 DFCS Categorical Aids	$79,431,690	$17,141,614	21.58%
DFCS Total	$181,166,446	$49,325,839	27.23%

Department of Family and Children's Services County Executive's Recommendation

Advancement of Board Priorities

The County Executive's recommendations for the Department of Family and Children's Services (DFCS) to address the Board of Supervisor's FY 2002 priorities by providing funding towards prevention and early intervention strategies; sustaining the infrastructure needs generated by the workforce expansion we have experienced over the last four years; increasing funding for preventative mental health or drug and alcohol abuse services that seek to divert youth from incarceration where appropriate; supporting foster youth in transition to emancipation with access to expanded educational opportunities, health care and housing; and supporting the expansion of successful existing programs for at-risk youth such as Matrix, Starlight, and Wraparound. These recommendations focus on creating conditions that permit at-risk youth to lead safe and healthy lives, achieve their human potential and lessen or preclude their reliance upon County services when they become adults.

Staff Augmentations

The recommendations include sixteen (16) positions to augment staffing in the areas of Administration, Front End Intervention, South County, Children's Shelter, Independent Living Program, and Continuing Child Welfare Case Management.

Administration

Three (3) positions are recommended to strengthen the infrastructure of DFCS administration, enabling better collaboration with other counties and agencies, and community leadership. The DFCS Assistant Director would be responsible for the daily programmatic operations and would supervise seven to eight of the program managers, thereby allowing the DFCS Director to focus on external relations and internal administrative functions. The Secretary II would provide the required administrative support to the Assistant Director. The Administrative Support Officer would be responsible for streamlining travel request approval and booking travel for all social workers and/or clients in DFCS. The cost of this position is offset with a corresponding reduction in department travel costs.

Total Cost: $187,155
Revenue offset: $120,302

Front-End Intervention

One (1) Customer Service Technician is recommended to support workers who are providing front-end intervention services and to improve the response to domestic violence cases for the two major initiatives being undertaken through the Casey Foundation and the Green Book Grants.

Total Cost: $37,091
Revenue offset: $20,030

South County

One (1) Customer Service Technician is recommended to address the South Santa Clara County population growth. This addition will enable the Department to meet the increased demand of referrals of parent education, thereby assuring timely compliance on the part of the clients with case plans and court orders.

Total Cost: $37,091
Revenue offset: $20,030

Children's Shelter

Five (5) positions are being recommended to meet the needs of the population and behaviors of children residing at the Shelter, to provide adequate administrative support, and to maximize the number of children able to attend their home school. The Secretary II would support the Second Deputy Director of the Children's Shelter. The three (3) Children's Counselors would enable the Shelter to have two counselors on the late shift at all of the cottages. The Social Work Coordinator II would work to maximize the number of children able to re-integrate into their home schools.

Total Cost: $237,365
Revenue offset: $189,892

Independent Living Program (ILP)

Two (2) positions are being recommended to meet the increased level of service from 200 youth two years ago to over 500 in Fiscal Year 2001. The Clerk Typist would insure the timely referral of emancipating foster care youth to programs that teach independent living skills leading to self-sufficiency. The Social Worker II would support several new program services including ensuring that a Family Conference will be conducted for each emancipating foster care youth. These recommendations address the Board's FY 2002 Priorities in supporting foster youth in transition to emancipation with access to expanded educational opportunities, health care and housing.

Total Cost: $84,360
Revenue offset: $84,360

Continuing Welfare Case Management

Four (4) positions are recommended to provide services and resources to help children and family meet court mandates and to strengthen the family's situation. The Program Service Aide would provide necessary support to the social worker staff so that they may devote more of their time and energy to those tasks requiring their professional expertise. The Social Worker I would enable Clover House to continue its expansion of evening and Saturday hours and provide for visitation services. The Public Health Nurse II would support the collaborative effort of the Public Health/Child Health and Disability Prevention. The relocation of the Casework Services Bureau to Plumeria required the services of a Security Guard (Unclassified) to provide security and protection of both DFCS staff and clients.

Total Cost: $193,455
Revenue offset: $112,204

Status Offender Services

This recommendation augments the original funds of the Status Offender Services (SOS) program and would increase the current year on-going budget of $621,550 by a one-time funding of $511,031. This action would allow SOS contractors to continue to provide emergency shelter services at the current level. The SOS contracts have been funded with the on-going base amount of $621,550 and several years of one-time augmentations.

Total One-time Cost: $511,031

Children of Color Contract

An augmentation of $178,971 in contract is recommended to fund the second of a three-year agreement between San Jose State University ((SJSU) and the Social Services Agency (SSA) to complete research on the number of children of color in the Dependency System. In addition, the research is to determine the reason for the excessive number of children of color and evaluate whether they are handled differently than other children.

Total One-time Cost: $178,971
Revenue offset: $143,177

Children's Programs

Social Services, DFCS, is recommending four new programs. These programs will either enhance existing services or be an expansion program.

Family Strength Based Services Program (FSBS):

This program will be developed and implemented to strengthen families in order to avoid removing children from their home, at a net cost of $852,000. The goal would be to provide very intensive services in the home and stabilize the family, so that the child could remain in the home. An RFP would be issued to procure these services.

Foster Parent Association Capacity Building Program

The goal of this program would be to support foster parents and help in the recruitment of foster parents, at a net cost of $105,000.

Expand the Emergency Foster Home Program

This will expand the program to all temporary placements in foster homes. This increases the rate paid to foster homes providing this service, at a net cost of $553,000.

Supportive Living Program

This program will be implemented for 16 and 17 year old Foster Care youth, at a net cost of $108,000. This program would develop a supportive living model for a small group of teens (six), in which they would be given assistance in becoming emancipated.

Future Operation Reserve

The net county cost for the next year is anticipated to be $1,618,000 for all four programs. The source of funding for FY 2002 and the subsequent three years is from one time funds the Social Services Agency received during the current fiscal year of $5,400,000. The FY 2002 Recommended Budget includes the funds of $1,618,000 in expenditures for the budget year and $3,782,000 in a Future Operation Reserve. The reserve is to cover the funding of these programs over an additional three years.

Background

The Social Services Agency received a large windfall from prior year unanticipated revenue. This revenue was generated at the state level from underspending in other counties in FY 1999. A significant factor that created this funding is related to large program augmentations in APS and CWS, creating significant funds that many counties were not able to spend. This large surplus was redistributed to counties that had spent in those two program areas.

Because this source of funds is one time, the County Executive has instructed the Agency to develop programs in which a future source of on-going revenue could be developed over four years. To develop on-going revenue streams, the Agency has focused on programs of three types: programs that have the potential of state and federal revenue; programs where the cost will be eligible for realignment revenue consideration in two years; and programs where there is a serious legislative intent at either the federal or state level for funding similar programs or concepts in the future. Currently the Foster Care rate increase qualifies for realignment in two years; both the Supportive Living Program and the Foster Parent Capacity Program have some revenue offsets already projected. Analysis continues on the Family Strength Based Services Program to determine whether it can qualify for one of our existing program funding streams or future efforts of the federal or state government.

In the past few years, the Board has provided funding for several new out of home placement initiatives that would reduce the Children Shelter population and provide more resources for difficult to place foster children. A $1000 a month subsidy to group homes, the Matrix and Starlight Community Treatment Program were implemented and funded this year. Previously, the Board had authorized a $50 a month supplement for all foster parents. This item has been switched to ongoing funding for FY 2002.

Three of these new programs focus on areas not impacted by last years' augmentations. They are: the front-end intervention, Family Strength Based Services (FSBS) program, the Foster Parent Association through capacity building support and increase rates for temporary foster homes. The fourth program, Supportive Living Program reaches a segment of the foster care youth who are frequent residents of the Children's Shelter, but traditional placements do not work for them.

Total One-time Cost: $5,400,000

Department of Aging and Adult Services

Mission

The Department of Aging and Adult Services' (DAAS) mission is to promote a safe and independent lifestyle for seniors, dependent adults and the disabled. This mission is accomplished through timely and responsive systems of protective services, quality nutrition and supportive in-home services. In addition, the DAAS assists in the provision of long term care for the frail elderly and safeguards the property of conservatees and manages the assets of conservatees and decedent estates.

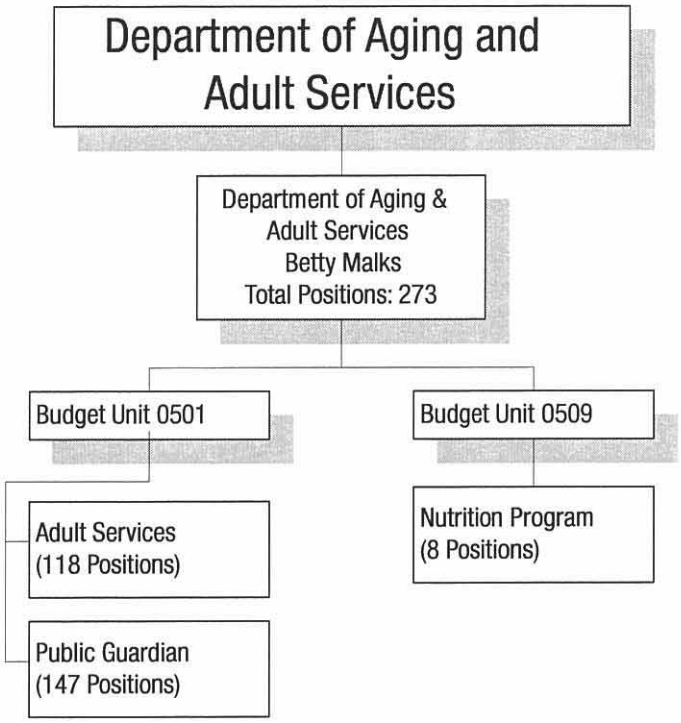
Cost: $60,973,064

Goals

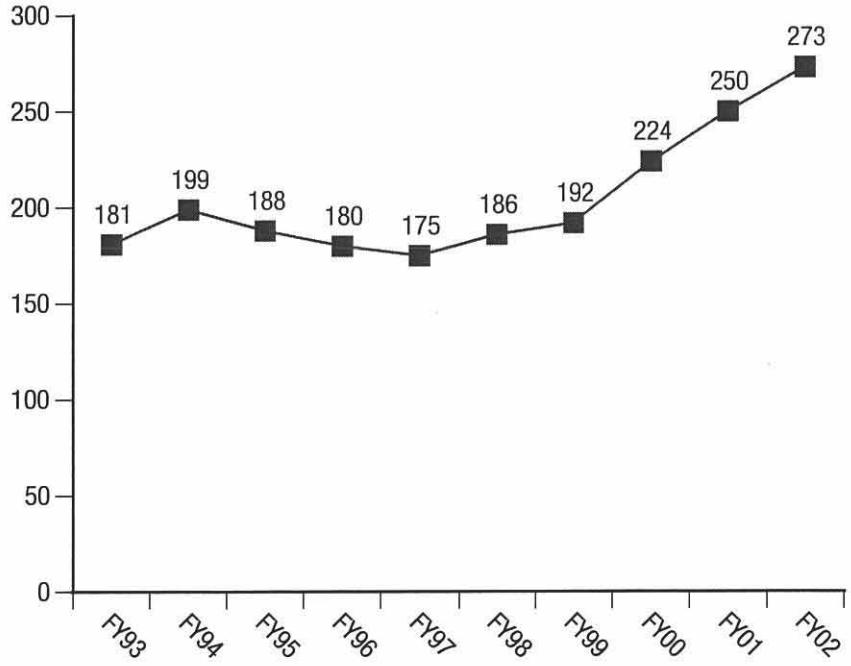
- Maintain and improve the quality of the Department of Aging and Adult Services programs.
- Enhance outreach to under-served populations (i.e. frail, vulnerable, isolated, non-English speaking).
- Expand community partnerships to enhance the coordination of programs and services for elder and dependent adults.

Staff: 273

Department of Aging and Adult Services



10-Year Staffing Trend



Department of Aging and Adult Services

Overview

The Department of Aging and Adult Services (DAAS) comprises four service divisions for elder and dependent adults and the disabled in Santa Clara County. The overall mission is to promote a safe and independent lifestyle through timely and responsive services.

Fiscal Year 2001 was a banner year in DAAS. Every one of the departmental goals in FY 2001 was met. The cross functional teams' goals were centered on identifying and bridging departmental gaps in service delivery, with the ultimate goal of developing a continuum of care for its clients over the next five years. As an outgrowth of the second year of Operation Delta, the department's cross-functional effort, specific accomplishments included printing and distributing the departmental brochure, and producing the DAAS Resource Faire. Another accomplishment included creating a public education and outreach cross-functional team.

Several milestones in Veteran's Services were accomplished in DAAS in early FY 2001. The Veteran's One-Stop Service Center was opened with other community partners. This provided the State's first multi-service support center with access to a variety of services for veterans. DAAS successfully executed the transition of the Veteran's Services Office to the Department of Employment and Benefit Services (DEBS).

The Department of Aging and Adult Services continues to strive for excellence in providing a comprehensive and coordinated program of services to the frail elderly to reduce the necessity of institutional care. The Department plans to continue the commitment to seniors and the disabled so that they may lead independent, productive lives by providing comprehensive assistance with housing and transportation needs.

Performance-Based Budgeting (PBB)

Measurable performance indicators were negotiated in open sessions of all management staff in concert with the PBB consultant, and Finance. The Department staff has committed to executing PBB using performance goals, strategies, and specific indicators to enhance the Department's effectiveness under the PBB format. Each DAAS PBB goal focuses on enhanced services to clients. The organization is effectively integrating PBB concepts into its business practices.

The following is a description of the DAAS programs and accomplishments:

Adult Protective Services (APS)

Adult Protective Services (APS) investigates reports of abuse and neglect of elders and dependent adults, assesses their needs, and provides brief services to reduce further risks. APS continues to expand services. In FY 2001, the second year of the newly redesigned program, APS has focused on providing quality emergency response to victims of abuse and/or neglect while emphasizing measures to prevent abuse.

In addition, the Financial Abuse Specialist Team (FAST), in which APS is a partner, participated in loss prevention and recovery of millions of dollars in assets for the elders of our community. Future plans include developing a protocol for reporting abuse with local financial institutions, and the implementation of a media campaign to educate the public on elder and dependent adult abuse.

In-Home Supportive Services (IHSS)

The In-Home Supportive Services program provides assistance to eligible aged, blind, and disabled persons who require assistance to remain safely in their homes.

The IHSS program continued to maintain its high rate of Federal reimbursement throughout the first half of FY 2001. Nearly seventy-three percent of total expenditures and nearly sixty-eight percent of all cases are now federally eligible. IHSS caseload growth has

continued with a nine percent increase in intake referrals. Continued caseload growth is anticipated due to the increasing aging population and the strong desire of individuals to remain in their home environment for as long as possible.

Recent state legislation enabled many IHSS recipients who may have previously had a share of cost for services to be reevaluated financially resulting in a zero share of cost.

Internally, IHSS worked collaboratively with their primary contractor, the Council on Aging, to improve communication and enhance overall client services to our mutual consumers. Personal computers were also made available to all staff (via a Technology Project approved in FY 2001) to increase program automation.

IHSS continued to maintain a leadership role at the State level with the California Welfare Director's Association, Central Regional Adult Services Committee, and the Case Management Information and Payrolling System (CMIPS) Business Process Improvement project.

IHSS Staff continued to support the Public Authority throughout this past year by monitoring the contract for Registry Services on its behalf, actively participating on the Public Authority Advisory Board and its subcommittees, and participating in labor negotiations.

For FY 2002, IHSS plans to continue its focus on improving the contractual relationship with the Council on Aging; to continue to work with the Public Authority to support the needs of Independent Providers; and to convene a stakeholders group and evaluate current modes of service delivery with the goal of better serving both recipients and providers.

Public Administrator/Guardian/Conservator (PA/G/C)

In FY 2001, PA/G/C has continued to develop and strengthen its relationships with the community. Interagency collaboration continues with City and County agencies, such as law enforcement, the District Attorney's Office, and County Counsel's Office. PA/G has been actively involved with County Mental Health in the establishment of a new facility at Charter Hospital for minors 11 to 18 years of age who require mental health treatment and Conservatorship. There has been a continuation of partnership with the Mental Health Jail Diversion Task Force to provide psychiatric care and work towards diversion of clients from the criminal justice system.

Estate Administration

The Public Administrator is mandated to marshal, manage, maximize, protect the rights, and distribute assets of decedent estates according to California Probate Code 7000. The function of the Public Administrator Estate Administrator is to provide for the administration of the decedent's estates and burial of persons who die within the County of Santa Clara and have no one to act on their behalf.

In FY 2001, the Public Administrator/Guardian Property Unit managed assets valued at approximately $56 million in jewelry, stocks, bonds, securities, furniture, real and personal property, etc.

Currently, the Public Administrator/Guardian Property Unit manages 242 parcels of real property. They managed the successful closure of 51 escrows, have 43 real property sales pending, managed 41 rental properties, have 101 clients living independently in their houses, managed 25 parcels of vacant land, and have 21 vacant houses with litigation or sale decisions pending.

Conservatorship

The duties of the Conservatorship division are to safeguard the lives and property of conservatee's who cannot care for themselves, with the least possible restriction on their lives. In providing these client services, the Conservatorship organization interacts with many agencies: County Mental Health Department, Veteran's Administration, County Public Health Nursing, the County Jail, the District Attorney, law enforcement, County Counsel, Social Security Administration, as well as other community agencies.

The Conservatorship program is divided into four sections, based on the type of client Conservatorships:

Lanterman-Petris-Short (LPS) Investigations Unit, LPS Ongoing Unit (Mental Health Unit). Probate Investigations Unit, and Probate Ongoing Unit.

LPS Conservatorship is appropriate when a person is substantially unable to provide food, clothing, and shelter due to a mental illness.

Probate Conservatorship is appropriate when a person is substantially unable to provide for their own food, clothing, and shelter and/or does not have capacity to give informed consent for medical treatment or is substantially unable to manage his/her own financial affairs and/or resist fraud or undue influence.

The Investigations unit conducts about 250 investigations per year. Staff are also members of the Financial Abuse Specialist Team (FAST).

Financial Services

The Financial Services Division of the Public Administrator/Guardian/Conservator provides financial, accounting, and fiduciary support services for conservatee's, decedent estates and trusts. The division manages more than $46 million in cash assets in the client trust fund account that is comprised of 3,700 sub-accounts, and is also involved in monitoring non-cash assets of more than $56 million.

The division is organized into three functional sections: Accounts Payable, Accounts Receivable, and Court Accounting/Tax section.

The Accounts Payable Section receives and pays all client bills totaling $30 million, with 70,000 payments a year. They are also involved in the collection of various fees charged by PA/G/C and other County agencies.

The Accounts Receivable section receives and deposits $35 million in client funds and $2 million in interest per year into the trust accounts of clients.

The Court Accounting/Tax Section prepares 650 to 750 court accountings and files over 80 court accounting waivers per year, and collects $1.6 million in PA/G/C revenue for the County.

FY 2001 Accomplishments

- The Financial Abuse Specialist Team (FAST) received the California State Association of Counties (CSAC) Merit Award. FAST recovered and/or prevented the loss of $59 million in client assets.
- Successfully developed the most comprehensive Law Enforcement Protocol for Elder and Dependent Adult Abuse in collaboration with 15 local law enforcement jurisdictions and multiple state and county agencies.
- Continued second year development of a Long Term Care Integration Project (LTCI) in collaboration with the Council on Aging (COA), Santa Clara Valley Health and Hospital System (SCVHHS), and On Lok Senior Services of San Francisco and received a State Challenge grant with Council on Aging totaling $1.8 million to create a five county shared computer assessment tool to provide enhanced continuum of care for the elderly. As a prototype of the LTCI, the Department is the lead partner in the development of a Supportive Services Housing Model with County Mental Health, Public Health, City of San Jose, Housing Authority and Council on Aging.
- Supported and partnered with the Public Authority, who, as the employer of record for IHSS independent home care providers, successfully negotiated a new contract that now includes health benefits and a wage increase.
- Increased marketing effort to publicize the Department's programs and services by raising $45,000 for production and sponsorship of the annual Adult Resource Faire with 600-700 community advocates, consumers and 110 organizations represented. In addition, APS raised $125,000 for the elder abuse public awareness campaign from County Violence Prevention Council and Council on Aging.
- Continued to expand nutrition meal services through the Senior Nutrition Program by adding two new congregate meal sites in the Berryessa and Evergreen districts and two adult day care centers, enabling additional seniors to partake of hot meals in a social setting.
- Expanded the continuum of services to the adults and elderly of the County by aligning the Long Term Care Program within the Department with

the goal of adding programs that enhance a seamless service delivery system as envisioned by the Department.

- Created the Veteran's One-Stop Service Center, in partnership with community-based services, co-locating the County Veteran's Service Office in the local State Veterans Administration building. This provided the State's first multi-service support center for Veterans where access to a variety of services are available in one location.
- Produced the Second Annual Veterans Resource Faire with over 600 veterans and families in attendance.
- Participated in and completed the Performance-Based Budgeting (PBB) pilot.
- In the second year of filing individual decedent tax returns electronically, the Public Administrator/Guardian processed 90% of the returns by electronic means, providing savings to the County with decreased postage and printing costs and lessened the need for additional staff hours.
- APS developed a model Regional Training Institute to provide an additional training resource for social service professionals in the bay area.
- In collaboration with Contracts Administration, Financial Management Services and Nutrition Contracts, Senior Nutrition continued to enhance contract language that maximizes recognized revenue to the County as evidenced by a collaborative restructure of language in a major municipal contract.

Aging and Adult Programs

Programs	Total $	County $	County%
Adult Protective Services (APS)	$8,408,083	$4,029,651	47.93%
Council On Aging (COA) Contract for Title III Match	$145,353	$145,353	100.00%
Estate Administration	$2,153,411	$1,063,411	49.38%
IHSS Contractor/Provider Costs	$36,500,003	$8,106,634	22.21%
In-Home Supportive Services (IHSS Administration)	$5,825,223	$1,117,281	19.18%
PAG/C Non-Health Related Services	$2,747,979	$1,915,602	69.71%
PAG/C Health Related Services	$4,411,311	$1,517,415	34.40%
DAAS Subtotal	$60,191,363	$17,895,346	29.73%
BU 509 Senior Nutrition	$5,263,657	$2,312,431	43.93%
DAAS Total	$65,455,020	$20,207,777	30.87%

Department of Aging and Adult Services Performance Plan

The Department of Aging and Adult Services (DAAS) has been selected as a pilot program for Performance-Based Budgeting (PBB). The Department has set specific goals, with accompanying strategies for FY 2002. Each goal focuses on enhanced services to clients, at the same time adhering to the Board of Supervisor's priorities and strategies for this fiscal year. The first goal has to do with the level of service provided by the Department for the clients. Goal two defines the effort for outreach to underserved populations. The third goal defines the Department's initiatives to develop community partnerships to further enhance the services to the aged and disabled in Santa Clara County. Adjustments to staffing levels are reflected, which are connected to the individual strategies for each of the Department's FY 2002 PBB goals. Net county costs are displayed to indicate the cost to the County General Fund for these initiatives. All of the Department's requests have been recommended by the County Executive and are summarized in the following table:

Summary of Goals, Improvement Strategies and Recommendations

Goals and Improvement Strategy	No. of Positions	TotalCost	Net County Cost	Comments
Goal One: Maintain and improve quality of DAAS programs.				
Strategy (A): Increase utilization of Senior Nutrition services through education of agency, county and community partners.	0	0	0	
Strategy (B): Ensure the well being of court appointed individuals through Guardianship, Conservatorship, and Administrative services.	9.0	$504,442	0	Add 1.0 Supervising Deputy Public Guardian, 5.0 Deputy Public Guardian Investigators, 1.0 Income Tax Specialist, and 2.0 Public Health Nurses in PA/G.
Strategy (C): Increase capacity of protective services for elders and dependent adults, focusing on emergency response programs.	6.0	$350,128	0	Add 1.0 Social Services Program Managerl, One (1) Social Work Supervisor, and Four (4) Social Worker III positions in APS.
Strategy (D): Foster the independence of eligible aged, blind and disabled individuals through in-home supportive services.	4.0	$205,760	$41,152	Add 4.0 Social Worker II positions in IHSS.
Goal Two: Enhance outreach to underserved populations (i.e. frail, vulnerable, isolated, and non-English speaking).				
Strategy (A): Implement a media campaign relative to Senior Nutrition Services.	0	0	0	
Strategy (B): Ensure that existing information distribution systems are maintained.	0	0	0	
Goal Three: Expand community partnerships to enhance the coordination of programs and services for elder and dependent adults.				
Strategy (A): Improve the IHSS program through stakeholder involvement.	1.0	$61,168	$12,233	Add 1.0 Social Work Supervisor in IHSS.
Strategy (B): Involve financial institutions in prevention of elder abuse.	1.0	$65,637	$32,819	Add 1.0 Senior Internal Auditor.
Strategy (C): Develop a community based consultative team to support the Financial (FAST) rapid response.	1.0	$93,333	$18,667	Add 1.0 Public Administrator/Guardian Executive.
Strategy (D): Implement the Elder and Dependent Adult Abuse Law Enforcement Protocol.	1.0	$74,362	$18,591	Add 1.0 Program Analyst II.
Develop Long Term Care Integration Project	0	$50,000	$50,000	
Obtain Services of Sheriff's Office Investigator for Financial Abuse cases.	0	$102,766	0	
Totals:	**23.0**	**$1,507,596**	**$173,462**	**County share of expenditures is 11.5%**

Priority Goal One

Maintain and improve the quality of the Department of Aging and Adult Services (DAAS) programs.

Background

The Social Services Agency's Department of Aging and Adult Services (DAAS) is committed to improving the quality of life and promoting a safe and independent lifestyle for seniors, dependent adults, and the disabled. DAAS programs offer preventative, protective and supportive services that enhance and improve the lives of at-risk and vulnerable members of our community. The department's overarching goal is to provide a continuum of care in order to prevent premature institutionalization.

Improvement Strategy (A):

Increase utilization of Senior Nutrition Program (SNP) through education of agency, County and community partners:

Staffing Impact: None.

Fiscal Impact: $0.

Performance Impact: With the provision of various educational events, more professionals and community members will be familiar with the Senior Nutrition Program and will increase utilization of its services.

Conditions Affecting Performance

The high cost of living in Santa Clara County, including the increasing lack of affordable housing, may force seniors to move out of County, thereby decreasing the target population.

Improvement Strategy (B):

Ensure the well being of court appointed individuals through Guardianship, Conservatorship, and Administrator Service Staffing Impact:

- Add One (1) Supervising Deputy Public Guardian position.
- Add Five (5) Deputy Public Guardian Investigators.
- Add One (1) Income Tax Specialist.
- Add Two (2) Public Health Nurses

Fiscal Impact: $504,442.

Performance Impact: This will increase the quality control of the department. Public Administrator/Guardian (PA/G) will be able to file inventories within court mandated time-lines. There will be the capacity to evaluate cases quickly, allowing for prompt service delivery. It is reasonable to expect a decrease in court hearing continuations as a result of this augmentation. By increasing the number of investigators/administrators, and providing adequate supervision, the department will be able to respond immediately and develop an effective plan. Additionally, this rapid response will reduce the risk to clients and lower the County's liability. The possibility of surcharges in court for untimely response will be reduced. There should be a decrease in the amount of fines that estates may be liable for due to lack of ability to respond (i.e., code enforcement fines).

Adding two Public Health Nurses to PA/G allows the department to address the health needs of our elderly and dependent adults which not are currently being identified or met. PA/G will be able to do an immediate medical and safety assessment, offer resources for day care and respite services, and provide the appropriate follow-up for medical care.

Conditions Affecting Performance:

- The number of referrals over the last three years for investigations has increased by 100%, comparing cases in 1997 to cases in 2000. The department had a 28% increase in all areas of Probate investigations this year alone. All referrals received have required immediate intervention. Each investigator currently carries more than twice as many cases at any given time compared to prior years. This number of cases per investigator does not allow sufficient attention to be given per case to allow an acceptable response time.
- There has been an increase in more complex cases, such as trust cases, which require more responsibility and investigations. The department has not been able to respond in a timely manner in some cases. A large number of these cases have resulted in court contested hearings which required long continuances, status conferences, litigation and negotiations to reach settlements. These cases are remaining in the investigations unit anywhere from six months to two years. Failure to decrease the

individual caseload to within manageable standards will risk that the clients' needs are being addressed. Assuring a rapid response to all incoming referrals necessitates this augmentation in staff.

- If the influx of the workload exceeds the DAAS staff capability to respond, Court Accounting will not be filed in time.
- PA/G currently needs to deal with health care issues that may not be noticeable to non-medical staff. There is a need to provide referrals to special programs which are available through community resources and services, to protect the clients' health (i.e., medical appointments, dental appointments). Absence of the Public Health Nurse resource makes this service to our clients difficult, if not impossible.

Improvement Strategy (C):

Increase capacity of protective services for elders and dependent adults, focusing on emergency response programs.

Staffing Impact:

- Add One (1) Social Services Program Manager I
- Add One (1) Social Work Supervisor
- Add Four (4) Social Worker III positions

Fiscal Impact: $350,128.

Performance Impact: The department's goal is to intervene and stabilize all life threatening and imminent danger situations in a timely manner. The Program Manager position will provide hands-on oversight for APS emergency response programs which are designed to ameliorate abuse of elders and dependent adults. The addition of the Social Worker Supervisor and these four Social Worker III positions will ensure that we achieve this goal. This will increase the capacity of protective services for elders and dependent adults, focusing on emergency response programs. This goal will also ensure that adequate and supportive management and supervision to Adult Protective Services Social Workers is carried out.

Conditions Affecting Performance:

- Lack of adequate oversight and administrative infrastructure as Adult Protective Services expands may decrease the provision of quality services to victims of abuse. One factor is the overall availability of APS staff to intervene immediately as required by law as compared to the number of Emergency Response (ER) and Financial Abuse Specialist Team (FAST) reports at any one moment.
- Adult Protective Services is a newly redesigned program due to SB 2199 and subsequent pending clean-up language to SB 2199 which will impact the mandates and administration of the program. This will likely result in new legislation that would impact the mandates of the program.
- The mandates of SB 2199 are very clear. Adult Protective Services must respond to life threatening and imminent danger situations immediately. In order to meet this mandate, it is our responsibility to ensure adequate supervision.
- Santa Clara County APS is embarking on a media outreach campaign to begin in early 2001 which will increase the number of reports and ongoing cases in APS.
- The Santa Clara County Elder and Dependent Adult Abuse Law Enforcement Protocol, published in December 2000, will impact numbers in reported abuse and overall ongoing cases. As per our agreement with the law enforcement jurisdictions, each jurisdiction is to provide training about elder and dependent adult abuse.

Improvement Strategy (D):

Foster the independence of eligible aged, blind and disabled individuals through in-home supportive services.

Staffing Impact: Add Four (4) Social Worker II positions.

Fiscal Impact: $205,760.

Performance Impact: With the requested positions, intake staff will be able to expedite newly referred cases, permitting recipients to receive supportive services

within a 30 day time period and continuing staff will be able to respond to recipient changes and requests more efficiently.

Conditions Affecting Performance:

- Staffing increases budgeted last year, coupled with this year's requests, necessitate creating a fourth social work unit within IHSS.
- This is a high profile program at the State level and legislative changes will likely impact program mandates and service delivery.
- Caseload growth necessitates additional staffing at this time. If additional caseload growth is experienced without staff augmentation, a deterioration of services is probable.
- This year, the IHSS program is the primary focus of the Department Director and a review of the current service delivery system with recommendations for improved service quality will be forthcoming.

Priority Goal One:
Maintain and improve the quality of the Department of Aging and Adult Services (DAAS) programs.

Key Performance Indicators and Improvement Strategies	Current Measure	FY 2002 Goal
Strategy (A): Increase utilization of Senior Nutrition services through education of agency, county and community partners.		
Increase the % of persons served by 9% over the baseline of FY 2001. (SNP)	Average Meals 3,809 Daily	Average Meals 4,162 daily (9% increase)
Provide a minimum of 15 educational events annually. (SNP)		15 events.
Strategy (B): Ensure the well being of court appointed individuals through Guardianship, Conservatorship, and Administrative services.		
Conduct initial evaluation of clients within 5 days, 82% of the time. (Conservatorship)		82%
File inventories with the court within 90 days 90% of the time for Public Guardian.		90%
File inventories with the court within 90 days 93% of the time for Public Administrator. (Estate Administration)		93%
Submit court accountings to County Counsel within 45 days of close of accounting period 75% of the time. (FInancial Services)		75%
Conduct face-to-face contact with all clients quarterly, 99% of the time.		99%
Strategy (C): Increase capacity of protective services for elders and dependent adults, focusing on emergency response programs.		
Provide in-person response to "life threatening or imminent danger" situations involving victims of abuse and/or neglect within two (2) hours of report. (Adult Protective Services)	2 Hours	2 Hours
Establish baseline indicators for mandated performance criteria by 06/02. (Adult Protective Services)	N/A	06/2002
Strategy (D): Foster the independence of eligible aged, blind and disabled individuals through in-home supportive services.		
Establish baseline indicators for eligibility determination process by June, 2002. (IHSS)	N/A	06/2002
Establish baseline data for social work assessment process prior to authorizing in-home support services by June, 2002. (IHSS)	N/A	06/2002
Reduce the percentage of unassigned banked cases from 24% in FY 2001 baseline to 2% by June, 2002. (IHSS)	24%	2%

Priority Goal Two

Enhance outreach to under-served populations (i.e., frail, vulnerable, isolated, and non-English speaking).

Background

The Senior Nutrition Program (SNP), after significant expansion in the last three fiscal years, is projecting moderate growth in services with no new sites planned. There are no staff augmentations in the FY 2002 Budget.

The Senior Nutrition Program has reached a large portion of the elderly of the County. A more extensive outreach campaign will target under-served seniors who would benefit from the program's services as well.

Improvement Strategy (A):

Implement a media campaign relative to Senior Nutrition services

Staffing Impact: None

Fiscal Impact: To be completed with existing staff resources.

Performance Impact: Currently, the DAAS brochure is printed in English. By translating the brochure into six additional languages, we anticipate being able to reach many more clients. The proposed action will not require any additional staffing resources and is expected to improve communication and knowledge of the department's services.

Conditions Affecting Performance:
Failure to achieve this goal will result in an inability to reach some non-English speaking populations.

Improvement Strategy (B)

Ensure that existing information distribution systems are maintained.

Staffing Impact:
This goal will be accomplished with existing resources.

Fiscal Impact: None.

Priority Goal Two:
Enhance outreach to underserved populations (i.e., frail, vulnerable, isolated, and non-English speaking).

Key Performance Indicators and Improvement Strategies	Current Measure	FY 2002 Goal
Strategy (A): Implement a media campaign relative to Senior Nutrition Services.		
Increase the weekly average of home delivered meals (C1) by 2% over the weekly average of FY 2001. (SNP)	2530	2585 2% Increase
Increase the monthly average of congregate meals (C2) by 5% over the monthly average of FY 2001. (SNP)	1500	1578 5% Increase
Strategy (B): Ensure that existing information distribution systems are maintained.		

Priority Goal Three

Expand community partnerships to enhance the coordination of programs and services for elder and dependent adults.

Background:
The department is involved in numerous interdependent relationships and collaborative efforts with community agencies and partners. The plan is to continue to strengthen partnerships with community-based services in order to share resources, and provide a greater range of services.

Improvement Strategy (A):

Improve the IHSS program through stakeholder involvement.

Staffing Impact: Add One (1) Social Worker Supervisor

Services and Supplies Impact: Long Term Care Integration Project

Fiscal Impact: $111,168

Performance Impact: Adequate supervision of staff ensures that clients are being served in a timely manner and that state mandates are met. Expansion of the community stakeholders network would benefit from a satisfactory ratio of social workers to supervisor. This will allow the program management/supervision to devote time to collaborative enterprises within the community, thus strengthening the effectiveness of the IHSS program overall. The Long Term Care Integration Project is a study to transform comprehensive long term care into an integrated, strategic, and collaborative system of services in Santa Clara County.

Conditions Affecting Performance:
Staffing increases budgeted last year, coupled with this year's requests, necessitate creating a fourth social work unit within IHSS. IHSS is a high profile program at the state level and legislative changes will likely impact program mandates and service delivery.

Improvement Strategy (B):

Involve financial institutions in prevention of elder abuse.

Staffing Impact: Add One (1) Senior Internal Auditor

Services and Supplies Impact: Sheriff's Office Financial Abuse Investigator Service (Intra-county).

Fiscal Impact: $168,403

Performance Impact: The Department's goal is to intervene as quickly as possible to incidents of elder abuse. In Santa Clara County, financial abuse is common and continues to be on the rise. Frequently, staff at financial institutions are the first to see financial abuse as a caregiver or family member convince the elder to withdraw funds from the elder's accounts. Current law does not require banks to report elder abuse. The financial institution employees struggle with the need to keep information about their customers's accounts private and the knowledge that someone will make the elder financially destitute. Development of a partnership with Santa Clara County financial institutions will promote the Department's more timely intervention.

Conditions Affecting Performance:

- If a partnership is not developed that promotes the reporting of elder abuse, it is probable that many cases of elder financial abuse will go undetected. A recent study conducted by the Journal of American Medical Association found that elders who are victims of financial abuse have a mortality rate three times higher than those who are not victims. If we were unable to address this problem, the resultant trends will likely continue.

Improvement Strategy (C):

Develop a community based consultative team to support the Financial Abuse Specialist Teams (FAST) rapid response

Staffing Impact: Add One (1) PA/G Executive

Fiscal Impact: $93,333.

Performance Impact: While management infrastructure has actually been reduced, factors of size and complexity have increased the challenge of management oversight in the Public Guardian's Office. In addition, the Financial Abuse Specialist Team (FAST), created in 1999, in partnership with Adult

Protective Services (APS), Public Administrator/ Guardian (PA/G), County Counsel and the District Attorney's Office, has significantly increased the workload in PA/G. APS is embarking on a significant public awareness/outreach campaign which is predicted to increase the number of cases in APS and PA/G.

The Santa Clara County Elder and Dependent Adult Abuse Law Enforcement Protocol was completed in December, 2000. Upon completion of training with (14) law enforcement jurisdictions, further increases are expected.

This person will be responsible to consolidate all executive management functions in PA/G. This will include coordination and integration of the various divisions within the program (e.g. Conservatorship, Lanterman-Petris-Short (LPS), Estate Administration, Financial Management Services, and Administration). By maintaining close coordination with other county agencies, such as County Counsel, the Courts, Hospital Council, and state agencies, this position will effectively ensure compliance to federal, state, and county regulations. Augmentation and implementation of department policies and procedures is essential in this position.

This resource will address the oversight and direction of staff, which is crucial to achieving the above objectives.

Conditions Affecting Performance:

- Considering the current historically low unemployment rate in Santa Clara County, recruitment and retention could be problematic. Knowledge of laws, policies and procedures within PA/G is a specialized and unique background for this position.
- Without the appropriate executive oversight, performance goals will be in jeopardy. This is largely due to the increased size and complexity of this program.

Improvement Strategy (D):

Implement the Elder and Dependent Adult Abuse Law Enforcement Protocol.

Staffing Impact: Add One (1) Program Analyst

Fiscal Impact: $74,362.

Performance Impact: This resource will implement the Performance-Based Budgeting (PBB) process for the department, including development, tracking, and reporting of goals, objectives and key indicators during FY 2002. This position will support the Board of Supervisor's Budget strategy statement which states that DAAS will support the implementation of the PBB processes. This will, in turn, free up other management resources to achieve the above objectives.

Conditions Affecting Performance:

The absence of this resource will necessitate significant management time and attention to developing, tracking and reporting of PBB goals, objectives and key indicators during this fiscal year and beyond. Performance-Based Budgeting (PBB) required the creation of extensive reporting mechanisms, the maintenance of reports and tracking mechanisms. In order to be able to follow through and implement the PBB process, it is necessary for management to participate in all of these activities. This resource will relieve program management of the detailed tasks of maintaining reports and tracking indicators associated with PBB. Without this resource, the goal of developing the community network of collaborators and support teams to enhance the services to the aged and disabled could be curtailed, and the department might not be able to meet the other department goals.

Priority Goal Three:
Expand community partnerships to enhance the coordination of programs and services for elder and dependent adults.

	Current Measure	FY 2002 Goal
Strategy (A): Improve the IHSS program through stakeholder involvement.		
Identify and convene critical stateholders by June, 2001. (IHSS)		06/2001
Establish a work plan, including mission, purpose, and goals by September, 2001. (IHSS)		09/2001
Develop recommendations for IHSS improvements by January, 2002. (IHSS)		01/2002
Strategy (B): Involve financial institutions in prevention of elder abuse.		
Identify and convene financial representatives by June, 2001. (APS)		06/2001
Establish a work plan, including mission, purpose and goals by September, 2001. (APS)		09/2001
Develop a Memorandum of Understanding (MOU) by March, 2002. (APS)		03/2002
Strategy (C): Develop a community based consultative team to support the Financial (FAST) rapid response.		
Establish criteria and guidelines for participation by October, 2001. (APS/Conservatorship)		10/2001
Recruit diverse volunteer professionals per the established criteria by January, 2002. (APS/Conservatorship)		01/2002
Conduct initial meeting by March, 2002. (APS/Conservatorship)		03/2002
Strategy (D): Implement the Elder and Dependent Adult Abuse Law Enforcement Protocol.		
Conduct follow-up session of initial group on status of protocol by October, 2001. (DAAS)		10/2001
Establish training plans relative to the protocol with all law enforcement jurisdictions by January, 2002. (DAAS)		01/2002
Conduct feedback session of planning group on implementation of protocol by June, 2002. (DAAS)		06/2002

Office of the Director

Mission

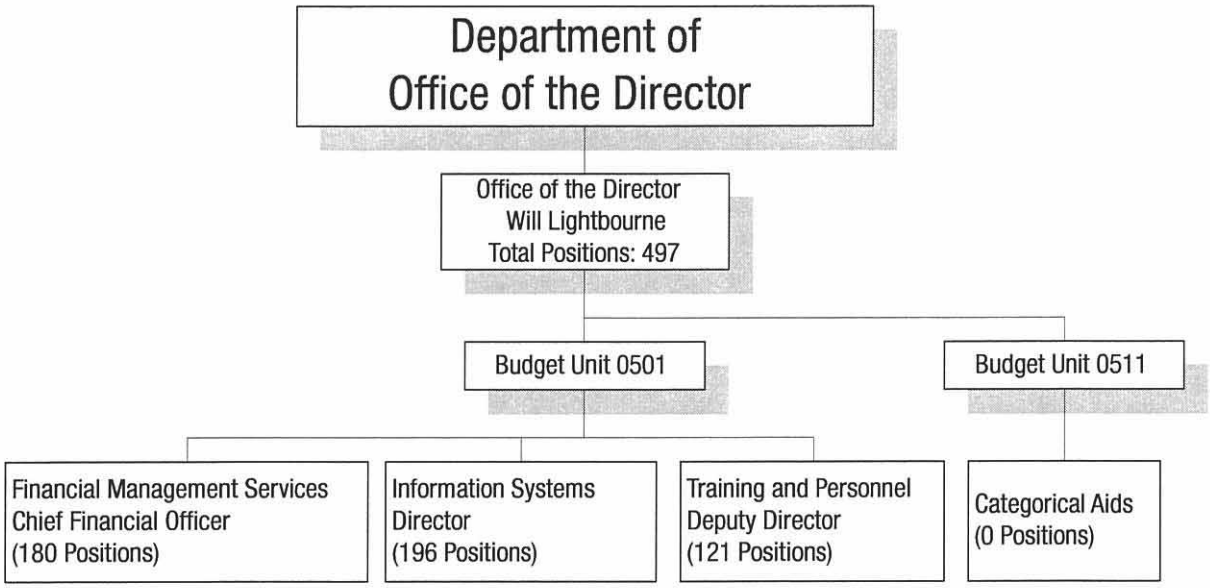
The mission of the Office of the Director is to provide efficient, outcome based, customer-focused administrative services to the three major service departments to ensure that quality, culturally competent services are received by Agency clients. These services enable the Social Services Agency to provide life protecting, life sustaining and life enhancing services to adults, children, families, elders and economically dependent individuals in our community.

Cost: $90,451,934

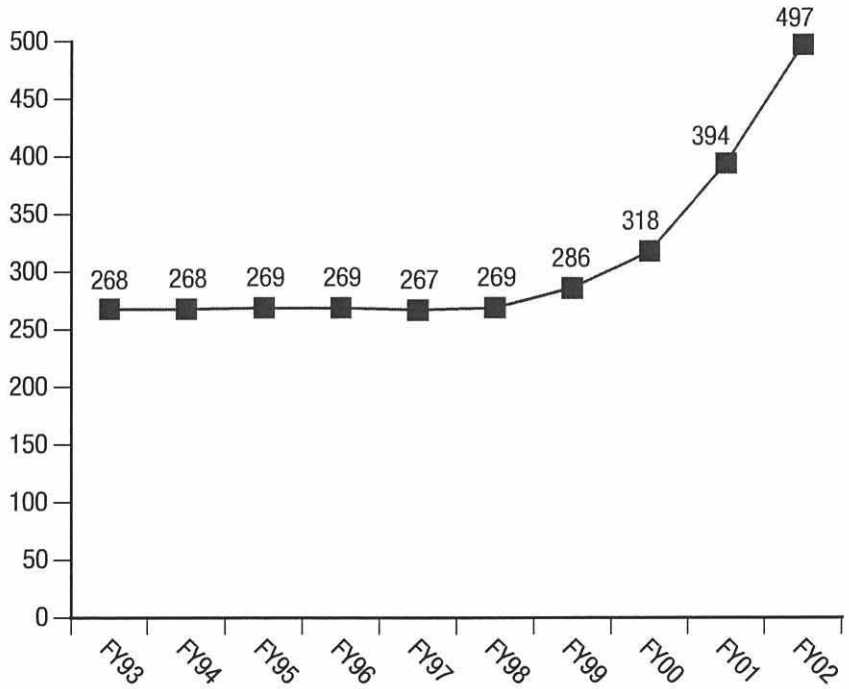
Goals

- Improve the technological infrastructure for line staff and community partners.
- Further link cultural competency with Agency-wide service delivery.
- Advocate for State and Federal policy changes and additional funding support with regard to foster care recruitment and retention, cash assistance and support services for needy families, and aging and adult services.
- Improve the availability, accuracy, comprehensiveness and understandability of data that is collected and reported.
- Work with Employee Services Agency (ESA) to streamline human resource processes for Social Services Agency.

Staff: 497



10-Year Staffing Trend



Office of the Director

Overview

The Office of the Director continues to accomplish infrastructure enhancements in its administrative service areas as a way of improving its ability to offer timely and appropriate support to the Agency's three major service departments. The Office of the Director is organized into the functional areas of: Information Systems, Staff Development, Governmental Relations and Planning, Financial Management Services, Central Services, Human Resources, and Equal Opportunity/Civil Rights. The Office of the Director has also sought to foster a strong awareness as to the importance of cultural competency as an Agency philosophy. The staff in this office work with labor and other public and non-profit agencies in the local human services network. They also develop collaborations and partnerships with business and corporations in Silicon Valley.

Agency Administration

The Agency's director and his staff provide leadership and direction to enhance the Social Services Agency's responsiveness to the needs of a diverse and multi-cultural community. SSA staff performs administrative support activities that increase public understanding of agency programs and expenditures, and maximize the number of customers served with the most responsible and efficient use of resources.

Financial Management Services

Financial Management Services is responsible for centrally collecting Federal and State revenues used to fund the heavily reimbursed major programs of the Social Services Agency. These revenues are received based on prescribed criteria, both as to the manner in which program costs are calculated and how the program is actually administered. The Division is also responsible for processing financial and statistical data, contract administration, and oversight of the Central Services area. Central Services provides the Agency facility and telephone services, purchasing, records retention, mail operations, as well as health and safety and central supply support.

Information Systems

The Information Systems Division has four purposes to fulfill in the Office of the Director. Information Systems is to provide leadership, coordination, and support in the use of information technology in process design, service delivery, and program administration. It is also charged with the design development, and maintenance of both the technological infrastructure of the Agency and the Agency's applications. Finally, the Information Systems Division is organized to carry out the purpose of providing information for reporting, decision-making, evaluation, learning, program integrity, and accountability.

Staff Development and Training

This division provides Agency-wide staff development and training. Staff Development activities include course preparation and design, planning, needs assessment, monitoring, and evaluation support. Training activities include offering orientation, induction, professional development, cultural competency, and in-services training for all classifications and levels of staff.

Governmental Relations and Planning

The Division is comprised of the Office of Community Development and Relations, the Office of Evaluation and Planning, and the Office of Legislative Policy and Development. Together, the Offices in this Division provide Agency-wide resources to assist in defining policy direction for the Agency, and to ensure the implementation of initiatives that sustain strong partnerships with the diverse community it serves and ensure information is obtained about the impact of Agency services on the needy children and families it serves.

Human Resources, Equal Opportunity/Civil Rights

Agency recruitment, as well as the equal opportunity civil rights needs, are addressed in each of these service areas. The Equal Opportunity/Civil Rights Office is charged with investigating employee and client complaints of discrimination, monitoring and maintaining the County's policies on equal employment opportunity, sexual harassment and diversity.

FY 2001 Accomplishments

- Participated in the design and development of CalWIN (CalWORKs Information Network), a state mandated program, which will be implemented in 2003. Developed a local strategy to support the operational needs that will not be a part of CalWIN to ensure program continuity and client satisfaction.
- Replaced 986 Wyse and Java Station desktop devices for eligibility and employment staff with NT based PCs to improve the service delivery with easy access to the online eligibility handbook and a common message and calendar system. The replaced equipment will better prepare the Agency staff for CalWIN implementation in 2003. Replaced 584 CWS/CMS desktop devices to improve operational performances.
- Designed and installed a secure network for client access to the Internet and One-Stop Employment Centers network of providers to improve clients outcomes and support post employment services.
- Produced and distributed an Agency-wide "Service" brochure in English-Spanish and English-Vietnamese throughout the Agency and other County offices as well as nonprofit human services agencies that showcase the services available to the public.
- Developed a multimedia campaign in partnership with the Agency's contracted public relations firm to recruit information technology professionals to plan and implement the CalWIN information system's initiative.
- Developed and pilot tested the Cultural Competency Tool Kit for supervisors and managers. Designed and distributed a quarterly "Cultural Competency Newsletter", and an etiquette handbook: "Services for People with Disabilities."
- Convened a labor/management work group to design implementation strategies to address the Agency-wide Customer Services Survey recommendations.
- Performed extensive research and advocacy to promote several legislative initiatives, including child care for foster parents, foster care rate increases, expansion of the Wraparound program, expanded eligibility to child care subsidies for working families, and clean up legislation for Adult Protective Services (APS).
- Worked collaboratively with the Social Services Advisory Commission to support work in improving the General Fund contracting process of funding community-based social services.
- Through education programs, assisted the Agency in maintaining a lower than County average percentage of Workers Compensation claims.
- Successfully implemented storage procedures for Department of Family and Children's Services (DFCS) to store belongings of children removed from their home.
- SSA Office of Human Resources worked with Employee Services Agency (ESA) to develop effective recruitment methods to fill vacancies in eligibility worker, social worker, and information systems classifications. The Agency and ESA also effectively streamlined the promotional examination processes.

FY 2002 Planned Accomplishments

- Design, develop, and implement CalWIN, Electronic Benefit Transfer (EBT), Direct Deposit (DD), and related infrastructure and auxiliary Agency developed applications.
- Develop new applications and systems to support re-engineered processes or new services, in order to achieve improved efficiencies, effectiveness, or quality improvements.
- Meet Agency Eligibility Worker Induction training needs in anticipation of CalWIN implementation.
- Expand the Division's participation in the Department of Family and Children's Services access to the Forensics training program for Social Workers.
- Develop an outreach campaign in partnership with the Agency's contracted public relations firm to expand the use of the Senior Nutrition Program.
- Develop a campaign to publicize the Agency's Speaker Bureau to nonprofit human service agencies and community organizations to increase the public's knowledge about our services.

- Implement a follow-up Client/Customer's Survey that will focus on clients' needs and measure progress toward improved timeliness and information sharing, and service delivery.
- Ensure Agency-wide implementation of the Supervisor/Managers' Cultural Competency Tool Kit recommendations.
- Provide baseline and data analysis, and leadership to design an evaluation of the Children's Health Initiative.
- Continue the planning role related to replacement of the Technology Drive facility by working in coordination with Agency representatives, the Board of Supervisors, the Office of the County Executive, and General Services Agency.
- Continue to work with GSA Purchasing in the development of an eventual on-line requisitioning process.
- Reduce vacancies through the implementation of "best practices" recruitment strategies developed in collaboration with the Employee Services Agency.

Office of the Director
County Executive's Recommendation

Advancement of Board Priorities

The Office of the Director has implemented several changes in the way the Agency delivers services in light of welfare reform and the Board's goals and priorities. The Office of the Director's recommendations emphasize a number of Board priorities and goals related to administration for more effective and efficient delivery of quality professional services to our clients. They include improved training and staff development, better grant monitoring, a recruitment and retention strategy, and enhanced operational infrastructure. These changes in the Office of the Director will provide Agency-wide service improvements, which will enhance the accountability, fiscal integrity, quality and efficiency of SSA services.

Add Nine Positions to the Office of the Director

Background

To provide leadership in implementing innovative, outcome focused program changes, the Office of the Director is changing its own delivery of services. The Office has embarked on a focused effort at developing and monitoring performance measures. Outcome information establishes linkages between program performance and the goals set by the Agency and the Board. Due to increased community involvement and more distributed services as a result of Welfare Reform, the Office of the Director has expanded its Agency-wide infrastructure support to improve the way it serves the Agency's departments.

Nine (9) positions are recommended to support the service delivery needs of the Department. The costs for these positions are mostly subvented by State and Federal revenues.

Staff Development

One (1) position is recommended for Staff Development. One Personnel Services Clerk will assume all functions related to issuing new and renewal County drivers permits for SSA staff and all of the tasks associated with the scheduling and coordinating of the drivers training classes

Total Cost: $39,472
Revenue offset: $31,578

Office of Human Resources

One (1) alternately staffed Management Analyst position is recommended for the Office of Human Resources. This recommendation is related to the Board priority to strategically address the retention and recruitment needs of the County workforce. This analyst will implement aggressive recruitment strategies in collaboration with the Employee Services Agency (ESA) to meet the special needs of the Social Services Agency (SSA).

Total Cost: $57,994
Revenue Offset: $46,395

Financial Management Services

Two (2) positions are recommended to form a new Grants Control Unit in FMS. They are related to the Agency's service improvement and the goals of maintaining the County's Fiscal Integrity and Accountability. One (1) Accountant Assistant and one (1) Accountant III in the new Grants Unit will provide support to departments in their grant application process and will provide a means for coordinating grant requests for the Agency.

Total Cost: $96,756
Revenue Offset: $77,405

Central Services Administration

Five (5) new positions are recommended for Central Services Administration. They are related to service improvement and the goals of retention, recruitment and development needs of the Agency workforce.

- One (1) Health Care Analyst position is needed in the Office of Health and Safety to educate, train, coordinate and implement health and safety policy of the organization. The addition of this position will reduce the number of injury claims and make it possible to respond to many on-going health and safety concerns that come from an Agency of over 2,900 coded positions.
- Two (2) Stock Clerks are needed to bring stability to the Central Mail Operations Unit that has relied on extra help usage for the last several years.
- One (1) Alternately Staffed Buyer I/II in the Central Services Purchasing Unit will provide the Agency with expertise in the area of vendor contracts, along with the ability to write and prepare documents that go to GSA Purchasing. It will assist GSA in a timely processing of SSA orders.
- Due to the amount of inventory being received at our Technology Drive warehouse, one Stock Clerk will allow the warehouse-receiving department to keep better track of receivables and eliminate misplaced items.

Total Cost: $194, 622
Revenue Offset: $155,698

360 Degree Full Service Feedback Mechanisms

An augmentation of $25,000 is recommended for Staff Development to provide full service feedback mechanisms for individual leadership assessment, evaluation and professional development planning. The goal is to increase the number of qualified staff who can be promoted to supervisor, manager or executive positions by 20% within two years of project start up.

Total Cost: $25,000
Revenue Offset: $20,000

Domestic Violence Prevention

A one-time funding of $20,000 is recommended for the Office of Governmental Relations & Planning to allow completion of an entire school year of presentations of culturally relevant information on domestic violence prevention, youth dating public education, and outreach strategy. The provision of the additional $20,000 will ensure the program is extended through the school year.

Total One-time Cost: $20,000

Summary of Social Services Departments' Staff Augmentations and Deletions

Description	FTE's	Position Title
Department of Employment and Benefit Services		
Phase-out of J.T.P.A. Program	-1.0	Employment Technician I (U)
	-2.0	Employment Technician II (U)
CalWORKs Caseload Decline	-30.0	Eligibility Worker III (E45)
Subtotal:	**-33.0**	
DEBS Decision, Support and Research	1.0	Management Analyst (B1P)
	1.0	Associate Management Analyst (B1R)
Subtotal:	**2.0**	
DEBS Department Subtotal:	**-31.0**	
Department of Family and Children's Services		
Children's Shelter	1.0	Secretary II (D27)
	3.0	Children's Counselor (X31)
	1.0	Social Worker Coordinator II (Y48)
Subtotal:	**5.0**	
DFCS Administration	1.0	Assistant Director (NNN-New Class)
	1.0	Secretary II (D27)
	1.0	Administrative Support Officer I (B2R)
Subtotal:	**3.0**	
Front End Intervention	1.0	Customer Services Technician (D72)
Subtotal:	**1.0**	
South County	1.0	Customer Services Technician (D72)
Subtotal:	**1.0**	
Continuing Child Welfare Case Management	1.0	Program Services Aide (E65)
	1.0	Social Worker I (Y3A)
	1.0	Public Health Nurse II (S48)
	1.0	Security Guard (NNN-New Class) (U)
Subtotal:	**4.0**	
Independent Living Program	1.0	Clerk Typist (D39)
	1.0	Social Worker II (Y3B)
Subtotal:	**2.0**	
DFCS Department Subtotal:	**16.0**	
Office of the Director		
Financial Management Services	1.0	Accountant Assistant (D96)
	1.0	Accountant III (B77)
Subtotal:	**2.0**	
Staff Development	1.0	Personnel Services Clerk (D68)
Subtotal:	**1.0**	
Office of Human Resources	1.0	Management Analyst (B1P)
Subtotal:	**1.0**	

Summary of Social Services Departments' Staff Augmentations and Deletions

Description	FTE's	Position Title
Augmentation: Central Services Administration	1.0	Health Care Analyst (B6Z)
	3.0	Stock Clerk (G82)
	1.0	Buyer II (C32)
Subtotal:	**5.0**	
DOOD Department Subtotal:	**9.0**	
Department of Aging and Adult Services		
In-Home Support Services - Caseload Growth	1.0	Social Work Supervisor (Y23)
Subtotal:	**1.0**	
In-Home Support Servics - Caseload Growth	4.0	Social Worker II (Y3B)
Subtotal:	**4.0**	
Administration - P.B.B. Resources	1.0	Program Analyst II (B98)
Administration - Develops community based consultive team support	1.0	Public Administrator Guardian Administrator (NEW)
Administration - Financial Integrity	1.0	Senior Internal Auditor (B31)
Subtotal:	**3.0**	
Public Guardian - Caseload Growth	1.0	Supervising Deputy Guardian (V45)
	5.0	Deputy Public Guardian Investigator (V62)
	1.0	Income Tax Specialist (D77)
	2.0	Public Health Nurse I (S50)
Subtotal:	**9.0**	
Adult Protective Services - Caseload Growth	1.0	Social Services Program Manager I (Y32)
	4.0	Social Worker III (Y3C)
	1.0	Social Work Supervisor (Y23)
Subtotal:	**6.0**	
DAAS Department Subtotal:	**23.0**	
Subtotal Deleted:	**-33.0**	
Subtotal Augmentations:	**50.0**	
Net Increase:	**17.0**	

Social Services Administration — Budget Unit 0501
Expenditures by Cost Center

CC	Cost Center Name	FY 2000 Actual	FY 2001 Appropriations Approved	FY 2001 Appropriations Adjusted	FY 2002 Recommended	Amount Chg From FY 2001 Approved	% Chg From FY 2001 Approved
4700	Aging and Adult Administration	6,198,600	7,825,027	7,825,027	7,987,194	162,167	2
4710	Aging and Adult Program	16,162,565	43,370,124	43,370,124	47,162,920	3,792,796	9
4715	Aging and Adult Support Staff	831,744	1,327,443	1,327,443	1,454,215	126,772	10
4755	Adult Programs Eligibility	532,086	714,784	714,784	1,036,216	321,432	45
4800	Agency Administration	50,422,408	60,941,302	61,015,702	72,159,884	11,218,582	18
4810	Program Support	12,901,337	14,429,273	14,429,271	14,418,331	(10,942)	
4831	Gilroy Community Juvenile Justice Grant	762,222	742,908	742,908	815,750	72,842	10
4861	Staff Development	2,002,879	3,104,354	3,270,854	3,382,057	277,703	9
4862	Benefit Services Trainees	834,742	1,321,102	1,321,102	1,858,434	537,332	41
4870	Children's Shelter	10,899,055	11,494,772	11,494,772	12,487,373	992,601	9
4874	Children Services Trainees	116,207	762,192	762,192	811,017	48,825	6
4903	Electronic Data Processing	15,288,119	20,658,562	20,837,550	26,161,522	5,502,960	27
4904	EDP Reserve Codes	42,770					
5000	Child Development Services	1,866,891	2,094,672	2,094,672	2,095,002	330	
5010	JTPA Administration	1,554,873	1,261,643	775,553		(1,261,643)	-100
5012	JTPA Office Professional Staff	144,435	113,734	34,281		(113,734)	-100
5020	JTPA Direct Program - Prior Year	8,098,167	6,439,728	425,009		(6,439,728)	-100
5040	Social Services Contracts	432,604	494,351	704,536	7,265,320	6,770,969	1,370
5042	Summer Youth Program	1,371,414					
5044	JTPA Program	1,672,932	1,515,338	369,310		(1,515,338)	-100
5100	Refugee Targeted Assistance Program	2,474,954	2,723,241	3,655,615	1,630,725	(1,092,516)	-40
5200	Employment Services Program	16,187,407	29,883,607	29,883,607	34,704,744	4,821,137	16
5202	Employment Services Support Staff	2,775,121	4,517,050	4,517,056	1,839,991	(2,677,059)	-59
5203	Employment Services Office Professional Staff	1,189,856	1,559,277	1,559,277	1,458,908	(100,369)	-6
5300	Benefit Services Program	60,073,849	71,385,195	71,394,710	68,431,951	(2,953,244)	-4
5400	Children's Services Programs	41,688,309	43,155,467	43,230,467	41,553,070	(1,602,397)	-4
	Total Expenditures	257,544,239	331,835,147	325,755,823	349,380,395	17,545,248	5%

Social Services Administration — Budget Unit 0501
Revenues by Cost Center

CC	Cost Center Name	FY 2000 Actual	FY 2001 Appropriations Approved	FY 2001 Appropriations Adjusted	FY 2002 Recommended	Amount Chg From FY 2001 Approved	% Chg From FY 2001 Approved
4700	Aging and Adult Administration	880,040	805,000	805,000	1,090,000	285,000	35
4710	Aging and Adult Program	3,337,757	27,233,463	27,233,463	29,065,369	1,831,906	7
4800	Agency Administration	185,194,299	216,608,831	217,064,831	240,491,750	23,882,919	11
4810	Program Support	9,000					0
4831	Gilroy Community Juvenile Justice Grant	854,347	773,577	773,577	815,749	42,172	5
4861	Staff Development	21,304					0
4870	Children's Shelter	190,524	196,771	196,771	196,771		0
4903	Electronic Data Processing	1,193,665	4,766,558	4,766,558	5,571,888	805,330	17
4904	EDP Reserve Codes	58,097					0
5000	Child Development Services	2,450,520	2,389,451	2,389,451	2,502,013	112,562	5
5010	JTPA Administration	2,073,871	1,909,365	1,909,365		(1,909,365)	-100
5020	JTPA Direct Program - Prior Year	11,102,030	8,990,433	973,545		(8,990,433)	-100
5040	Social Services Contracts	264,799		499,621	699,621	699,621	0
5042	Summer Youth Program	1,622,823					0
5100	Refugee Targeted Assistance Program	2,730,200	2,697,095	3,629,469	1,635,484	(1,061,611)	-39
5200	Employment Services Program	884,445	2,817,838	2,817,838		(2,817,838)	-100
5300	Benefit Services Program	181,559	4,093,292	4,093,292	4,694,054	600,762	15
5400	Children's Services Programs	4,597,218	4,022,488	4,022,488	5,145,888	1,123,400	28
	Total Revenues	217,646,498	277,304,162	271,175,269	291,908,587	14,604,425	5%

Aging and Adult Administration — Cost Center 4700
Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2001 Approved Budget	88.0	7,825,027	805,000
Board Approved Adjustments During FY 2001			
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	-3.0	320,553	
Internal Service Funds Adjustment		(313,539)	
Other Required Adjustments		(286,544)	285,000
Subtotal	85.0	7,545,497	1,090,000
Recommended Changes for FY 2002			
Internal Service Fund Adjustments		–	–
Reimbursement from SSA for Services of Sargeant Investigating Elder Abuse Cases		102,766	0
1. Add Four Positions to Administration	4.0	297,251	

Growth in the number, size, and value of cases in the Public Guardian (PA/G) has increased the legal and financial liability to the County. Significant administrative complexity in Adult Protective Services has developed. The Department of Aging and Adult Services needs a resource to manage the new Performance Based Budgeting (PBB) system.

- Add one (1) Public Administrator/Guardian Executive (A73)

This action ensures that the legal mandate and fiduciary mission of PA/G is carried out.

- Add one (1) Senior Internal Auditor (B31)

This action provides PA/G a resource to develop internal tracking and reporting mechanisms to safeguard client's financial assets.

- Add one (1) Social Services Program Manager I (Y32)

This action addresses the SB 2199 mandates, implements Financial Abuse Specialist Team (FAST) goals, and administers increasing program complexity in APS.

- Add one (1) Program Analyst II (B98)

This action provides a knowledgeable resource to develop indicators, tracking mechanisms, and financial reporting devices for PBB.

2. Add One Income Tax Specialist to Public Guardian	1.0	41,680	

This position is requested for the Financial Services Group to assist in tax preparation for clients and decedent estates. Tax filings have continued to grow at a significant rate. This resource will ensure that court mandated tax filings will be completed in a timely manner.

Subtotal	5.0	441,697	0
Total Recommendation	90.0	7,987,194	1,090,000

Aging and Adult Program — Cost Center 4710
Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2001 Approved Budget	117.5	43,370,124	27,233,463
Board Approved Adjustments During FY 2001			
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	-6.0	77,195	
Internal Service Funds Adjustment			
Other Required Adjustments		2,650,239	1,831,906
Subtotal	111.5	46,097,558	29,065,369

Aging and Adult Program — Cost Center 4710
Major Changes to the Budget (Continued)

	Positions	Appropriations	Revenues
Recommended Changes for FY 2002			
1. Add Two Public Health Nurses to Public Guardian	2.0	115,960	
This action will provide immediate medical assessment for clients who are referred to the Public Guardian. Most clients at intake have medical problems which need to be addressed as soon as possible. The two Public Health Nurse I (S50) positions will satisfy this requirement.			
2. Add Six Positions to Public Guardian/Conservatorship	6.0	346,266	
This action is to address the 28% increase in Conservatorship probate investigations in FY 2001. Currently, there is an average caseworker to supervisor ratio of 15-to-1 in this program. A more manageable ratio of 12-to-1 will be achieved by these requests.			
◆ Add five (5) Deputy Public Guardian Investigators (V62)			
This action will address the increase in caseload growth. Cases have increased in number and complexity during the recent past.			
◆ Add one (1) Supervising Deputy Public Guardian (V45)			
This action will rectify the problem of having such a high caseworker-to-supervisor ratio. A new ratio of 12-to-1 will be achieved with the addition of this position.			
3. Add Five Positions to In-Home Supportive Services	5.0	266,928	
The IHSS caseload has increased 17% in the past year and 29% during the two year period from January, 1998 through November, 2000.			
◆ Add four (4) Social Worker II (Y3B) positions			
This action will address the caseload growth challenge and provide a more manageable social workers-to-cases ratio.			
◆ Add one (1) Social Work Supervisor (Y23)			
This action will reduce the projected ratio of social workers to supervisors in IHSS from 10-to-1 to 8-to-1.			
4. Long Term Care Integration Project		50,000	
This request is being generated to fund the Department of Aging and Adult Services contribution to a countywide consortium of agencies which will work as a task force to integrate and establish stategic goals to enhance the delivery of comprehensive and coordinated services to the elderly of Santa Clara County. This is vital to respond to the needs of the County's aged population, which is expected to double over the next fifteen years. A Long Term Care Integration project, involving the Social Services Agency, the County Health and Hospital System, the Council on Aging, and On Lok of San Francisco will study the transformation of long term care into an integrated, strategic and collaborative system of services. Each of the five partners will contribute $50,000 towards this project.			
5. Add Five Positions to Adult Protective Services	5.0	286,208	
Adult Protective Services (APS) responses to calls have recently increased by 30% due to SB 2199 mandated (24/7) coverage, Financial Abuse Specialist Team (FAST) operations, and Emergency Response implementations. A planned media campaign will likely further increase calls and caseloads.			
◆ Add four (4) Social Worker III (Y3C)			
This action will address the caseload and urgent response needs within Adult Protective Services.			
◆ Add one (1) Social Work Supervisor (Y23)			
This will reduce the projected ratio of social workers to supervisors in APS from 12-to-1 to 8-to-1.			
Subtotal	18.0	1,065,362	0
Total Recommendation	129.5	47,162,920	29,065,369

Aging and Adult Support Staff — Cost Center 4715
Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2001 Approved Budget	29.5	1,327,443	
Board Approved Adjustments During FY 2001			
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	1.0	126,742	
Internal Service Funds Adjustment			
Other Required Adjustments		30	0
Subtotal	30.5	1,454,215	
Recommended Changes for FY 2002			
Total Recommendation	30.5	1,454,215	

Adult Programs Eligibility — Cost Center 4755
Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2001 Approved Budget	6.0	714,784	
Board Approved Adjustments During FY 2001			
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	9.0	575,154	
Internal Service Funds Adjustment			
Other Required Adjustments		(253,722)	0
Subtotal	15.0	1,036,216	
Recommended Changes for FY 2002			
Total Recommendation	15.0	1,036,216	

Agency Administration — Cost Center 4800
Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2001 Approved Budget	430.0	60,941,302	216,608,831
Board Approved Adjustments During FY 2001	18.0		456,000
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	31.0	4,021,398	
Internal Service Funds Adjustment		5,277,011	
Other Required Adjustments		928,413	22,949,192
Subtotal	479.0	71,168,124	240,014,023
Recommended Changes for FY 2002			
Internal Service Fund Adjustments		135,735	0
1. Add Positions to Financial Management Services	2.0	96,752	

The following positions are needed to form a new Grants Control Unit in FMS. The Grants Unit will provide support to departments in their grant application process. All grant applications will be able to have a financial review prior to their submittal. The unit will also ensure that all necessary fiscal procedures are in place to track staff and program costs, as required by the grant.

- Add one (1) Accountant Assistant (D96)
- Add one (1) Accountant III (B77)

2. Add One Health Care Analyst	1.0	48,272	

The Office of Health and Safety is understaffed for an organization with staff located in over 32 locations. This recommended Health Care Analyst (B6Z) position is necessary for the SSA Health and Safety Office to educate, train, coordinate, and implement health and safety policy for the organization. It will also make it possible to respond to the many ongoing health and safety concerns that come from an Agency of over 2,900 coded positions. The addition of this position will also reduce the number of injury claims.

3. Add Two Stock Clerks	2.0	65,840	

Central Mail Operations Unit has relied on extra help usage for the last several years. The addition of these two Stock Clerk codes (G82) will eliminate the constant hiring, rehiring, training, and retraining of extra help staff and bring stability to the unit.

4. Add One Alternately Staffed Buyer I/II	1.0	47,540	

The Central Purchasing Unit was developed in 1998 with the goal to streamline Agency requests for items needing to be purchased. Currently there is not enough staff to process the volume of purchasing requests. This action adds one alternately staffed Buyer I/II (C32) position in the Central Services Purchasing Unit to provide the Agency with expertise in the area of vendor contracts, along with the ability to write and prepare documents that go to GSA Purchasing. It will assist GSA in timely processing of SSA orders.

Agency Administration — Cost Center 4800
Major Changes to the Budget (Continued)

	Positions	Appropriations	Revenues
5. Add One Stock Clerk	1.0	32,920	

This Stock Clerk (G82) position is needed in the Central Services Purchasing Unit because of the amount of inventory being received at our Technology Drive Warehouse, as well as internal Agency deliveries of goods to outlying offices. The addition of a full time coded stock clerk will allow the warehouse receiving department to better track receivables, and eliminate misappropriated and misplaced items.

6. Children of Color Contract		178,971	

This is the second of a three-year agreement with San Jose State University and the Social Services Agency to complete research on the number of children of color in the Dependency System. In addition, the research is to determine the reason for the excessive number of children of color and to evaluate whether they are handled differently than other children.

7. Social Services Revenue			477,727

Program revenue has been adjusted based upon recommended expenditures.

8. Add Resources to Administration	1.0	136,543	

- One (1) DFCS Assistant Director (NN1)

This position is necessary to reduce the direct span of control of the DFCS Director and would be responsible for the daily programmatic operations and would supervise 7 to 8 program managers. This action would allow the DFCS Director to focus on external relations and internal administrative functions. While the funding for this position is reflected here, no position can be added until the proper classification work has been completed by the Employee Services Agency. If that work is not completed prior to Budget Hearings, the department will bring a subsequent Salary Ordinance Amendment to the Board to effect this staffing augmentation.

- One (1) Secretary II (D27)

This position would provide the required administrative support to the Assistant Director.

9. Add One Administrative Support Officer I	1.0	50,612	

This position is requested to augment staffing in the Administrative Support Bureau and would be responsible for streamlining travel request approvals and booking travel for all social workers and/or clients in the Department of Family and Children Services (DFCS). This action provides opportunities to save travel expenditures in DFCS. The projected savings in travel expenses will offset the total cost of the position.

10. Add One Social Worker I	1.0	47,130	

This recommendation would allow the continued expansion of the evening and Saturday hours at Clover House. In addition, this action would allow visitation services to be provided for clients without the need for our clients to be placed on a waiting list. This position is to replace a current extra help staff.

11. Add One Security Guard (unclassified)	1.0	36,960	

This request is necessary to provide security at the Casework Services Bureau recently relocated to Plumeria. This position is needed since many of our clients have mental health and substance abuse problems. The security guard is needed for the protection of both DFCS staff and clients. This position is requested as unclassified because Plumeria is a temporary location. It is expected to relocate to the new Social Services Agency building in May, 2002.

12. Add Two Positions to Decision Support and Research	2.0	107,105	

This action adds one (1) Management Analyst (B1P) and one (1) Associate Management Analyst A/B (B1R) to the Decision Support and Research section (DSR) of the Department of Employment and Benefits (DEBS). DSR is a highly specialized unit that can provide most of the customized data reports that DEBS Administration relies on for planning and policy-making purposes. There are several operational and planning projects in the pipeline: the Children Health Initiative, Time On Aid, GIS Data Integrity, State Fingerprint Imaging System, Geo Coding, Performance-based budgeting, several collaborative projects with the Department of Family and Children Services and Santa Clara Valley Health and Hospital System. DSR is under tremendous pressure to provide data in a short turnaround time. Staff often has to work weekends and overtime to meet deadlines. The requested positions are necessary for DSR to handle the increasing demand for complex and critical data.

13. Add One Alternately Staffed Management Analyst	1.0	57,992	

Agency Administration — Cost Center 4800
Major Changes to the Budget (Continued)

	Positions	Appropriations	Revenues
This action adds one alternately staffed Management Analyst (B1P) to the Office of Human Resources, which is responsible for meeting the human resource needs of the Agency. SSA is the second largest agency in the County with over 2,900 codes and approximately 600 vacant positions. The Agency is committed to reducing the number of vacancies, and also reducing its dependence on extra help usage to fill difficult to recruit positions. This position will be utilized to implement aggressive recruitment strategies in collaboration with Employee Services Agency to meet the special needs of the Agency.			
Subtotal	14.0	991,760	477,727
Total Recommendation	493.0	72,159,884	240,491,750

Program Support — Cost Center 4810
Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2001 Approved Budget	339.5	14,429,273	
Board Approved Adjustments During FY 2001	1.0	(2)	
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	-1.5	879,271	
Internal Service Funds Adjustment			
Other Required Adjustments		(1,042,326)	0
Subtotal	339.0	14,266,216	
Recommended Changes for FY 2002			
1. Add One Customer Service Technician	1.0	37,090	
This recommendation augments staffing in the Emergency Response Unit. The requested position is to improve the response to domestic violence cases in the targeted population at the San Jose Police Department's Family Violence Center (which receives approximately 5,000 referrals a year), as our commitment to the Green Book Project.			
2. Add One Clerk Typist	1.0	32,920	
The number of youth in the Independent Living Program (ILP) has increased from 200 per year to over 500 and the number of contracts increased from four to eight. Expansion in ILP requires a full-time permanent code Clerk Typist to perform data entry and record keeping, and the development of State reports. (A Social Worker II position for ILP is also requested, under another cost center.)			
3. Add One Customer Technician	1.0	37,090	
This action will enable South County to meet the increased demand of referrals of parent education, thereby assuring timely compliance on the part of clients with case plans and court orders. This position will replace an extra-help staff position.			
4. Add One Program Service Aide	1.0	45,015	
This action augments staffing in the Continuing Court Services Unit. The Department has had to rely on the use of extra-help Para-professional staff in order to maintain adequate service capability in the face of additional requirements placed on the professional social work staff. This action will provide a coded position to support these additional requirements.			
Subtotal	4.0	152,115	0
Total Recommendation	343.0	14,418,331	

Gilroy Community Juvenile Justice Grant — Cost Center 4831
Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2001 Approved Budget	2.0	742,908	773,577
Board Approved Adjustments During FY 2001			
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	-2.0	(139,407)	
Internal Service Funds Adjustment			
Other Required Adjustments		212,249	42,172
Subtotal		815,750	815,749
Recommended Changes for FY 2002			
Total Recommendation		815,750	815,749

Staff Development — Cost Center 4861
Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2001 Approved Budget	48.0	3,104,354	
Board Approved Adjustments During FY 2001		166,500	
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments		224,576	
Internal Service Funds Adjustment			
Other Required Adjustments		(177,843)	0
Subtotal	48.0	3,317,587	
Recommended Changes for FY 2002			
1. Add One Personnel Services Clerk - ACE	1.0	39,470	
This action adds one Personnel Services Clerk - ACE (D68) to Staff Development to assume all functions related to issuing new and renewal county drivers permits for SSA staff and all of the tasks associated with the scheduling and coordinating of driver training classes.			
2. Consultant Services - 360 Degree Feedback		25,000	
Over 60% of SSA supervisors and over 70% of managers and executives are at or nearing the age when early retirements occur frequently. Succession planning is critical to replace these leaders. Soliciting feedback and completing leadership assessments are fundamental to preparing prospective leaders and managers. This augmentation to Staff Development will provide funding to contract with a vendor for full service feedback mechanisms for individual leadership assessment, evaluation, and professional development planning. The goal is to increase the number of qualified staff that can be promoted to supervisor, manager, or executive positions by 20% within two years of project start up.			
Subtotal	1.0	64,470	0
Total Recommendation	49.0	3,382,057	

Benefit Services Trainees — Cost Center 4862
Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2001 Approved Budget	30.0	1,321,102	
Board Approved Adjustments During FY 2001			
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	10.0	537,240	
Internal Service Funds Adjustment			
Other Required Adjustments		92	0
Subtotal	40.0	1,858,434	
Recommended Changes for FY 2002			
Total Recommendation	40.0	1,858,434	

Children's Shelter — Cost Center 4870
Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2001 Approved Budget	155.0	11,494,772	196,771
Board Approved Adjustments During FY 2001			
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments		760,286	
Internal Service Funds Adjustment		130,212	
Other Required Adjustments		(134,632)	0
Subtotal	155.0	12,250,638	196,771
Recommended Changes for FY 2002			
1. Add Five Positions to the Children's Shelter	5.0	236,735	

- One (1) Secretary II (D27)

  This position is necessary to support the second Deputy Director of the Children's Shelter, which was approved in the FY 2001 Budget.

- Three (3) Children's Counselors (X31)

  These positions are recommended for the late night shift of the three cottages. Due to the population and behaviors of the children residing at the Shelter, there is a need to have two counselors on this shift at every cottage.

- One (1) Social Work Coordinator II (Y48)

  This position will act as the Shelter's liaison to all public schools in the County, and will work to maximize the number of children able to attend their home public school.

Subtotal	5.0	236,735	0
Total Recommendation	160.0	12,487,373	196,771

Children Services Trainees — Cost Center 4874
Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2001 Approved Budget	20.0	762,192	
Board Approved Adjustments During FY 2001			
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments		48,825	
Internal Service Funds Adjustment			
Other Required Adjustments			0
Subtotal	20.0	811,017	
Recommended Changes for FY 2002			
Total Recommendation	20.0	811,017	

Electronic Data Processing — Cost Center 4903
Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2001 Approved Budget	107.0	20,658,562	4,766,558
Board Approved Adjustments During FY 2001	71.0	178,988	
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	-32.0	(1,928,903)	
Internal Service Funds Adjustment		397,389	
Other Required Adjustments		6,855,486	805,330
Subtotal	146.0	26,161,522	5,571,888
Recommended Changes for FY 2002			
Total Recommendation	146.0	26,161,522	5,571,888

EDP Reserve Codes — Cost Center 4904
Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2001 Approved Budget			
Board Approved Adjustments During FY 2001	6.0		
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	29.0		
Internal Service Funds Adjustment			
Other Required Adjustments			0
Subtotal	35.0		
Recommended Changes for FY 2002			
Total Recommendation	35.0		

Child Development Services — Cost Center 5000
Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2001 Approved Budget		2,094,672	2,389,451
Board Approved Adjustments During FY 2001			
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments			
Internal Service Funds Adjustment			
Other Required Adjustments		330	120,141
Subtotal		2,095,002	2,509,592
Recommended Changes for FY 2002			
1. Social Services Revenue			(7,579)
Program revenue has been adjusted based upon recommended expenditures.			
Subtotal	0.0	0	(7,579)
Total Recommendation		2,095,002	2,502,013

JTPA Administration — Cost Center 5010
Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2001 Approved Budget	13.0	1,261,643	1,909,365
Board Approved Adjustments During FY 2001	-24.0	(486,090)	
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	11.0	722,766	
Internal Service Funds Adjustment		(442,892)	
Other Required Adjustments		(1,055,427)	(1,909,365)
Subtotal			
Recommended Changes for FY 2002			
Total Recommendation			

JTPA Office Professional Staff — Cost Center 5012
Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2001 Approved Budget	24.0	113,734	
Board Approved Adjustments During FY 2001	-9.0	(79,453)	
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	-15.0	(555,538)	
Internal Service Funds Adjustment			
Other Required Adjustments		521,257	0
Subtotal			
Recommended Changes for FY 2002			
Total Recommendation			

JTPA Direct Program - Prior Year — Cost Center 5020
Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2001 Approved Budget		6,439,728	8,990,433
Board Approved Adjustments During FY 2001		(6,014,719)	(8,016,888)
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments			
Internal Service Funds Adjustment			
Other Required Adjustments		(425,009)	(973,545)
Subtotal			
Recommended Changes for FY 2002			
Total Recommendation			

Social Services Contracts — Cost Center 5040
Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2001 Approved Budget	10.0	494,351	
Board Approved Adjustments During FY 2001		210,185	499,621
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	-10.0	(161,134)	
Internal Service Funds Adjustment		5,661	
Other Required Adjustments		6,185,226	200,000
Subtotal		6,734,289	699,621
Recommended Changes for FY 2002			
1. Fund Domestic Violence Prevention - Youth Dating Public Education and Outreach Strategy		20,000	
Domestic Violence has a negative and lasting impact on lives throughout our County - impacting youth from all cultural groups.This recommendation provides a one-time funding to allow for the completion of an entire school year of presentations of culturally relevant information on domestic violence prevention, youth dating public education, and outreach strategy. The provision of the additional $20,000 will ensure the program is extended through the school year.			
2. Status Offender Services Contracts		511,031	
This action augments the original funds of the SOS program and would increase the current ongoing budget of $621,550 by a one-time funding of $511,031. This action would allow SOS contractors to continue to provide emergency shelter services at current level. The SOS contracts have been funded with the ongoing base amount of $621,550 and several years of one-time augmentations.			
Subtotal	0.0	531,031	0
Total Recommendation		7,265,320	699,621

Summer Youth Program — Cost Center 5042
Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2001 Approved Budget	24.0		
Board Approved Adjustments During FY 2001	-17.0		
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	-7.0	844,920	
Internal Service Funds Adjustment			
Other Required Adjustments		(844,920)	0
Subtotal			
Recommended Changes for FY 2002			
Total Recommendation			

JTPA Program — Cost Center 5044
Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2001 Approved Budget	23.0	1,515,338	
Board Approved Adjustments During FY 2001	-24.0	(1,146,028)	
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	1.0	(51,759)	
Internal Service Funds Adjustment			
Other Required Adjustments		(317,551)	0
Subtotal			
Recommended Changes for FY 2002			
Total Recommendation			

Refugee Targeted Assistance Program — Cost Center 5100
Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2001 Approved Budget	4.0	2,723,241	2,697,095
Board Approved Adjustments During FY 2001		932,374	932,374
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments		16,237	
Internal Service Funds Adjustment			
Other Required Adjustments		(2,041,127)	(1,992,667)
Subtotal	4.0	1,630,725	1,636,802
Recommended Changes for FY 2002			
1. Social Services Revenue			(1,318)
Program revenue has been adjusted based upon recommended expenditures.			
Subtotal	0.0	0	(1,318)
Total Recommendation	4.0	1,630,725	1,635,484

Employment Services Program — Cost Center 5200
Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2001 Approved Budget	195.0	29,883,607	2,817,838
Board Approved Adjustments During FY 2001			
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	8.0	1,496,639	
Internal Service Funds Adjustment		(2,817,836)	
Other Required Adjustments		6,298,502	(2,817,838)
Subtotal	203.0	34,860,912	
Recommended Changes for FY 2002			
1. Delete Three Unclassified Positions	-3.0	(156,168)	
This action deletes two (2) Unclassified Employment Technician I's (W43), and one (1) Unclassified Employment Technician II (W42). These codes belong to the Job Training Partnership Act (JTPA) Program, which has been closed out. As a result, the codes are no longer needed.			
Subtotal	-3.0	(156,168)	0
Total Recommendation	200.0	34,704,744	

Employment Services Support Staff — Cost Center 5202
Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2001 Approved Budget	44.0	4,517,050	
Board Approved Adjustments During FY 2001		6	
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	3.0	821,108	
Internal Service Funds Adjustment		(910,250)	
Other Required Adjustments		(2,587,923)	0
Subtotal	47.0	1,839,991	
Recommended Changes for FY 2002			
Total Recommendation	47.0	1,839,991	

Employment Services Office Professional Staff — Cost Center 5203
Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2001 Approved Budget	35.0	1,559,277	
Board Approved Adjustments During FY 2001			
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	-4.0	(100,456)	
Internal Service Funds Adjustment			
Other Required Adjustments		87	0
Subtotal	31.0	1,458,908	
Recommended Changes for FY 2002			
Total Recommendation	31.0	1,458,908	

Benefit Services Program — Cost Center 5300
Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2001 Approved Budget	680.0	71,385,195	4,093,292
Board Approved Adjustments During FY 2001		54,309	
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	-14.0	1,374,213	
Internal Service Funds Adjustment		(19,450)	
Other Required Adjustments		(2,665,636)	600,762
Subtotal	666.0	70,128,631	4,694,054
Recommended Changes for FY 2002			
1. Delete Thirty Eligibility Worker Positions	-30.0	(1,696,680)	
This action deletes thirty (30) Eligibility Worker (E45) positions from the Benefit side of the Department of Employment and Benefit Services (DEBS). These are positions that have remained vacant, and are not needed at the current CalWORKs caseload level.			
Subtotal	-30.0	(1,696,680)	0
Total Recommendation	636.0	68,431,951	4,694,054

Children's Services Programs — Cost Center 5400
Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2001 Approved Budget	448.2	43,155,467	4,022,488
Board Approved Adjustments During FY 2001		75,000	
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	10.3	2,612,661	
Internal Service Funds Adjustment		(55,157)	
Other Required Adjustments		(4,350,691)	822,903
Subtotal	458.5	41,437,280	4,845,391
Recommended Changes for FY 2002			
1. Add One Social Worker II	1.0	51,440	
The number of youth in the Independent Living Program (ILP) has increased from 200 per year to over 500 and the number of contracts increased from four to eight. This action adds a Social Worker II to participate in family conferencing and transitional housing placement; and to assist the ILP Coordinator with the development and implementation of the Youth Services Program. (A Clerk Typist position for ILP is also requested under another cost center.)			
2. Add One Public Health Nurse II	1.0	64,350	
This action would support the collaborative effort of the Public Health/Child Health and Disability Prevention in responding better to the special health needs and challenges of children in foster care, and to provide reasonable efforts of early intervention, diversion and family preservation.			
3. Social Services Revenue			300,497
Program revenue has been adjusted based upon recommended expenditures.			
Subtotal	2.0	115,790	300,497
Total Recommendation	460.5	41,553,070	5,145,888

SSA Nutrition Services To The Aged — Budget Unit 0509
Expenditures by Cost Center

CC	Cost Center Name	FY 2000 Actual	FY 2001 Appropriations Approved	FY 2001 Appropriations Adjusted	FY 2002 Recommended	Amount Chg From FY 2001 Approved	% Chg From FY 2001 Approved
4890	SSA Nutrition Services To The Aged	4,183,147	5,236,450	5,236,450	5,263,657	27,207	1
	Total Expenditures	4,183,147	5,236,450	5,236,450	5,263,657	27,207	1%

SSA Nutrition Services To The Aged — Budget Unit 0509
Revenues by Cost Center

CC	Cost Center Name	FY 2000 Actual	FY 2001 Appropriations Approved	FY 2001 Appropriations Adjusted	FY 2002 Recommended	Amount Chg From FY 2001 Approved	% Chg From FY 2001 Approved
4890	SSA Nutrition Services To The Aged	2,615,787	3,049,833	3,049,833	2,951,226	(98,607)	-3
	Total Revenues	2,615,787	3,049,833	3,049,833	2,951,226	(98,607)	-3%

SSA Nutrition Services To The Aged — Cost Center 4890
Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2001 Approved Budget	8.0	5,236,450	3,049,833
Board Approved Adjustments During FY 2001			
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments		39,159	
Internal Service Funds Adjustment		(4,941)	
Other Required Adjustments		(7,011)	(98,607)
Subtotal	8.0	5,263,657	2,951,226
Recommended Changes for FY 2002			
Total Recommendation	8.0	5,263,657	2,951,226

SSA Categorical Aids Payments — Budget Unit 0511
Expenditures by Cost Center

CC	Cost Center Name	FY 2000 Actual	FY 2001 Appropriations Approved	FY 2001 Appropriations Adjusted	FY 2002 Recommended	Amount Chg From FY 2001 Approved	% Chg From FY 2001 Approved
4901	SSA Categorical Aids Payments	103,398,866	152,746,989	153,202,989	161,610,392	8,863,403	6
	Total Expenditures	103,398,866	152,746,989	153,202,989	161,610,392	8,863,403	6%

SSA Categorical Aids Payments — Budget Unit 0511
Revenues by Cost Center

CC	Cost Center Name	FY 2000 Actual	FY 2001 Appropriations Approved	FY 2001 Appropriations Adjusted	FY 2002 Recommended	Amount Chg From FY 2001 Approved	% Chg From FY 2001 Approved
4901	SSA Categorical Aids Payments	93,522,048	134,258,436	134,258,436	136,166,999	1,908,563	1
	Total Revenues	93,522,048	134,258,436	134,258,436	136,166,999	1,908,563	1%

SSA Categorical Aids Payments — Cost Center 4901
Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2001 Approved Budget		152,746,989	134,258,436
Board Approved Adjustments During FY 2001		456,000	
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments			
Internal Service Funds Adjustment		(160,000)	
Other Required Adjustments		1,007,403	1,908,563
Subtotal		154,050,392	136,166,999
Recommended Changes for FY 2002			
1. Welfare Reform Reserve Restoration		2,160,000	
The Welfare Reform Reserve is recommended to be increased to the full amount of $5 million.This was the original amount established by the Board of Supervisors at the beginning of the federal welfare reform legislation in FY 1998. The reserve had been used to fund several ongoing programs, such as the second Harvest Food Bank, and several one time expenditures have been made over the years also.The re-establishment back to the $5 million reserve amount has been a Board priority for the last two years.			
2. Children Programs		5,400,000	
This recommendation is described in more detailed in the narrative section under Department of Family and Children Services, Children's Programs. It covers four new programs serving children and foster parents. These funds will be used to attract additional foster parents and to provide alternative services to children who face out of home placement. Costs for next year would be $1,618,000. In addition, there is a set aside for Future Operations Reserve of $3,782,000 to fund these programs over three subsequent years.			
Subtotal	0.0	7,560,000	0
Total Recommendation		161,610,392	136,166,999

Section 4: Santa Clara Valley Health & Hospital System

Santa Clara Valley Health & Hospital System

Mission

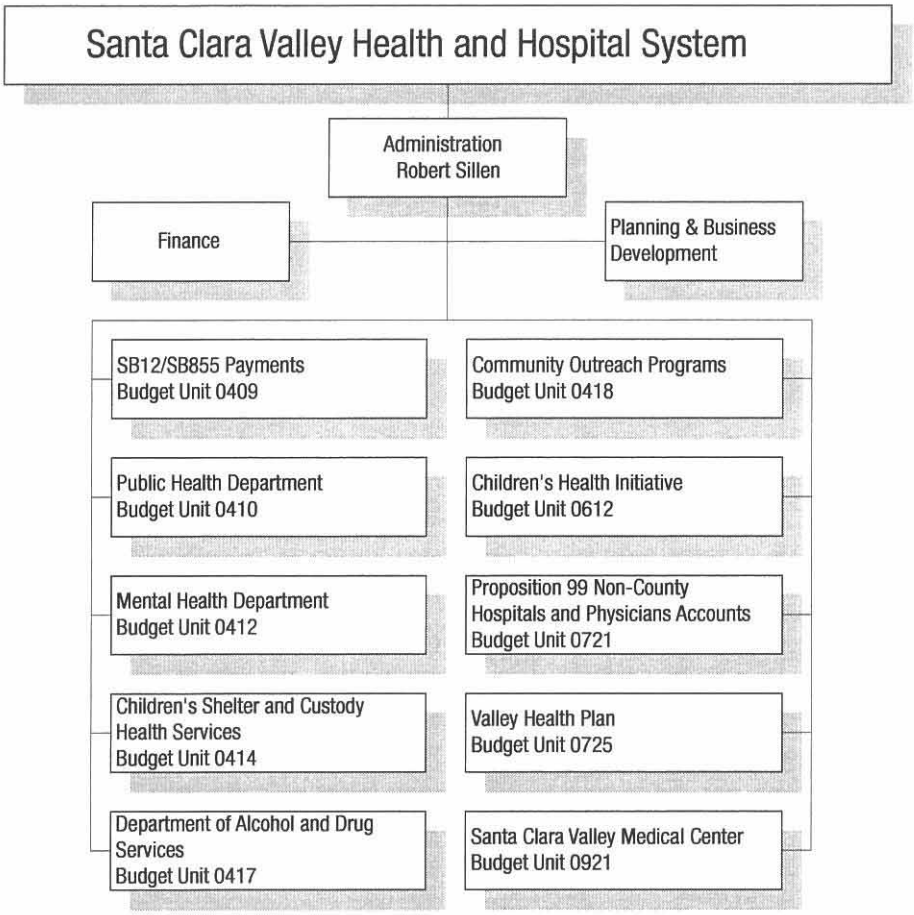
It is the mission of the Santa Clara Valley Health and Hospital System to provide leadership in developing and promoting a healthy community through a planned, integrated health care delivery system which offers prevention, education and treatment programs to all residents of Santa Clara County, regardless of ability to pay.

Cost: $1,056,817,403

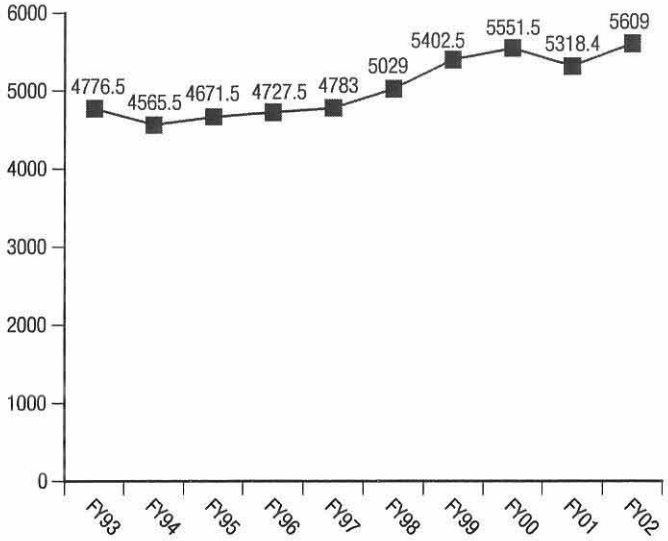
Departments

- SB 12/SB 855 Payments
- Public Health Department
- Mental Health Department
- Children's Shelter and Custody Health Services
- Department of Alcohol and Drug Services
- Community Outreach Programs
- Children's Health Initiative
- Prop 99 Non-County Hospital and Physician Funds
- Valley Health Plan
- Santa Clara County Valley Medical Center

Staff: 5,609



10-Year Staffing Trend



Expenditures by Department

BU	Department Name	FY 2000 Actual	FY 2001 Appropriations Approved	FY 2001 Appropriations Adjusted	FY 2002 Recommended	Amount Chg From FY 2001 Approved	% Chg From FY 2001 Approved
0409	SB12/SB855 Funds	115,338,767	115,478,924	115,478,924	121,800,000	6,321,076	5
0410	Public Health	58,258,495	67,899,185	74,776,071	73,820,438	5,921,252	9
0412	Mental Health	124,930,029	148,600,467	152,593,846	160,536,706	11,936,239	8
0414	Children's Shelter & Custody Health Services	46,046	100,000	593,478		(100,000)	-100
0417	Bureau Of Drug And Alcohol Programs	25,715,712	30,801,631	33,565,971	31,827,834	1,026,203	3
0418	Community Outreach Programs		6,783,084	7,051,388	7,581,129	798,045	12
0612	Childrens Health Initiative			3,000,000	3,000,000	3,000,000	
0721	Prop 99 Non-County Hospital Fund		1,000,000	1,000,000	800,000	(200,000)	-20
0725	Valley Health Plan	37,933,010	35,453,890	35,451,193	42,496,711	7,042,821	20
0921	Valley Medical Center	546,421,503	475,385,346	578,599,188	614,954,585	139,569,239	29
	Total Expenditures	908,643,562	881,502,527	1,002,110,059	1,056,817,403	175,314,875	19%

Revenues by Department

BU	Department Name	FY 2000 Actual	FY 2001 Appropriations Approved	FY 2001 Appropriations Adjusted	FY 2002 Recommended	Amount Chg From FY 2001 Approved	% Chg From FY 2001 Approved
0409	SB12/SB855 Funds	114,806,572	115,478,924	115,478,924	121,800,000	6,321,076	5
0410	Public Health	28,746,499	32,056,949	36,336,692	34,861,953	2,805,004	9
0412	Mental Health	96,910,847	109,317,047	109,556,708	112,070,648	2,753,601	3
0414	Children's Shelter & Custody Health Services	28,935	100,000	100,000		(100,000)	-100
0417	Bureau Of Drug And Alcohol Programs	18,299,119	16,696,047	19,340,344	17,234,248	538,201	3
0418	Community Outreach Programs		2,105,882	2,105,882	1,957,083	(148,799)	-7
0612	Childrens Health Initiative			3,000,000	3,000,000	3,000,000	
0721	Prop 99 Non-County Hospital Fund		1,000,000	1,000,000	800,000	(200,000)	-20
0725	Valley Health Plan	38,974,033	35,494,189	35,494,189	42,568,018	7,073,829	20
0921	Valley Medical Center	630,371,985	468,704,009	572,335,942	608,273,275	139,569,266	30
	Total Revenues	928,137,990	780,953,047	894,748,681	942,565,225	161,612,178	20%

Health SB12 / SB855 Payments

Overview

The SB 12 Program is funded by an assessment imposed upon fines, penalties and forfeitures assessed by the Court. The fund is utilized to provide partial compensation to physicians, surgeons and hospitals for patients who do not make payment for emergency medical services and for other emergency medical services purposes as determined by the County.

The SB 855 Program, established by the State in 1991, provides supplemental payments to hospitals that serve disproportionate numbers of low-income individuals. This program requires an expenditure transfer to the State, which then matches the transfer amounts from participating counties with Federal Medicaid funding. The funds are redistributed as supplemental payments to eligible disproportionate share hospitals. Santa Clara County's expenditure transfer is reflected in this budget unit, as required by the State.

The resulting program revenues are received by Santa Clara Valley Medical Center, which reimburses BU 409 and the General Fund for the expenditure transfer. The net revenues of $37,860,533 are used to support services at Santa Clara Valley Medical Center and the Mental Health Department.

The current budgeted amount of $121,800,000 reflects estimated actuals for FY 2002.

Cost: $121,800,000

SB12/SB855 Funds — Budget Unit 0409
Expenditures by Cost Center

CC	Cost Center Name	FY 2000 Actual	FY 2001 Appropriations Approved	FY 2001 Appropriations Adjusted	FY 2002 Recommended	Amount Chg From FY 2001 Approved	% Chg From FY 2001 Approved
4322	SB12 Payments	1,355,436	1,495,593	1,495,593	1,800,000	304,407	20
4324	SB 855 Funds	113,983,331	113,983,331	113,983,331	120,000,000	6,016,669	5
	Total Expenditures	115,338,767	115,478,924	115,478,924	121,800,000	6,321,076	5%

SB12/SB855 Funds — Budget Unit 0409
Revenues by Cost Center

CC	Cost Center Name	FY 2000 Actual	FY 2001 Appropriations Approved	FY 2001 Appropriations Adjusted	FY 2002 Recommended	Amount Chg From FY 2001 Approved	% Chg From FY 2001 Approved
4322	SB12 Payments	823,241	1,495,593	1,495,593	1,800,000	304,407	20
4324	SB 855 Funds	113,983,331	113,983,331	113,983,331	120,000,000	6,016,669	5
	Total Revenues	114,806,572	115,478,924	115,478,924	121,800,000	6,321,076	5%

SB12 Payments — Cost Center 4322
Major Changes to the Budget

	Positions	Appropriations	Revenues
SB-12 Tobacco Tax Payments (Fund Number 0018)			
FY 2001 Approved Budget		1,495,593	1,495,593
Board Approved Adjustments During FY 2001			
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments			
Internal Service Funds Adjustment			
Other Required Adjustments		304,407	304,407
Subtotal		1,800,000	1,800,000
Recommended Changes for FY 2002			
Total Recommendation		1,800,000	1,800,000

SB 855 Funds — Cost Center 4324
Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2001 Approved Budget		113,983,331	113,983,331
Board Approved Adjustments During FY 2001			
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments			
Internal Service Funds Adjustment			
Other Required Adjustments		6,016,669	6,016,669
Subtotal		120,000,000	120,000,000
Recommended Changes for FY 2002			
Total Recommendation		120,000,000	120,000,000

Department of Public Health

Mission

The vision of the Department of Public Health is to improve the health of Santa Clara County residents through leadership, mobilized community-wide planning, action and advocacy. The mission of the Department of Public Health is to serve all people of Santa Clara County by protecting health; preventing disease, injury, premature death, and disability; promoting healthy lifestyles, behaviors, and environments; providing high quality, cost-effective medical care to all persons - regardless of ability to pay; and responding to disasters, disease outbreaks and epidemics.

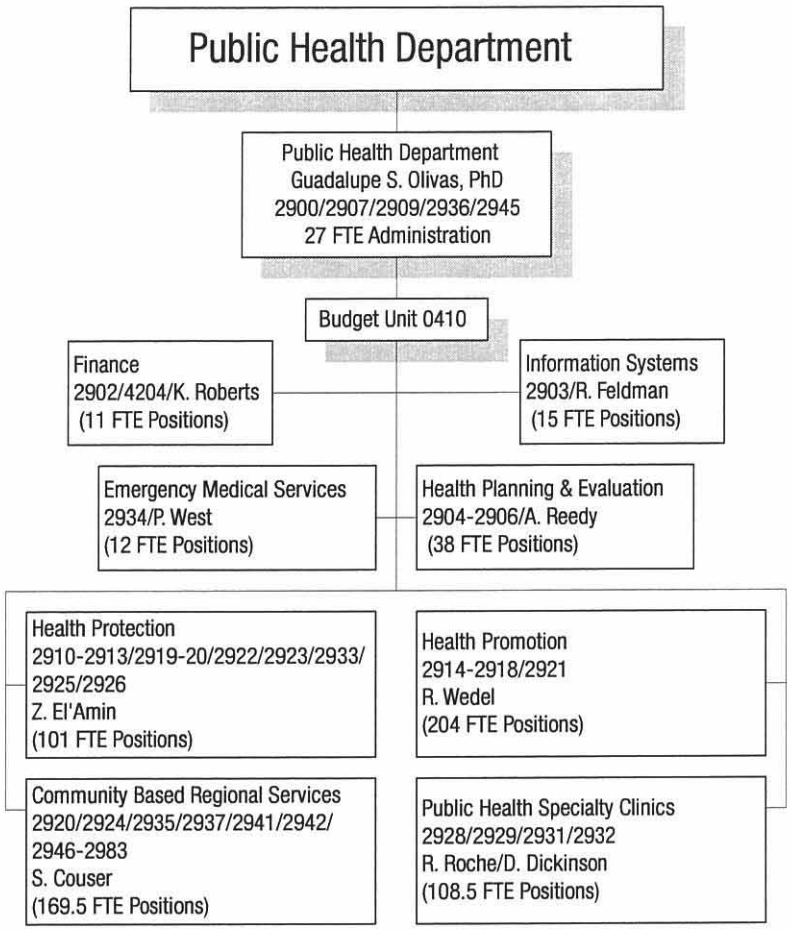
Goals

The Department of Public Health seeks to improve the practice of public health by adopting 10 nationally recognized Public Health Essential Services, to be measured for system-wide quality, accessibility, efficiency and effectiveness.. These standards are listed below:

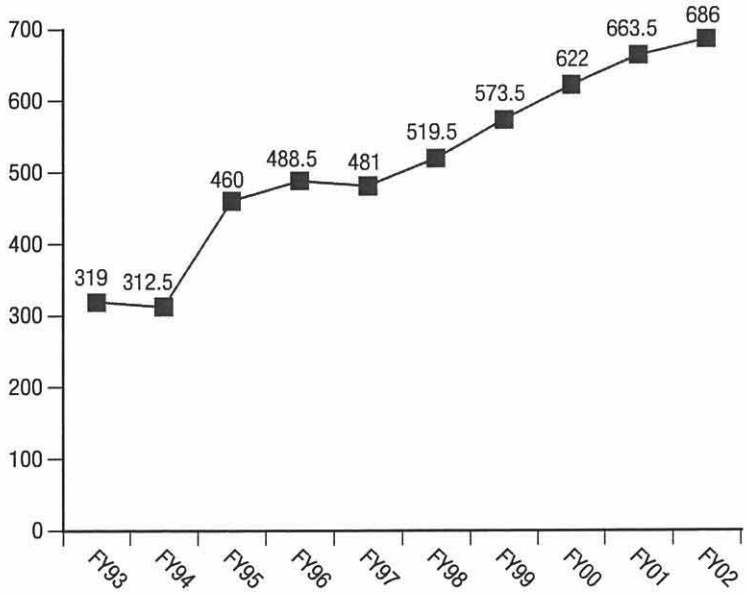
- monitor health status to identify community health problems;
- Diagnose and investige health problems and health hazards in the community;
- Inform, educate, and empower people about health issues;
- Mobilize community partnerships to identify and solve health problems;
- Develop policies and plans that support individual and community health efforts;
- Enforce laws and regulations that protect health and ensure safety;
- Link people to needed personal health services and assure the provision of health care when otherwise unavailable;
- Assuring a competent public health and personal health care workforce;
- Evaluating effectiveness, accessibility, and quality of personal and population-based health services; and
- Researching for new insights and innovative solutions to health problems.

Cost: $73,820,438

Staff: 686



10-Year Staffing Trend



Department of Public Health

Overview

The Department consists of regional and centralized services. There are six Public Health Regions with multi-disciplinary teams delivering community specific programs.

Public Health Services

Services include eligibility, assessment, outreach, health education, information and referral, case management, specific direct services, and community-specific planning with community agencies and local government.

Public Health Programs

Programs include maternal, child and adolescent health; tuberculosis prevention and control and communicable disease investigation; senior health; and, chronic disease prevention and management.

The centralized components of the Department coordinate regional activities and support population-based services and functions. These centralized components include:

Health Protection: prevents and controls communicable and other diseases.

Health Promotion: promotes the health and well-being of all Santa Clara County families by influencing policy, delivering services and providing education and information primarily to the maternal, child, and adolescent health population.

Planning and Evaluation: encompasses department and community-wide planning, program evaluation, and data management and statistics.

Ambulatory Public Health Programs: including Family Planning, PACE (HIV/AIDS), Community Clinics, Tuberculosis Clinic, and Refugee and Child Health Clinic.

Emergency Medical Services (EMS): charged with coordinating and managing emergency medical services across the County. In this capacity, the agency monitors and assures provision of quality pre-hospital patient care to all residents in Santa Clara County.

Administration: including finance, contracts, community and intra-governmental relations, and personnel.

Progress Toward Performance Measurement

The Department of Public Health has developed a framework to begin to measure performance using as its foundation the three core public health functions of assessment, policy development and assurance. The departmental goals are also incorporated into this measurement framework.

The framework consists of three tiers of indicators as depicted in Figure 1. The first tier consists of high level indicators that reflect the Department's performance as a whole. Four performance domains have been identified: quality, effectiveness, efficiency and accessibility. The second tier reflects performance towards the 10 essential services. These measures will roll up into 1 of 4 performance domains. The third tier reflects performance towards addressing the Healthy People 2010 goals and objectives at the program specific level. The Healthy People goals are community/population level indicators.

For Fiscal Year 2002, some indicators are provided for six of the ten Essential Services. Indicators for the remaining four Essential Services will be included in subsequent performance plans.

Efforts are underway to establish outcome measures for each performance domain. These measures will be available for future Performance-based Budget plans. The indicators presented in this plan are likely to evolve with the further development of the Evaluation Framework.

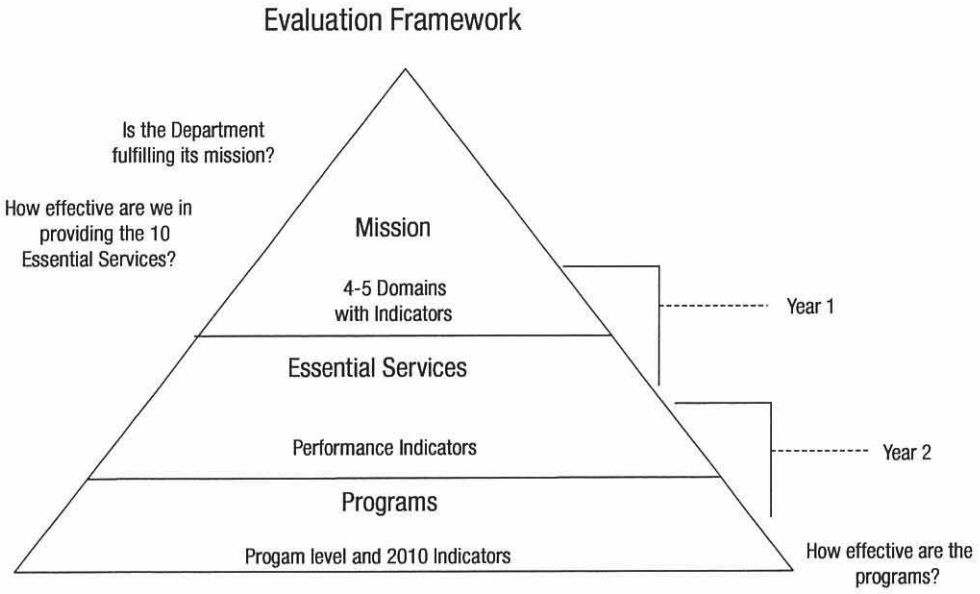


Figure 1. Evaluation Framework

Department of Public Health Performance Plan

Priority Goal One

To strengthen the Public Health Department's ability to monitor health status, assess community assets and needs, and meet data standards, through research, planning, and epidemiological strategies that are sensitive and reflective of the diversity of Santa Clara County residents.

Background

The Public Health Department has made great strides in the areas of community assessment and community planning. The Data Management Unit collects and provides analysis of all public health statistics including such population data as natality, mortality and morbidity. A core function of the Department is the collection and analysis of epidemiological data to respond to specific disease outbreaks, prevent the spread of infectious diseases, and identify and respond to preventive health service needs in the community.

Although the Department has made gains in profiling the health of the County's residents, gaps in data exist. National standards call for assessment in the areas of environmental health, social determinants of health (education, income, racial and ethnic disparities, etc.) and health care access. These are areas that the Department has yet to comprehensively address in a health status report. The Department has reported on children and youth, is producing a status report focusing on seniors, and is conducting a behavior risk survey in Vietnamese.

Summary Of Departmental Requests and County Executive Recommendations

	Net General Fund Cost	Net Positions	Recommended Yes	Recommended No
Public Health Integrated Health System[a] - Phase III (ITEC Project)	$404,000	0.0	X	
Assessment of Health Status - Information Technology Infrastructure Support	$223,348	3.0		X
Injury Prevention Information System	$361,000	0.0		X

a. Review and recommendation of the project was made by the Information Technology Executive Committee - ITEC

Improvement Strategy

Enhance the quality, access and utilization of data using technology to manage, display, analyze and communicate information about the community's health.

County Executive's Recommendation

Advancement of Board Priorities

This recommendation is consistent with the Board's priority to focus on **consolidating** enhancements that have been funded over the past two years, and evaluate the contributions made by these augmentations.

In our review and assessment of the Department's requests, we recognize the Board of Supervisors has augmented the Public Health Department in the following ways:

- Provided significant resources to develop an integrated information system for service delivery: $350,000 for Fiscal Year 2000; and $456,000 for Fiscal Year 2001.
- Provided for substantial staffing increases to meet the Department's information systems needs. The Information Systems division now has a total of 15.0 FTEs.

- Funded a number of needs assessment projects such as Community Needs Assessment in FY 2000 ($208,445), and Hepatitis C Assessment in FY 2001.
- Provided staffing and contract resources to create a Program Evaluation unit ($220,346 in FY 2000 and $100,000 in FY 2001).

Fund Third Phase of the Five-year Public Health Integrated Health System Project

Recommendation: Add $404,000 in one-time funds to the allocations provided to date for the public health integrated health system project.

Background: The Public Health project is designed to achieve the integration of multiple, disparate databases into a single source system, to improve the targeting, delivery, efficacy, recording, reporting and evaluation of public health services.

To date, $806,000 in funds have been allocated toward a $1.9 million, five-year project. In first two years of the project, a multi-system client index has been created as a proof-of-concept for an unduplicated client count; products have been researched as development proceeds, and a prototype application is now in production.

In FY 2002, the focus will be on:

- adding and enhancing specifications for the database
- adding users to access the integrated system
- populating the database with 65% of the clients from existing systems
- developing a client information retrieval function and implementing at 2-3 pilot sites
- establishing link with State client index.

Anticipated Outcome: Progress toward completion of an integrated public health information system.

Total One-time Cost: $404,000

Performance Indicators

Improvement Strategy - Indicator	FY 2001 Baseline	FY 2002 Goal
Available Public Health data is geocoded at the county level, zip code level and census tract level	Not Available	NA[a]
Local health databases related to injury prevention are linked using geographic referenced identifiers	Not Available	NA
Increase the number of health indicators that are geographically mapped by at least 1 new health variable	Not Available	NA

a. NA = Not applicable because the performance of indicators is contingent on augmentation request.

Conditions Affecting Performance

- HIPAA (Health Insurance Portability and Accountability Act) regulations related to data sharing;
- Inability to fill existing and new epidemiologist positions.

Priority Goal Two

To reduce the threat of disease to Santa Clara County residents by improving the Public Health Department's ability to diagnose and investigate health problems and health hazards in the community.

Services

This goal is achieved through the provision of four services:

- Epidemiologic investigations of disease outbreaks, patterns of infectious and chronic diseases and injuries, environmental hazards, and other threats;
- Active infectious disease epidemiology;
- Access to a public health laboratory capable of conducting rapid screening and high volume testing; and
- Effective coordination of emergency response by the Emergency Medical Services Agency (EMS).

Background

Santa Clara County is home to high rates of tuberculosis, chlamydia, and Hepatitis C. Although the Department has made gains in identification, referral, and treatment of infectious diseases, these diseases continue to be threats to our community's health. An additional area where the department would like to improve service is in the are of food borne pathogens.

In recent years, concern about exposure to food borne communicable disease exposure has been highlighted as a result of serious health outcomes related to incidents in Santa Clara County as well as neighboring counties. Existing communicable disease resources limit the Department's capacity to investigate and follow up on all suspected food borne pathogen exposures. Improved identification of such outbreaks requires responding in a rapid, yet comprehensive, manner. Additionally, every suspected outbreak presents an opportunity for prevention and public health education.

The Emergency Medical Services Agency (EMS) plays a key role in coordinating Countywide emergency response in the case of mass casualty incidents. The radio channel used by the non-contracted Basic Life Support providers in the County requires that a transmission site be selected manually prior to transmitting, and due to the division of transceiver sites in the County to three zones, it is necessary to change transmission sites to maintain the clearest signal as units move about the County. An upgrade in the radio

system is needed to allow for the transmission to be heard in all three zones, eliminating the need to constantly change channels.

The current radio channels used by EMS are over the nationally recognized utilization allotment and cannot support further voice traffic. Additional resources are required to support a new channel which would be used by EMS personnel to conduct internal scene communications and inter-agency communications when necessary.

Summary Of Improvement Strategies And Recommendations

Improvement Strategies	Net General Fund Cost	Net Positions	Recommended Yes	Recommended No
Develop capacity to monitor and evaluate reporting compliance within the EMS Agency by adding 1.0 Unclassified Associate Mgt Analyst & one-time Tactical Radio Frequencies - Fully funded by SB12 revenues	$0	1.0	X	
Establish a Communicable Disease Outbreak Team to provide streamlined and comprehensive investigations of outbreaks from all communicable pathogens.	$337,968	5.0		X
Enhance the dispatch system for the EMS Agency.	$408,295	0.0		X

Improvement Strategy

Increase capacity to respond to, confirm, and control communicable disease outbreaks, specifically regarding:

- Examination of specimens for the identification of disease outbreaks, determination of the source of infection; identification of carriers; discovery of insect or animal vectors; location of sources of infection in the environment;
- Reference services, including those for identification of rare and unusual microorganisms such as agents of plague or anthrax; complicated specification and determination of epidemiological markers of disease agents to define an outbreak such as *Ecoli* 0157:H7 in meat-borne food poisoning; and confirmation of testing for screening tests done in other laboratories;
- Centralization of data for rapid transmission to epidemiologists, infectious disease specialists, and other decision makers;
- Coordinated response to all suspected food and water borne illnesses; and
- Improved first responder, police, and fire agencies communications.

County Executive's Recommendation

Advancement of Board Priorities

This recommendation is consistent with the Board's priority to focus on **consolidating** enhancements that have been funded over the past two years, and evaluate the contributions made by these augmentations.

In our review and assessment of the Department's requests, we recognize the Board of Supervisors has augmented the Public Health Department in the following ways:

- Addition of staff to the Tuberculosis Clinic - $143,134,
- Augmentation of the TB and Refugee Clinic's Pharmacy Budget - $180,000,
- Addition of staff to the STD (Sexually Transmitted Disease) Control Program - $275,675,
- Funding for the Hepatitis C Assessment & Plan Development project - $159,000 (one-time),
- A Program Manager position ($107,233) to ensure an adequate administrative infrastructure support for the Health Protection Division / Disease Control,

- Two Public Health Nurse positions ($191,151) to further enhance the TB control function, and
- Six staff positions ($450,752) that form a Perinatal Substance Abuse team to provide a continuum of comprehensive services for prevention, early intervention and treatment of perinatal substance abuse.

Recommendations for Emergency Medical Services

Recommendation: Add one Unclassified Associate Management Analyst.

Background: EMS is responsible for monitoring the provision of quality pre-hospital care to all the visitors and residents of Santa Clara County. This position is requested to support the compliance officer in monitoring and oversight of the County's ambulance contractor and 13 sub-contracts.

Anticipated Outcome: The organizational infrastructure necessary to efficiently retrieve, manage and audit the significant amount of patient care data so that EMS can identify problem areas and adequately address gaps in patient care delivery, and establish and implement corrective actions.

Total Cost: $55,867
Represents 9 months funding, reimbursed by SB 12 revenues

Medical Tactile Channel

Recommendation: Implement at least one medical tactile channel for use during disasters, multiple patient events, and to support inter-operability among scene responders.

Background: Currently, important scene and patient information is not being communicated to hospitals. Existing radio channels do not provide sufficient capacity to allow a single incident to be assigned to a specific radio channel.

Anticipated Outcome: This channel will allow direct communication from the scene of an incident to receiving facilities. In addition, it can be used for scene management issues such as inter-agency communications and extended operations.

Total One-time Cost: $80,000
Covered by SB 12 revenues.

Performance Indicators

Improvement Strategy - Indicator	FY 2001 Baseline	FY 2002 Goal
% of contractual reporting requirements to be completed withint required time limits	Not Available	TBD[b]
Increase follow-up for suspected food-borne outbreaks that do not meet the current threshold of 10 calls per suspected outbreak	Not Available	NA[a]
Increase in adequate communication response time across emergency responders as measured by a retrospective review of response activities	Not Available	TBD[b]

a. NA = Not applicable because the performance of indicators are contingent on funding of proposed strategies. If the team were approved, the FY2002 goal would be to achieve 100% follow-up for suspected reports that do not meet current required threshold, consistent with case criteria
b. TBD = To be determined

Conditions Affecting Performance

- Ability to recruit technically skilled staff

Priority Goal Three

To improve health outcomes in Santa Clara County by empowering individuals to make informed decisions about healthy behaviors through information and education on health issues.

Background

A fundamental responsibility of any local public health department is to provide the general public and policy leaders with information on health risk, health status and health needs in the community. To fulfill this responsibility effectively, communication between the Department and the community must be multi-faceted and continuous. The Public Health Department must engage the community in developing key prevention and health promotion messages that are sensitive, respectful and reflective of the diversity in Santa Clara County. Media advocacy and social marketing are necessary approaches to improve health communication.

Although the Department has had several successful communication campaigns using print, radio and television, the department has limited resources in the area of social marketing techniques. Social marketing seeks to influence social behaviors that benefit the target audience and society in general. In depth analysis and research is required to develop consistent and effective health messages that incorporate the ideas, attitudes, norms, cultures and behaviors of diverse communities in Santa Clara County.

Summary of Requests and Recommendations

Improvement Strategies	Net General Fund Cost	Net Positions	Recommended Yes	Recommended No
Ensure culturally appropriate health messages	$0	$0	X	
Establish a Department-wide committee on health education and social marketing	$0	$0	X	
Incorporate the development of social marketing strategies into the Department's overall strategic plan	$0	$0	X	
Develop and implement a united public health communication and education strategy within the various communities of Santa Clara County	$0	$0	X	
Promote proactive media coverage related to public health issues	$0	$0	X	

County Executive's Recommendation

Advancement of Board Priorites

The County Executive fully supports and recommends the Department's proposed plan as it advances the Board of Supervisors' priorities by focusing on education communication strategies.

Anticipated Outcome

- Increased awareness about the Public Health Department's mission and services among community-based organizations, community groups, and customers.
- Increased awareness about critical public health issues among county residents and policy makers.
- Increased multicultural and multilingual health education materials and messages provided in the community and to customers.

Total Cost: $0

The Department is utilizing existing resources for this outreach effort.

Performance Indicators

Improvement Strategy - Indicator	FY 2001 Baseline	FY 2002 Goal
% of all Public Health Department customers surveyed will report high levels of satisfaction with services	Not Available	TBD

Performance Indicators

Improvement Strategy - Indicator	FY 2001 Baseline	FY 2002 Goal
Number and type of Public Health education communication strategies	Not Available	TBD[a]
Implement at minimum two public health awareness and education campaigns	1 Campaign	2 Campaigns
Number and type of Public Health media messages in print, radio, TV, internet	Not Available	TBD

a. TBD = To be determined

Conditions Affecting Performance

- Shortage of staff availability for participation in necessary committees.

Priority Goal Four

To ensure comprehensive community level prevention efforts through mobilization of community partnerships that guide the alignment of resources and strategies with community identified needs.

Background

To reduce health disparities and improve community well-being, the Health Planning and Evaluation Division has initiated and administered a number of successful community-based and community-focused collaboratives, such as the Adolescent Pregnancy Prevention Network, Violence Prevention, Traffic Safe Communities Network and STEPWISE (Systems Transformation through Effective Planning for Women and Infants Who Are Substance Exposed). Each coalition has representation from a variety of County and community agencies, community groups, departments and policy makers. These community-focused efforts have reaffirmed the need to strengthen the Department's direct reach to communities and residents.

The Public Health Department is the recipient of foundation grants to partner with three community collaboratives to develop community specific health improvement plans. The communities include Mountain View, the Andrew Hill community in San Jose, and South County. The goal is to improve the capacity of community residents to advocate for system and policy changes on issues that impact their lives.

Summary of Improvement Strategies and Recommendations

Improvement Strategies	Net General Fund Cost	Net Positions	Recommended Yes	Recommended No
Implement Community Partnerships and Policy Development Strategy	$440,820	5.0		X

Improvement Strategy

Focus on partnerships between the Public Health Department and local communities which will result in:

- sustained efforts to improve health and well-being for communities and their residents;
- to expand the current community-focused and regionally based prevention planning;
- to implement the environmental health model as advocated by the National Assn. of County and City Health Officials (NACCHO), and;
- to continue the prevention and support services planning for seniors.

The following positions and resources are being requested:

- Five (5.0) positions - $280,820
- Environmental Health Contracts - $150,000
- Senior Summit - $10,000

These resources would:

- Facilitate the development of regional community health improvement plans.
- Facilitate coordination of countywide planning efforts aimed at seniors.
- Establish and implement a community-based process for prevention planning throughout the County of Santa Clara.
- Establish a community partnership for Environmental Health assessment and planning.

County Executive's Recommendation

Advancement of Board Priorities

In conjuction with the Board priority of limiting expansion, and focusing on current activities, the County Executive recommends that the department focus on the grant-funded efforts only.

Performance Indicators

Improvement Strategy - Indicator	FY 2001 Baseline	FY 2002 Goal
Complete two geographically defined community health improvement plans	0	2
An environmental health assessment process is completed in FY 2001-2002	Not Available	NA[a]
Number and type of individuals and organizations participating in the Environmental Health assessment and planning process	Not Available	NA
Number and type of individuals and organizations involved in community prevention planning for three community health improvement plans	Not Available	NA
Number and type of organizations participating in a Senior Summit	Not Available	NA

a. These indicators are related to augmentations only.

Conditions Affecting Performance

- Availability of community level data;
- Adequate personnel to support complex planning efforts at regional community levels;
- Identify qualified environmental health consultants; and
- Willingness of the community to partner with the Public Health Department.

Priority Goal Five

Reduce health disparities among Santa Clara County residents by assuring the provision of high quality, culturally competent, and comprehensive health care services.

Background

The Public Health Department has a key role in identifying populations within the community who - for reasons of age, lack of education, poverty, culture, race, language, religion, national origin, physical disability, mental disability, or lack of health insurance- may encounter barriers to personal health services. Additionally, the Department is required to ensure that necessary personal health services are provided to help eliminate health disparities among populations. The overview provides information about the wide range of departmental programs.

Summary of Improvement Strategies and Recommendations

Improvement Strategies	Net General Fund Cost	Net Positions	Recommended Yes	Recommended No
Fund a Diabetes Center	$0	9.0	X	
Provide a physician for Refugee Services, offset by Medi-Cal revenue	$0	0.0	X	
Provide additional funds for pharmaceuticals, offset by revenue	$0	0.0	X	
Add 0.5 FTE PSW II for Refugee Services	$33,989	0.5		X
Building services for Park Alameda facility	$122,537	2.0		X
Additional administrative and management requests	$514,307	5.0		X

Improvement Strategies

These proposed improvement strategies focus on the Immunization Registry, the Narvaez Regional Office, WIC services, the Refugee Clinic, and the Diabetes Center. They are designed to:

- Make up for loss of funds supporting the Santa Clara County Immunization Registry and improve documentation and reporting.
- Optimize communications with California Children's. Services clients by providing linguistically-appropriate staff.
- Better enable clinical staff to focus on clients.
- Increase levels of management/staff ratios in all programs.
- Fund unavoidable costs of pharmaceuticals, maintaining the current level of service in Public Health Pharmacy.
- Improve the Refugee and Child Health Clinic's clinical services and environment.
- Provide funding of moves related to the pending demolition of 2220 Moorpark Avenue.

County Executive Recommendations

Advancement of Board Priorities

Strategies related to priority goal five advance the Board of Supervisors' priorities by its focus on early intervention and prevention health care strategies for special populations, by its promotion of the cultural and linguistic competency for County services, and by its support for efforts to ensure health care access for disabled children and their families.

The County Executive Recommends improvement strategies which are covered by revenue, or are considered the most critical direct service needs. We are unable to recommend items which increase the net general fund cost, and which are more discretionary in nature.

Fund Diabetes Center

Recommendation: Provide for a central diabetes center that serves as a principal entry point into the County-wide network of appropriate care for diabetic individuals.

Background: Statistics show that Santa Clara County has an urgent need for a diabetes center. Approximately 53,400 (4.4% of County population) individuals have been diagnosed with diabetes in Santa Clara County in 1998. Diabetes-related mortality and hospitalization rates indicate that minority populations and older County residents particularly affected. A survey discovered the following barriers: 1) insufficient capacity and fragmentation of current services; 2) poor continuity of care; 3) insufficient education and prevention services; 4) lack of patient compliance; and 5) language barriers.

Nine (9.0) positions are recommended to staff the Center, which will be a state-of-the-art nursing case management program to coordinate currently disparate services. Revenues for the Center will be generated largely from reimbursement for physician activities.

Anticipated Outcome: This team of physicians, diabetes educators, social workers and clinical support staff will assist patients to better manage their disease, preventing or delaying costly hospitalization.

Total Cost: $634,712
Offset by $120,000 in Revenue and
$514,712 in funds from the Enterprise Fund

Provide Physician Services for Refugee Center

Recommendation: Fund a physician through the VMC Department of Medicine.

Background: Under the Ambulatory Care Division, the Refugee Clinic provides a family health model of clinical services which includes initial health assessments for newly arriving refugee families, general primary care and Child Health and Disability Prevention exams. This clinic does not have consistent linkage with the medical quality assurance program in the Department of Medicine for insuring attention to standards.

Anticipated Outcome: This position will allow for the Refugee Health Clinic to establish a closer linkage to other clinical services, and will provide another avenue to decompress the demands on Adult Medicine. This physician will carry a caseload of patients, act as medical director, provide inpatient ward attending service, and participate in teaching and curriculum development for the medical training program.

Total Cost: $71,500
Offset by Medi-Cal revenue and a Reimbursement from the Enterprise Fund

Fund Pharmaceutical Costs

The Public Health Pharmacy requires additional funds to continue the current level of service, due to the rising costs of pharmaceuticals. The costs are rising due to a combination of inflation, volume and new drug acquisition.

Total Cost: $200,000
Fully offset by Medi-Cal Revenue

Performance Indicators Related to Budget Requests

Improvement Strategy - Indicator	FY 2001 Baseline	FY 2002 Goal
Increased access to initial health assesments and primary care for refugees and asylees	Not available	TBD[a]
Increased primary prevention effort through increase in knowledge of healthier behaviors and practices	Not available	TBD[b]
Number of women and infants receiving WIC services	13,725/mo	14,000/mo[c]
Number of providers participating in the IZ registry[d]	166	189
% of children 0-2 years of age enrolled in the Immunization Registry who are up-to-date with their immunizations	36.2%	41.6%
% of missed CCS appointments by Spanish-speaking clients	25%	12.5%
# of days from CCS referral to first authorization or denial of services	23.3 days	21 days

a. Measurement to be determined as a result of a FY 2002 patient satisfaction survey related to primary care and mental health services.
b. A methodology akin to a survey will be developed and tested to measure changes in knowledge and eventually, health-promoting behavior. Results will serve as a baseline for future years.
c. Meeting all FY 2002 goals is dependent on augmentation request
d. FY 2001 baseline data as of 2/2001; FY 2002 goal by 6/2002

Conditions Affecting Performance

- Willingness of providers to participate in the Immunization Registry;
- Level of program staffing;
- Difficulty in getting refugee and immigrant patients into the Clinic; and
- Difficulty associated in bringing about positive attitude changes in individual health behaviors and practices due to different life priorities and customs.

Priority Goal Six

To assure a competent Public Health Department workforce that is knowledgeable and skilled in best practices and standards within the field.

Background

The basic elements of Public Health infrastructure are workforce competency, information systems, and organizational capacity. To assure quality service delivery, the Public Health Department must be prepared to address a broad range of health issues, and workforce competency must be assured through programs designed to enhance the knowledge, skills, and abilities of the workforce.

The Department consists of over 500 employees representing numerous diverse professional, technical, and support disciplines. The expanding role of public health professionals creates new demands for training and development opportunities. Proactive staff training and development will allow the Public Health Department to successfully implement best practices across more than thirty diverse programs.

Strategically addressing the retention, recruitment and development needs of the County workforce has been identified as a County Executive strategy for fiscal year 2002.

Summary Of Improvement Strategies And Recommendations

Improvement Strategies	Net General Fund Cost	Net Positions	Recommended Yes	Recommended No
Staff Development / Training Strategy: 1.0 Sr Health Care Analyst, 1.0 PH Nurse, 1.0 Advanced Clerk Typist, 1.0 Health Ed. Specialist	$253,837	4.0		X
1.0 EMS Coordinator (fully funded by SB12 in Fiscal Year 2002, requiring $92,265 County General Fund support in FY 2003)	$0	1.0		X

Improvement Strategies

Three broad areas are recommended for the Department's compliance with Healthy People 2010 Public Health Infrastructure Objectives. These include:

- Identification of competencies for Public Health workers.
- Training in essential public health services.
- Continuing education and training.

The absence of a staff training and development unit reduces the Department's capacity to keep up with state-of-the-art practices. A coordinated, deliberate effort has the potential to result in:

- Increased employee competency ;
- Increased employee satisfaction;
- Improvements in employee recruitment and retention;
- Increased customer satisfaction; and
- Increased service quality.

County Executive's Recommendation

Advancement of Board Priorites

This recommendation is consistent with the Board's priority to focus on **consolidating** enhancements that have been funded over the past two years, and evaluate the contributions made by these augmentations. We are unable to recommend items which increase the net general fund cost, and which are more discretionary in nature.

In our review and assessment of the Department's requests, we recognize the Board of Supervisors has augmented the Public Health Department in the following ways:

- Funds to conduct training in cultural competency - $127,500;
- One Health Education Specialist for coordination of staff training and development - $89,533;
- One-time staff training resources - $75,000; and
- Four additional staff positions and other resources to the Emergency Medical Services.

Performance Indicators

Improvement Strategy - Indicator	FY 2001 Baseline	FY 2002 Goal
% of surveyed Public Health Dept. staff reporting high levels of satisfaction with training and professional development opportunities	Not Available	NA[a]
% of surveyed EMS Agency providers reporting high levels of satisfaction with educational offerings	Not Available	NA
% of all Public Health Dept. staff surveyed will indicate awareness of the Public Health electronic training site	Not Available	NA
% of all Public Health Dept. staff completing an annual training needs survey	Not Available	NA
#trainings completed	Not Available	NA
# staff enrolled in trainings	Not available	NA

a. Department dependent on augmentations to collect indicator data.

Cal-Learn Budget Technical Adjustment

Recommendation: The County Executive recommends the Department's proposed Cal-Learn expense reduction plan.

Background: As a result of the continued decrease in the Cal-Learn caseload, the Department anticipates a revenue loss of $910,250 in Fiscal Year 2002. To reflect the actual activity levels in the program, the Department is required to decrease budgeted positions and expenses for the program. A total of ten and one half (10.5) positions are to be deleted. Additional federal revenues are being recognized to offset the remaining deficit in expenditures.

Staffing Impact

- Delete two (2.0) Social Worker I positions
- Delete five (5.0) Social Worker II positions
- Delete one (1.0) Public Health Nurse II position
- Delete one and one half (1.5) Advanced Clerk Typist positions
- Delete one (1.0) Homemaker II position.

Total Cost: $249,310
Offset by revenue increase

Performance Impact: There will be no service reduction as a result of the expense reduction plan. This is a technical adjustment to reflect the actual activity levels in the program.

Public Health — Budget Unit 0410
Expenditures by Cost Center

CC	Cost Center Name	FY 2000 Actual	FY 2001 Appropriations Approved	FY 2001 Appropriations Adjusted	FY 2002 Recommended	Amount Chg From FY 2001 Approved	% Chg From FY 2001 Approved
2900	Public Health Administration	10,998,836	13,822,214	17,784,190	17,550,603	3,728,388	27
2909	Central Services	23,160,403	28,972,051	30,226,754	30,299,817	1,327,766	5
2925	Support Services	2,256,641	2,563,524	2,632,524	2,837,186	273,662	11
2928	Ambulatory Care	7,923,930	8,707,506	8,871,073	9,191,896	484,390	6
2934	Emergency Medical Services	2,378,467	2,142,086	3,562,264	2,063,159	(78,927)	-4
2936	Region 1	1,438,344	1,369,468	1,369,468	1,255,773	(113,695)	-8
2945	Region 2	2,894,408	3,049,680	3,024,053	3,502,656	452,976	15
2954	Region 3	2,273,203	2,266,105	2,266,105	2,045,104	(221,001)	-10
2962	Region 4	1,212,403	1,340,416	1,373,505	1,647,598	307,182	23
2970	Region 5	2,706,345	2,466,075	2,466,075	2,284,285	(181,790)	-7
2978	Region 6	952,775	1,200,060	1,200,060	1,122,082	(77,978)	-6
	Total Expenditures	58,258,495	67,899,185	74,776,071	73,820,438	5,921,252	9%

Public Health — Budget Unit 0410
Revenues by Cost Center

CC	Cost Center Name	FY 2000 Actual	FY 2001 Appropriations Approved	FY 2001 Appropriations Adjusted	FY 2002 Recommended	Amount Chg From FY 2001 Approved	% Chg From FY 2001 Approved
2900	Public Health Administration	4,597,853	5,861,714	7,731,714	7,672,833	1,811,119	31
2909	Central Services	19,338,994	21,315,592	22,075,118	21,458,312	142,720	1
2925	Support Services	1,411,611	1,290,331	1,359,331	1,594,662	304,331	24
2928	Ambulatory Care	993,695	1,731,884	1,895,603	2,549,341	817,457	47
2934	Emergency Medical Services	2,398,761	1,842,428	3,259,926	1,571,805	(270,623)	-15
2945	Region 2	1,450					0
2954	Region 3	91					0
2970	Region 5		15,000	15,000	15,000		0
2978	Region 6	1,974					0
	Total Revenues	28,746,499	32,056,949	36,336,692	34,861,953	2,805,004	9%

Public Health Administration — Cost Center 2900
Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2001 Approved Budget	84.0	13,822,214	5,861,714
Board Approved Adjustments During FY 2001	11.0	3,902,476	1,870,000
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	-1.0	235,043	
Internal Service Funds Adjustment		2,816,494	
Other Required Adjustments		(4,539,874)	(58,881)
Subtotal	94.0	16,236,353	7,672,833
Recommended Changes for FY 2002			
1. Cal-Learn Budget Adjustment		910,250	
Deletes ten and one half (10.5) vacant positions to reflect the actual activity levels in the Cal-Learn Program. The budget adjustment plan calls for a total expense reduction of $910,250: $665,959 savings achieved by the deleted positions; new Federal revenues will offset the remaining deficit of $244,291. There will be no service reduction as a result of this plan. A negative adjustment was made in the base budget in cost center 2900 as salary savings while waiting for the Department's completion of the reduction plan, which adjustment is included in the above category of Other Required Adjustments. The action now taken in 2900 in the recommended budget is to reverse the adjustment to accurately reflect the savings achieved by the deleted positions and new revenues. Cost centers that are impacted include 2915, 2917, 2921, 2938, 2947, 2955, 2963, and 2978. The revenues are displayed in cost center 2921.			
2. Fund Public Health Integrated Health System - Phase III		404,000	
This five-year technology project began in Fiscal Year 2000. The goal is to fully integrate the Department's disparate databases, to significantly enhance its computer network, and to effectively enable the sharing of client data across independent systems. Phase III ($404,000) will include: ◆ Adding 60 new users and 30 new workstations to access the integrated system ◆ Populating the client database with 65% of clients from existing systems (30% in Fiscal Year 2001) ◆ Producing unduplicated client count with 65% of clients from existing systems (30% in Fiscal Year 2001) ◆ Developing client information retrieval function and implementing at 2-3 pilot sites ◆ Developing and implementing data capturing modules for 2-3 programs ◆ Establishing link with State Client Index.			
Subtotal	0.0	1,314,250	0
Total Recommendation	94.0	17,550,603	7,672,833

Central Services — Cost Center 2909
Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2001 Approved Budget	290.1	28,972,051	21,315,592
Board Approved Adjustments During FY 2001	18.5	1,297,395	759,526
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	-4.6	932,234	
Internal Service Funds Adjustment		(5,100)	
Other Required Adjustments		(719,475)	(861,097)
Subtotal	304.0	30,477,105	21,214,021
Recommended Changes for FY 2002			
1. Cal-Learn Staffing Adjustment	-1.0	(54,696)	
Deletes one (1.0) vacant Homemaker II for a total savings of $54,696 as part of the Cal-Learn Budget Adjustment Plan that requires a total expense reduction of $910,250 to reflect the current activity levels in the program. There will be no service reduction as a result of this plan. This is simply a technical adjustment.			
2. Cal-Learn Staffing Adjustment	-1.0	(77,220)	
Deletes one (1.0) vacant Public Health Nurse II for a total saving of $77,220 as part of the Cal-Learn Budget Adjustment Plan that requires a total expense reduction of $910,250 to reflect the current activity levels in the program. There will be no service reduction as a result of this plan. This is simply a technical adjustment.			
3. Cal-Learn Staffing Adjustment	-1.0	(45,372)	244,291
The action: ◆ Deletes one (1.0) vacant Advanced Clerk Typist for a total saving of $45,372 as part of the Cal-Learn Budget Adjustment Plan that requires a total expense reduction of $910,250 to reflect the current activity levels in the program ◆ Accounts for the $244,291 new revenues to partially offset the expense reduction. There will be no service reduction as a result of this plan. This is simply a technical adjustment.			
Subtotal	-3.0	(177,288)	244,291
Total Recommendation	301.0	30,299,817	21,458,312

Support Services — Cost Center 2925
Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2001 Approved Budget	15.0	2,563,524	1,290,331
Board Approved Adjustments During FY 2001		69,000	69,000
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	-1.0	4,662	
Internal Service Funds Adjustment			
Other Required Adjustments			35,331
Subtotal	14.0	2,637,186	1,394,662
Recommended Changes for FY 2002			
1. Augment Public Health Pharmacy Budget		200,000	200,000
Provides $200,000 to Public Health Pharmacy budget to maintain current levels of service. The increased cost is due to: ◆ 5% price inflation ◆ 6% increased volume ◆ 2% purchase of new pharmaceuticals. The cost is fully offset by Medi-Cal revenue.			
Subtotal	0.0	200,000	200,000
Total Recommendation	14.0	2,837,186	1,594,662

Ambulatory Care — Cost Center 2928
Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2001 Approved Budget	94.8	8,707,506	1,731,884
Board Approved Adjustments During FY 2001	1.0	163,567	163,719
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	3.7	646,563	
Internal Service Funds Adjustment		353	
Other Required Adjustments		(1,032,305)	(52,492)
Subtotal	99.5	8,485,684	1,843,111
Recommended Changes for FY 2002			
Internal Service Fund Adjustments		–	–
Diabetes Center Transfer Enterprise Fund to General Fund		0	514,730
1. Create a Diabetes Center	9.0	634,712	120,000
Adds nine (9.0) positions to staff a state-of-the-art Diabetes Center that will assist those with diabetes to better manage the disease, and prevent or delay costly hospitalization: ◆ One (1.0) Medical Admitting Clerk - $41,773 ◆ One (1.0) Secretary I - $45,281 ◆ One (1.0) Public Health Assistant - $44,898 ◆ One (1.0) Medical Assistant - $41,773 ◆ One (1.0) Dietitian I - $56,728 ◆ Three (3.0) Diabetes Educators - $234,847 ◆ One (1.0) Social Worker II - $58,413 Medical services and supplies ($110,000) are also provided. The total cost of the Diabetes Center ($634,712) will be fully offset by Medi-Cal revenue and by a transfer from the Enterprise Fund, shown above as revenue on the Internal Service Fund Adjustment line.			
2. Purchase Medical Director Services for the Refugee Clinic		71,500	71,500
Funds a Physician position through the Valley Medical Center Department of Medicine. The action will: ◆ Allow for the Refugee Clinic to establish closer linkage to the other clinical services in the Health and Hospital System ◆ Provide another avenue to decompress the demands on VMC Adult Medicine ◆ Enable the implementation of a medical quality assurance. The total cost of $71,500 will be fully offset by revenue.			
Subtotal	9.0	706,212	706,230
Total Recommendation	108.5	9,191,896	2,549,341

Emergency Medical Services — Cost Center 2934
Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2001 Approved Budget	12.0	2,142,086	1,842,428
Board Approved Adjustments During FY 2001		1,420,178	1,417,498
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments		55,996	
Internal Service Funds Adjustment			
Other Required Adjustments		(1,690,934)	(1,823,956)
Subtotal	12.0	1,927,326	1,435,970
Recommended Changes for FY 2002			
1. Emergency Medical Services Agency Needs	1.0	135,833	135,835
Adds one (1.0) unclassified Associate Management Analyst ($55,833) to support the EMS Compliance Officer for the purpose of: ◆ Identifying compliance and performance deficits of providers through statistical analyses, clinical trials and other research methodologies ◆ Establishing and implementing corrective actions for the provision of quality pre-hospital patient care. One-time funding ($80,000) is also provided for the establishment of a communication system for the area hospitals. This will allow direct communication from the scene of an incident (e.g.,accident site) to receiving facilities (e.g., Hospital Emergency Department). The total cost of both actions ($135,833) is fully offset by SB12 revenue.			
Subtotal	1.0	135,833	135,835
Total Recommendation	13.0	2,063,159	1,571,805

Region 1 — Cost Center 2936
Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2001 Approved Budget	17.5	1,369,468	
Board Approved Adjustments During FY 2001			
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	-0.5	19,848	
Internal Service Funds Adjustment			
Other Required Adjustments		(60,250)	0
Subtotal	17.0	1,329,066	
Recommended Changes for FY 2002			
1. Cal-Learn Staffing Adjustment	-1.0	(73,293)	
Deletes one (1.0) vacant Social Worker II for a total saving of $73,293 as part of the Cal-Learn Budget Adjustment Plan that requires a total expense reduction of $910,250 to reflect the current activity levels in the program. There will be no service reduction as a result of this plan. This is simply a technical adjustment.			
Subtotal	-1.0	(73,293)	0
Total Recommendation	16.0	1,255,773	

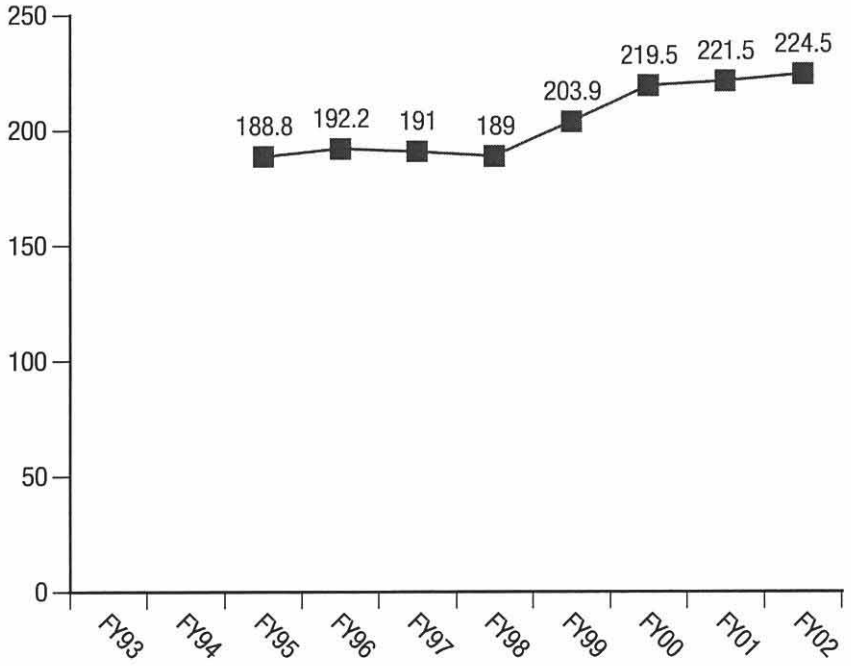
Children's Shelter and Custody Health

Adult & Children's Custody Health Svcs
M. Barry

Budget Unit 0414

- Adult Health Services 4130/M. Barry (142.4 FTEs Positions)
- Mental Health Services 4140/M. Barry (47.1 FTEs Positions)
- Juvenile Probation 4150/M. Barry (24.4 FTEs Positions)
- Children's Shelter 4160/M. Barry (10.6 FTEs Positions)

10-Year Staffing Trend



Children's Shelter and Custody Health Services

Overview

The Children's Shelter and Custody Health Services (CSCHS) organization is a General Fund department of the Santa Clara Valley Health and Hospital System. Comprehensive medical, mental health and dental services are provided to the residents/detainees of the Children's Shelter, Juvenile Hall, Juvenile Ranches, Main Jail, Elmwood Detention Center (EMD) and the Correctional Center for Women (CCW). Limited oversight medical and mental health services are provided at the Work Furlough Program and the Women's Residential Center. Health services are offered by a professional multidisciplinary staff inclusive of physicians, registered nurses (RNs), licensed vocational nurses (LVNs), marriage and family therapists (MFCCs) licensed clinical social workers, clinical psychologists, nurse practitioners and ancillary support personnel.

Children's Shelter Medical Services

The Children's Shelter Medical Clinic is staffed 24 hours a day, seven days a week, to provide health assessments on all new admissions, ongoing medical care for residents, and salient medical information regarding the minors upon their release from the facility. The medical staff includes pediatricians, registered nurses, licensed vocational nurses, pharmacists and clerks.

Juvenile Hall/Juvenile Ranches Medical Services

The Juvenile Custody Medical facilities provide preventative, episodic and chronic health care services to the minors detained at Juvenile Hall and the Juvenile Ranches. The program includes health screening, immunizations, dental care, tuberculosis (TB) follow-up, sexually transmitted disease screening and patient education. The individual health needs of each child are determined at the intake screening and routine physical exam. The Hepatitis A and B vaccine series are initiated for all Ranch and placement commits, and minors considered at risk of contracting the disease.

The medical team consists of physicians, dentists, RNs, LVNs, a pharmacist and clerical personnel. The clinic at the Hall is staffed and operational 24 hours a day, seven days a week. Juvenile Ranches medical services are provided by a RN 16 hours a day, Monday through Friday, and 8 hours a day on weekends. The health needs of the minors are addressed from the time of entry into the system until they are released back to the community. Juvenile Hall is the primary care provider to many of the adolescents throughout their teenage years.

Adult Custody Medical Services

Provision of medical services to the inmate population is initiated at Booking through the conduction of a comprehensive medical and mental health screening, and physical assessment.

In addition to the daily internal medicine clinics conducted at Main Jail, EMD and CCW, a variety of specialty clinics including orthopedics, AIDS and OB/GYN, are also provided on-site at the Custody facilities. Occasionally, it is necessary to schedule inmates for clinics at Valley Medical Center (VMC), but the use of these clinics is strictly controlled through CSCHS' internal quality management monitoring system. The Santa Clara County jails offer the state-of-the-art management of HIV disease under the direction of the Custody Medical Director. The services provided to the inmates with AIDS are coordinated with VMC PACE Clinic to insure post custody continuity of care.

The Main Jail infirmary provides care for many individuals who previously were referred to the hospital for treatment. These services include the administration of intravenous medications, post-surgical care of wounds, gastrotomy tube feedings, quadriplegic care and peritoneal dialysis.

Tuberculosis control continues to be a priority of the Department. At Booking, TB testing is completed on all arrestees. Inmates who are started on prophylactic TB medications can continue their long-term care with the TB Clinic when they are released from custody since salient information regarding these patients is provided to the Public Health Department on a regular basis.

A significant component of the medical services program focuses on primary prevention activities. In addition to screening for TB, at-risk inmates are offered vaccines for Hepatitis A and B, pneumonia, influenza and other communicable diseases. Inmates are

screened for sexually transmitted diseases and afforded treatment, if indicated. Birth control counseling is also offered.

Pharmacy Services

The pharmacy department of the Adult Custody Health Services consists of two pharmacies (Main Jail and Elmwood) providing services for up to 5,000 inmates with 2,000 patients at any time receiving medication. This is accomplished mainly through a modified unit dose drug delivery system that keeps track of hundreds of transfers and other custody changes that occur weekly, thus ensuring patients maintain therapeutic blood levels for essential medications. Other systems in place include the Self-Administration Program that selects responsible patients in minimum-security areas to retain medications in their possession. Currently, over 100 patients are participating in this program.

The Main Jail pharmacy is also licensed as a satellite methadone clinic of Central Valley Methadone Clinic. Patients are either tapered off methadone or maintained on a designated dose depending on individual health status or pregnancy status.

In cooperation with the Public Health Department, incarcerated HIV patients are enrolled in the AIDS Drug Assistance Program (ADAP). Upon release from the Jail, patients who have been enrolled in the program are eligible to receive their HIV medication from the Public Health pharmacy, thus affording inmates continuity of care after incarceration. This program has substantially decreased the Custody drug budget for very costly medications.

As part of Santa Clara Valley Health and Hospital System pharmacy services, the pharmacy department participates in the Pharmaceuticals and Indigent Care Program (PIC) allowing selected medications to be ordered at no cost. Many of the same pricing contracts are shared with VMC. Orders are placed with a common wholesaler with daily deliveries to each pharmacy. Medications needed immediately are delivered from VMC.

The Jail pharmacies dispense outpatient prescriptions to accommodate patients transferring to Women's Residential Center, Work Furlough, residential treatment facilities or to other correctional centers. TB patients receive a 2-week supply of their current medications before they are released from Jail and referred to the Public Health Department for follow-up. The Main Jail pharmacy also dispenses prescriptions to be given by nurses to patients at the Children's Shelter and Juvenile Ranches.

Dental Services

Dental services are provided at Juvenile Hall, Main Jail, Elmwood Men's Detention Center and Correctional Center for Women. At the Adult Custody facilities, services include emergency extractions, partial root canals and limited restorative care. Full dental care services, which include fillings, cleanings, extractions and oral hygiene care are provided at Juvenile Hall.

Mental Health Services

Services provided by Adult Custody Mental Health staff at the Main Jail, Elmwood and the Correctional Center for Women focus on three main areas: Crisis Services, Custody Outpatient Services and Acute Psychiatric Inpatient Treatment.

Crisis Services: Crisis services are provided at the Main Jail 24 hours per day, seven days per week; and at the Elmwood/CCW complex, 16 hours per day, 7 days per week. Mental Health staff in the crisis area focus on the inmates' risk for suicide, and may initiate a 5150 (72-hour hold) or other precautionary measures.

Custody Outpatient Services: Custody Outpatient Services are provided at all facilities for inmates with mental illness or substance abuse issues who are not receiving acute inpatient services. Services include psychiatric evaluation, prescription of medication, case management, brief supportive counseling, referral to County service teams, evaluation for Post Custody Diversion programs, referral to staff psychologist for testing or consultation and/or referral to a Custody Behavior Management team.

Acute Psychiatric Inpatient Treatment (8A): Acute Psychiatric Treatment is provided at the Main Jail on unit 8A. Inmates from Elmwood or CCW who are assessed and require acute treatment are transferred to the Main Jail for the duration of their acute psychiatric treatment.

8A is an Lanterman-Petris-Short Act (LPS) designated facility. Admissions to 8A are based on the need for acute psychiatric services. Patients admitted to acute psychiatric treatment would be eligible for admission to an acute psychiatric treatment facility in the

community. Patients admitted to 8A are on 5150 (72-hour hold) as danger to self, danger to others, or gravely disabled. They may be conserved or court-ordered. They are treated by a variety of clinicians such as psychiatrists, psychologists, registered nurses, psychiatric clinical nurse specialist, LCSWs and MFCCs. Services include: diagnosis and testing, medication and medication management, individual therapy, group therapy, case management for follow-up services post acute treatment and discharge planning.

Work Furlough / Women's Residential Center

Provision of limited medical/mental health oversight for the inmates remanded to the Work Furlough / Women's Residential Center was initiated in October 2000. Due to limited funding, health services have been limited to review of prescribed medications, facilitation of health care service provision in the community, flu vaccination and review of inmate injuries.

Children's Shelter and Custody Health Services Performance Plan

Priority Goal One

To improve the department's business processes.

Background

The Children's Shelter and Custody Health Services Department (CSCHS) strategic planning team has thoroughly examined its critical processes and has identified areas of high importance and low performance. Critical processes with high priority for improvement have been identified and include medication ordering and administration, the medical and mental health booking process, triage, assessment, and referral.

Summary Of Improvement Strategies And Recommendations For Priority Goal One

Improvement Strategies	Net General Fund Cost	Net Positions	Recommended Yes	Recommended No
Develop a business process re-engineering (BPR) study and a multi-year information technology strategic plan based on the BPR analysis for the Children's Shelter and Custody Health Services	$250,000[a]	0.0	X	
Add one (1.0) Department Information Systems Specialist II	$90,370	1.0	X	

a. One-time funding

Improvement Strategies

- Obtain a well-designed and developed electronic system which can significantly contribute to the improvement of CSCHS' medication prescribing function.
- Automate care processes.
- Integrate disparate computer databases.
- Obtain staff to assist with technical support.

County Executive's Recommendations

Advancement of Board Priorities

The recommended items focus on the Board priorities of improving the quality of County services by investing in technology, by utilizing the Performance-based Budgeting Process to insure the department is developing performance standards that are fiscally accountable and results driven.

Fund Business Process Re-engineering Project

Recommendation: Use $250,000 in one-time funds to select a consultant to perform a business process re-engineering (BPR) study, and to develop a multi-year information technology strategic plan based on the BPR analysis.

Business Case for BPR Study

An Electronic System to Facilitate Improved Medication Orders

Adult Custody Health Services clears and provides pharmacy services for 65,000 arrestees who come into custody each year. Currently, registered nurses (RNs) manually transcribe medication orders, then hand copy the orders on Medical Administration Records and re-copy them by hand every two weeks. Most patients are on multiple medications, which, in the current process, requires nursing staff to manually transcribe hundreds of thousands of orders per year. Children's Shelter and Juvenile Hall staff follow the same process. CSCHS found that the present prescription writing is a

burdensome, ineffective and inefficient business process. The medication prescribing function is in need of improvement.

Automating Care Processes for Staff

In order to assess patients, provide treatment, make referrals, and develop and analyze programs, patient information is needed in a timely basis. However, the situation has been problematic since almost all processes within CSCHS are manual and heavily paper-driven. The information needed is to be found frequently in handwritten records. As a result, it is not unusual for the clinical staff to spend significant time searching for medical records, locating charts, and making phone calls to confirm medications. Automating care processes would improve efficiency and make information readily available.

Integrate Disparate Databases

CSCHS staff have access to the information systems of departments where they provide services such as CJIC (Criminal Justice Information Control) at the Department of Correction, JAS (Juvenile Automated System) at the Probation Department, and CWS-CMS (Child Welfare Services/Case Management System) at the Social Services Agency. These systems also contain some critical patient information such as current medications, history of mental illness, and history of medical diseases and immunizations.

There is no interface among these separate systems; they allow the lookup function, but no sharing of information. To get the total picture of the patient and make an accurate assessment, clinicians must spend significant time searching for information located at various systems or at handwritten medical records. Integration of these computer databases will help to provide the multi-disciplinary approach to treat the complex population served by CSCHS.

Anticipated Outcome

- Evaluate and compare current CSCHS business processes against best practices to identify the "gaps" between what is currently being done within CSCHS and possible process improvements
- Perform cost benefit analysis of potential process improvements, and provide recommendations for new processes
- Analyze and document organizational impacts of the changed processes, such as shifting responsibilities and changes in job requirements
- Identify barriers to implementation of the new processes, and specify the means to be used to address these barriers.

BPR will enhance the CSCHS' performance by:

- Decreasing processing time by eliminating needless and redundant processes
- Enhancing the service delivery through doing business better internally
- Enabling innovation on an ongoing basis through continuous improvements of operational processes
- Achieving best practices through continuous investigations of new business models, alternatives and measurements
- Obtaining business benefits that include cost reduction, productivity improvement, cost avoidance, and risk reduction.

The associated information technology strategic plan will contribute to the design and development of performance-based information systems that will:

- Have capacity to collect performance data on services/benefits stipulated in the performance contract
- Provide for an accurate count of service units for calculation of unit costs
- Provide profiles of the characteristics and conditions of clients useful to day-to-day management and overall policy analysis
- Permit the flexible use of the data collected to support and benefit coordination of services, analysis of compliance with standards, analysis of efficiency of organizing services, analysis of client usage patterns, and satisfaction of external reporting requirement.

Total One-time Cost: $250,000

Technology Infrastructure Support

Recommendation. Add one Departmental Information Systems Specialist II/I.

Background. Currently, CSCHS has no staff dedicated to serve its information needs. Its current level of technical support is through the Help Desk Unit of the Health and Hospital System Information Systems Department. CSCHS needs a dedicated staff support to help develop mission critical applications, databases, systems, and networks.

Anticipated Outcome: The Department Information System Specialist position will help the department to achieve the following target objectives:

- Making clinical patient information available to caregivers at any time or location
- Providing effective methods of clinical decision support to positively influence medical decision making
- Acting as a liaison with the BPR consultant and assisting clinical and administrative staff to incorporate technology into their clinical and business processes
- Providing the linkage between the department and the central Health and Hospital System Information Systems Department.

Total Cost: $90,730

Performance Indicators

	FY 2001 Baseline	FY 2002 Goal
Buisness Process Engineering Project	Proposed	Complete
Information Technology Strategic Plan	Proposed	Complete
DISS Position	Proposed	Filled
Survey Results for Satisfaction with DISS Support (Internal Customers)	0	45%

Conditions Affecting Performance

- HIPAA (Health Insurance Portability and Accountability Act) regulations related to data sharing;
- Inability to fill the requested position;
- Level of involvement from the Department of Correction, Valley Medical Center (VMC), Mental Health Department, Probation, Social Services Agency, and other important stakeholders.

Priority Goal Two

To improve the infrastructure support system within CSCHS.

Background

Based on the positive experience resulting from the addition of a shift supervisor position for the Main Jail Medical Services in October 2000, the Department is requesting additional shift supervision.

The need to facilitate discharge placements for an inmate population that has become older and sicker, both physically and mentally, has been problematic due to lack of appropriate staff. When arrangements for the discharge placements are not made due to lack of proper personnel, inmates are sent to the VMC Emergency Department or Emergency Psychiatric Services for disposition. The Department requests staff to facilitate discharge planning.

Over the past year, the Staff Developer for CSCHS has not been able to meet the established goal of conducting one pediatric class/training per month, has been unable to expand the annual training to 16 hours, and has not been able to monitor clinical competencies of the staff. Competency evaluation of skills is a required method of assessing the performance level current procedures for CSCHS. It sets a standard by which all staff can be judged. The Staff Developer administers a system of "competency testing" for nursing staff. A set standard of twelve competencies per year has been the goal of the department. In the past two years, the Staff Developer has been able to administer four competencies to the approximately 180 nurses. This is a completion percentage of about 30%. The Department requests additional staff to meet the training needs of the employees.

Summary Of Improvement Strategies And Recommendations For Priority Goal Two

Improvement Strategies	Net General Fund Costs	Net Positions	Recommended Yes	Recommended No
1. Add 1.5 Administrative Nurse II to make available shift supervisors 16 hours a day, 7 days a week at the Main Jail Facility	$0	1.5	X	
2. Add 0.5 Patient Service Coordinator to coordinate inmates' discharge placements	$0	0.5	X	
3. Add 0.5 Staff Developer to meet the educational needs of DSCHS employees	$40,956	0.5		X

County Executive Recommendations

Staff Augmentation for Shift Supervision

Recommendation: Add 1.5 Administrative Nurse IIs to make shift supervision available 16 hours/day, 7 days/week at the Main Jail facility.

Anticipated Outcome: The availability of shift supervisors 16 hours a day, 7 days a week at the Main Jail facility will significantly improve service provision to the inmates through:

- adherence to policies and standards of care;
- reduction of the number of inmates not accepted into custody for medical evaluation, thus decreasing workload for the VMC Emergency Department; and
- facilitation of problem resolution with the Department of Correction during the busiest time of operation.

Total Cost: $153,270
Cost offset by salary savings from existing budget

Staff Augmentation for Discharge Placements

County Executive Recommendation: Add 0.5 Patient Service Coordinator to provide enhanced coordination of patient discharge placements.

Anticipated Outcome: The availability of a Patient Service Coordinator will insure appropriate discharge placements for inmates are developed. The number of released inmates sent to VMC for disposition will be significantly reduced.

Total Cost: $61,011
.Cost offset by salary savings from existing budget

Performance Indicators

	FY 2001 Baseline	FY 2002 Goal
1 - Percentage of patients sent to VMC ER upon assessment in booking	Not Available	CB[a]
2 - Percentage of patients sent to VMC ER/EPS for discharge placements	Not Available	CB
3 - Staff developer's completion of competency testing[b]	33%	33%

a. CB = Completion of a baseline
b. If approved, the percentage completion of competency testing would be 100%

Conditions Affecting Performance

- Ability to fill the new positions; and
- Release of inmates from Jail who require health care community placements without notification of medical personnel

Priority Goal Three

To expand and improve preventive health services for at-risk youth who reside at the Children's Shelter, and/or are in custody at Juvenile Hall and Juvenile Ranches.

Background

Primary pediatric care and comprehensive health supervision and education have demonstrated improvements in reducing hospitalizations, operations, illness visits and missed appointments. Fifty percent of all visits to a pediatric department are considered preventive visits, or health supervision visits. A health supervision visit focuses on primary as well as secondary prevention through risk assessment, anticipatory guidance (provider counseling), screening tests, and immunizations.

In the Children's Shelter and Juvenile Hall, a variety of problems arise among those in custody. If the current burden of preventable dysfunction, disability, morbidity and mortality is to be lessened significantly and good health behaviors are to be fostered, health supervision and education must become comprehensive and intensive.

Summary Of Improvement Strategies And Recommendations For Priority Goal Three

Improvement Strategies	Net General Fund Cost	Net Positions	Recommended Yes	Recommended No
Add 1.0 Health Education Specialist for the provision of health education services to the minors at Juvenile Hall, Juvenile Ranches and the Children's Shelter	$67,979	1.0		X

Improvement Strategy

The addition of one Health Education Specialist will insure that the minors placed at Juvenile Hall, Juvenile Ranches and Children's Shelter have access to an educator who will develop a comprehensive program delivering preventive services. The educator will also provide the Social Services Agency and Probation line staff, who have responsibility for the children's supervision, appropriate health related information regarding health and developmental needs of the minor.

CSCHS will use a pediatric survey and a safety questionnaire to evaluate the effectiveness of the Health Education Specialist position:

County Executive's Recommendation

The County Executive supports the Department's proposed plan, however due to the County's limited financial resources, we are unable to recommend additional general fund cost at the present time.

Performance Indicators

	FY 2001 Baseline	FY 2002 Goal
Post Survey Improvement of Pediatric Survey	NA	CB[a]
Post Survey Improvement of Safety Questionnaire	NA	CB

a. CB = Completion of a baseline

Priority Goal Four

To expand and improve the medical/mental health service provision to the inmates remanded to the Work Furlough Program and the Women's Residential Center.

Background

Historically, inmates who have been sentenced to the Work Furlough Program and the Women's Residential Center obtained their health care services in the community. Probation Department staff assigned to these facilities authorize passes from the facilities for medical/mental health evaluations. Due to the significant increase in the inmate population with complex medical and mental health problems, the Probation Department requested and was approved in Fiscal Year 2001 $129,000 to develop a medical oversight program of limited medical/mental health services.

Improvement Strategy

Collaborate with the Probation Department in the planning for the expansion of the medical oversight program

Background

Since August 2000, a comprehensive analysis of the health needs of the inmates residing at the Work Furlough Program and the Women's Residential Center has been conducted, and the system problems in the delivery of health care services to this population have been identified.

The most significant problems with respect to health care delivery in these facilities revolve around procurement and subsequent administration of medications and access to care. Approximately 60% of the female inmates and 25% of the male inmates enter the facilities with chronic health care problems - both medical and mental health - which were addressed during their incarceration in the Jail facilities.

Upon transfer to the Work Furlough Program and the Women's Residential Center, it becomes the responsibility of the inmate to obtain ongoing medical and mental health services from community providers. Due to limited access to service providers in the community, inmates are frequently unable to obtain a medical/mental health appointment in the community before their problem deteriorates, causing them to be returned to the Jail facilities identified as a program failure. The new medical oversight program has proved to be an effective solution to the problems. CSCHS and Probation believe that its expansion is highly desirable. It is not anticipated that these clinics will replace the service provided in the community but will serve as a bridge between the jail health services and the inmate's link to a community provider.

Fiscal Impact: To be determined.

County Executive's Recommendation. The County Executive supports and encourages the Department's collaboration with the Probation Department.

Performance Indicators

- Ensuring that inmates confined to the Work Furlough Program and the Women's Residential Center have ongoing access to both medical and mental health services at the facilities.
- Provide services 16 hours per week at each facility.

Additional County Executive Recommendations

Recommendation: Increase appropriations for pharmaceuticals by $90,000 to cover increases in price and volume.

Background: CSCHS anticipates that there will be a cost increase in its pharmaceutical expenditures. The estimated increase is attributed to the following:

- 5% inflation rate in pharmaceutical costs
- 6% increase in volume of prescriptions issued by physicians
- 2% cost increase resulted from the pharmacist's periodic replacement of old drugs with new ones that were proven to be safer, better, and more tolerable.

Total Cost: $90,000

Children's Shelter & Custody Health Services — Budget Unit 0414
Expenditures by Cost Center

CC	Cost Center Name	FY 2000 Actual	FY 2001 Appropriations Approved	FY 2001 Appropriations Adjusted	FY 2002 Recommended	Amount Chg From FY 2001 Approved	% Chg From FY 2001 Approved
4130	Adult Custody Medical Services Program	(53,189)		353,009			
4140	Adult Custody Mental Health Services Program	23,084		44,668			
4142	Work Furlough Program			100,000			
4150	Juvenile Probation Services	28,609		(31,378)			
4160	Children's Shelter Services	35,163	100,000	127,179		(100,000)	-100
	Total Expenditures	46,046	100,000	593,478	0	(100,000)	-100%

Children's Shelter & Custody Health Services — Budget Unit 0414
Revenues by Cost Center

CC	Cost Center Name	FY 2000 Actual	FY 2001 Appropriations Approved	FY 2001 Appropriations Adjusted	FY 2002 Recommended	Amount Chg From FY 2001 Approved	% Chg From FY 2001 Approved
4130	Adult Custody Medical Services Program	24,931					0
4160	Children's Shelter Services	4,004	100,000	100,000		(100,000)	-100
	Total Revenues	28,935	100,000	100,000		(100,000)	-100%

Adult Custody Medical Services Program — Cost Center 4130
Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2001 Approved Budget	140.5		
Board Approved Adjustments During FY 2001		353,009	
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	-1.0	868,840	
Internal Service Funds Adjustment		(678,586)	
Other Required Adjustments		(543,263)	0
Subtotal	139.4		
Recommended Changes for FY 2002			
Internal Service Fund Adjustments		–	–
System Costs Charged to Inmate Medical Care		430,370	0
1. Technology Infrastructure Support	1.0	90,370	
Funds one (1.0) Department Information Systems Specialist II ($90,370) ◆ To provide Children's Shelter and Custody Health Services dedicated information systems support ◆ To help develop mission critical applications, databases, systems, and networks ◆ To establish closer linkage with Health and Hospital System Information Systems Department.			
2. Augment Custody Health Pharmacy Budget		90,000	
Provides $90,000 to Custody Health Pharmacy budget to maintain current levels of service. The increased cost is due to: ◆ 5% price inflation ◆ 6% increased volume ◆ 2% Purchase of new pharmaceuticals.			
3. Add Staff to Improve Jail Health Services	2.0		
◆ Add One and one half (1.5) Administrative Nurse IIs to increase nursing supervision to 16 hours a day, 7 days a week at the Main Jail facility, and to facilitate admissions of inmates needing medical evaluation. ($153,270) ◆ Add One half (0.5) Patient Service Coordinator to insure appropriate discharge placement for inmates released from the County Jails. ($61,011) All positions will be funded from within existing funds in Cost Center 4130.			
4. Business Process Re-engineering Project		250,000	
Funds the development of a Business Process Re-engineering (BPR) study and of a multi-year information technology strategic plan based on the BPR analysis for the Children's Shelter and Custody Health Services. The Information Technology Executive Committee (ITEC) reviewed and recommended a one-time funding of $250,000 for the project.			
Subtotal	3.0	860,740	0
Total Recommendation	142.4		

Adult Custody Mental Health Services Program — Cost Center 4140
Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2001 Approved Budget	45.9		
Board Approved Adjustments During FY 2001		44,668	
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	1.2	400,747	
Internal Service Funds Adjustment		(424,401)	
Other Required Adjustments		(21,014)	0
Subtotal	47.1		
Recommended Changes for FY 2002			
Total Recommendation	47.1		

Work Furlough Program — Cost Center 4142
Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2001 Approved Budget			
Board Approved Adjustments During FY 2001		100,000	
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments			
Internal Service Funds Adjustment		(80,952)	
Other Required Adjustments		(19,048)	0
Subtotal			
Recommended Changes for FY 2002			
Total Recommendation			

Juvenile Probation Services — Cost Center 4150
Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2001 Approved Budget	21.4		
Board Approved Adjustments During FY 2001		(31,378)	
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	3.0	378,285	
Internal Service Funds Adjustment		(292,004)	
Other Required Adjustments		(54,903)	0
Subtotal	24.4		
Recommended Changes for FY 2002			
Total Recommendation	24.4		

Children's Shelter Services — Cost Center 4160
Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2001 Approved Budget	12.1	100,000	100,000
Board Approved Adjustments During FY 2001		27,179	
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	-1.5	(71,375)	
Internal Service Funds Adjustment		(34,879)	
Other Required Adjustments		(20,925)	(100,000)
Subtotal	10.6		
Recommended Changes for FY 2002			
Total Recommendation	10.6		

Department of Alcohol and Drug Services

Mission

The mission of the Department of Alcohol and Drug Services is to provide the leadership and public accountability necessary to mobilize community resources to prevent and reduce the negative impact of substance abuse in the community.

Goals

- To develop comprehensive, integrated systems of care that are focused on providing beneficial outcomes for clients.
- To promote community understanding and support for substance abuse prevention and treatment.
- To foster a dynamic organizational culture that seeks to learn from and improve upon its performance with the goal of promoting positive growth and change.

Cost: $31,827,834

Staff: 202

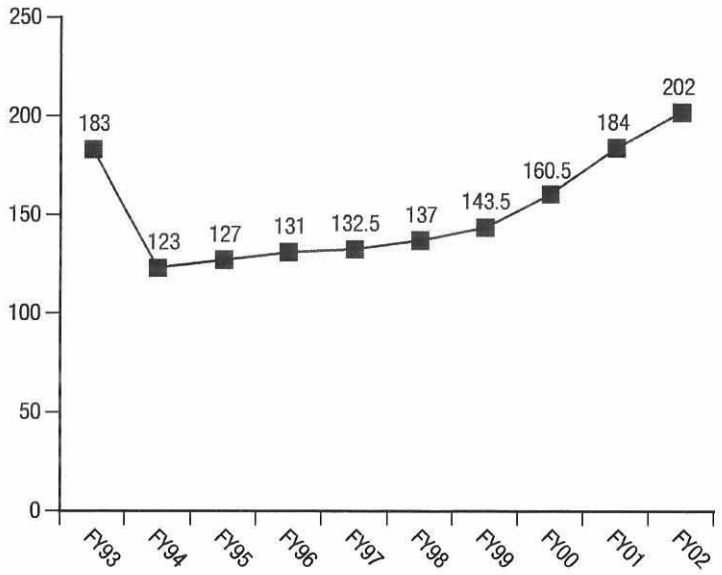
Department of Alcohol and Drug Services

Department of Alcohol and Drug Services
Robert Garner

Budget Unit 0417

- Women's Treatment
  4620/P. Kelsaw
  (11.5 FTE Positions)
- Treatment/Recovery/ Homeless/EAP/Central/West Valley/East Valley/DDTC
  4645/4652/4658/4659/4676/ 4656/4642/J. Larson
  (36.5 FTE Positions)
- Methadone Treatment Medical Services
  4650/L. Kury
  4655/4657/J. Larson
  (49 FTE Positions)
- Alcohol & Drug Programs Administration
  4600/4604/4605
  R. Garner
  (31.5 FTE Positions)
- Child/Adolescents & Family/Intervention/ Children's Shelter
  4610/D. Lloyd
  (21.5 FTE Positions)
- Prevention
  4630/E. Okano
  (8.5 FTE Positions)
- CALWORKS
  4675/ P. Kelsaw
  (4 FTE Positions)
- Justice Services
  4670/J. Larson
  (11.5 FTE Positions)
- Quality Improvement/ Case Management
  4640/I. Santos
  (14 FTE Positions)
- HIV Services
  4612/L. Kury
  (2 FTE Positions)
- BASN
  4673/J. Larson
- Contract Services
  4671/A. Whitlow
- Health Realization
  4606/B. Stanford
  (4 FTE Positions)
- Research & Evaluation
  4607/Vacant
  (4 FTE Positions)
- Dependency Drug Treatment Court
  4676/P. Kelsaw
  (4 FTE Positions)

10-Year Staffing Trend



Department of Alcohol and Drug Services

Overview

It is becoming increasingly important for drug and alcohol services departments to demonstrate that investments in substance abuse treatment dollars produce meaningful social results. Their programs are being required to be outcome-focused, assessment-oriented and client-centered.

The Department of Alcohol and Drug Services (DADS) holds that prevention should be an integral part of behavioral health services, and that treatment should be made available to all those who become addicted. DADS' treatment services are organized around the principle of client-centered care that combines treatment and ancillary services to produce beneficial and effective outcomes for clients. Another important component of the organization involves the continuous development of a "learning" environment and a philosophy of internally driven change. This has involved the institutionalization of internal review of performance and procedures as a source of future improvement and change.

Prevention Services

Prevention services are directed at building the capacity of community organizations and diverse groups throughout Santa Clara County to develop and implement strategies that are appropriate for the specific populations they serve. DADS' prevention strategy seeks to promote partnerships and collaborations among the public, private and community sectors in the County to augment prevention approaches to strengthen children, families and communities. DADS focuses its efforts on the youth population and programs designed to educate them about drug and alcohol abuse.

DADS has funded initiatives or provided technical assistance to County agencies, private and civic organizations to deliver prevention services. DADS' prevention efforts cover several different modalities including education, sponsorship of drug free events, community-based assessments, and information dissemination. Examples of school-based services include Life Skills Training, Health Realization, Early Problem Identification and Referrals, Support Groups and classroom presentations. Information dissemination efforts include programs such as the New Times newspaper, development of a resource library, informational brochures and parent education (such as Health Realization, Parenting Skills for Parents in Recovery). DADS also sponsors drug-free events such as Friday Night Live/Club Live. Prevention activities target persons of all ages, sexes, and different ethnic/racial groups including Asian American, Native American, Latino and African-American. Information and programs are offered in several languages including Vietnamese, Chinese, Spanish, and Tagalog.

DADS' Health Realization is an innovative approach for helping individuals live in a stable, resilient, constructive and healthy state of mind. Its training is offered to various agencies and organizations such as schools, jails, work furlough programs, residential, outpatient treatment programs, and ancillary services. Health Realization offers practitioner certification programs, core courses training and classes in substance abuse prevention education, parenting and support.

Treatment Services

DADS is the first publicly-funded County AOD (Alcohol and Other Drugs) program in California to adopt a care model for its adult substance abuse clients that includes many elements present in a managed care system.

Substance abuse treatment services are offered to adults, children, adolescents and families, and special populations such as HIV-positive persons, and individuals affected by both mental health and substance abuse problems, i.e., dual diagnoses. In Fiscal Year 2000, DADS provided treatment services for nearly 9,000 adult and youth clients through its network of service providers. The Adult System of Care (ASC) is the largest component of DADS' treatment services. Typically, adult clients enter the ASC through Gateway, which serves as the principal entry point into the County's substance abuse treatment network. Gateway conducts preliminary screening and places clients into appropriate treatment modalities matched to the level of care they require. Clients also enter the ASC through programs such as Drug Treatment Court, Drug Dependency Treatment Court, County Jails, the Bay

Area Service Network and CalWORKs, where DADS counselors assess client needs before referring them to the ASC. DADS also offers behavioral health services to County employees including substance abuse counseling through the Employee Assistance Program.

Treatment modalities include detoxification services, narcotics replacement (formerly known as Methadone services), outpatient, and perinatal and residential services. Pregnant women and recent mothers who require substance abuse treatment are referred to the perinatal program, which offers intensive outpatient treatment for women. The ASC contracts with different facilities in the County for the provision of services. Payment for services is based on client's ability to pay, and a number of providers accept Medi-Cal clients.

DADS also offers support services for recovering substance abuse clients to facilitate their reintegration into the family, the workplace and the community. Ancillary services include testing and counseling for HIV-positive substance abuse clients, parenting skills classes, family counseling, crisis counseling, transitional housing and job skills training for its recovering clients. As many clients also suffer from mental illness, DADS expanded its dual diagnosis capability by adding psychiatric services and case managers.

The Children, Adolescent and Families (CAF) division currently offers school-based care for children and adolescents. CAF provides assessment, intervention and treatment services at participating schools, Children's Shelter and Juvenile Hall. Adolescents referred for drug or alcohol counseling or brief treatment by self, family, school, mental health services, social services, police or probation have access to treatment through community-based organizations, licensed practitioners and contracted private agencies in North and South County.

Learning Organization/Support Services

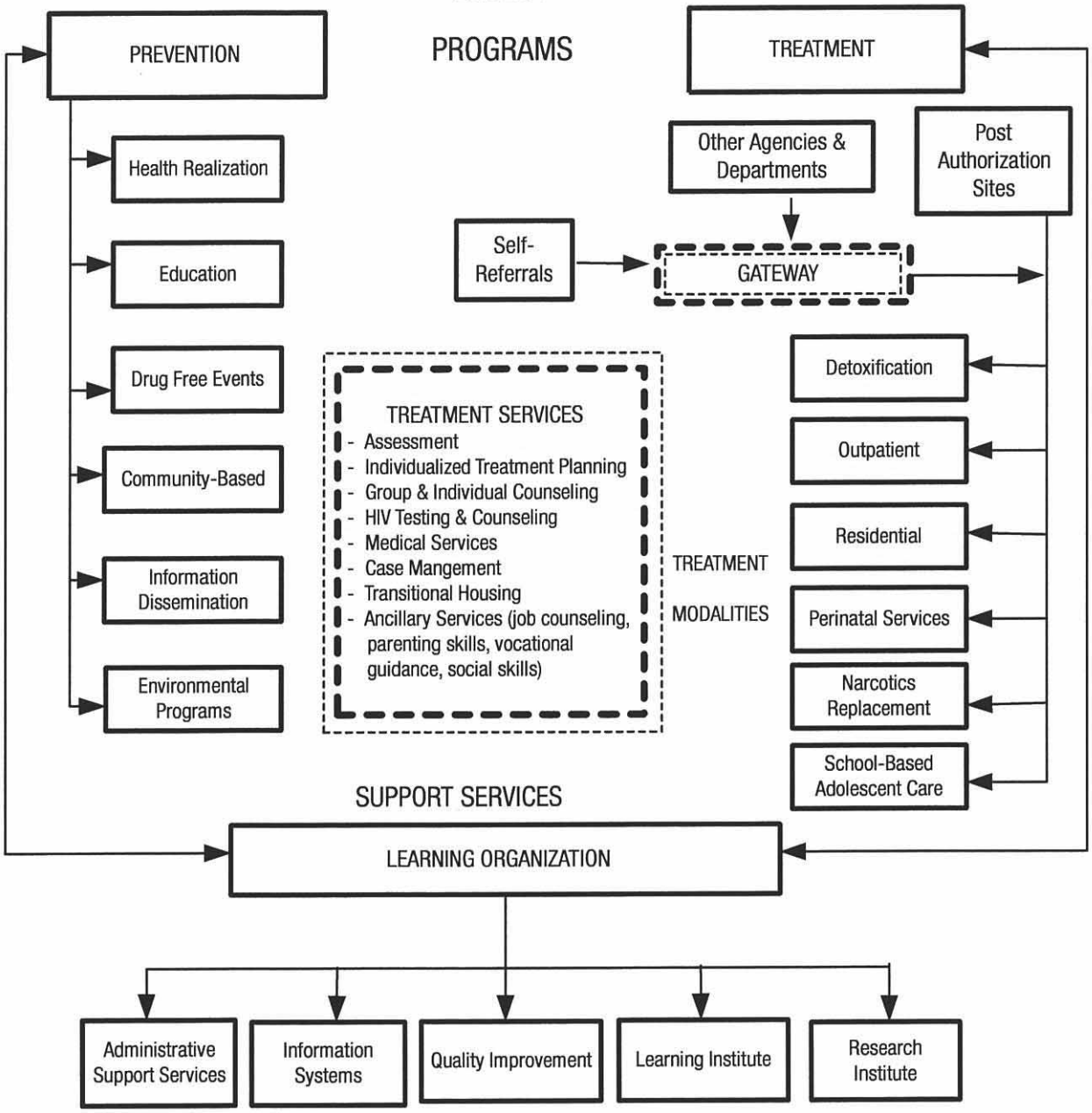
Organizational support entities monitor and evaluate DADS treatment services, provide staff training, information services and support for the functions of the learning organization. Prevention and treatment services are supported by Quality Management and Improvement (QMI), the Alcohol and Drug Services Research Institute, the Learning Institute and Information Services. Collectively these programs enable DADS to conduct internal reviews of its procedures, identify problem areas, evaluate client outcomes and provide a sound empirical basis for management decision-making.

QMI has overall responsibility for developing and implementing quality improvement procedures for the Adult System of Care. It is charged with developing quality improvement plans, policies and procedures for quality management, providing data and statistics to support providers, setting staff credential standards, and offering support on local and national performance standards. Its performance audits are used for performance-based reimbursement of treatment providers. Finally, QMI has the responsibility for monitoring and compiling data from clients at admission and discharge to assess overall client functioning, client perceptions of alcohol and drug use, and client satisfaction with treatment services for outcome measurement.

The ongoing need to institutionalize program accountability and provide timely evaluation information to managers and program staff required that DADS seek an alternative to contracting with external consultants to perform evaluation tasks. The Research Institute was created in response to the Board of Supervisors' interest in treatment outcome studies. Additionally, the Research Institute offers data support internally to QMI and to other agencies, provides training on data quality of the management information system OSCAR and generate reports for service providers.

The Learning Institute was created four years ago to provide courses, workshops and conferences on substance abuse issues to service providers and the community. Its training mission supports DADS' goal of keeping providers abreast of new developments in addiction research and treatment.

Figure 1. DADS Programs & Activities
2000-2001



Department of Alcohol and Drug Services Performance Plan

Priority Goal One

To promote the development of research-based, innovative and collaborative prevention services aimed at strengthening children, families and communities in Santa Clara County.

The strategies on which the Department will focus are shown below.

Summary of Improvement Strategies and Recommendations

Strategies to Enhance Prevention Services	Net General Cost	Net Positions	Recommended Yes	Recommended No
Disseminate prevention research and best practices models to strengthen service providers	$0	0.0	X	
Collaborate with other County agencies to enhance the impact of expenditures on prevention activities	$0	0.0	X	
Develop a strategic action plan through collaboration and partnerships with other agencies and stakeholders	$0	0.0	X	
Expand Health Realization programs to parents and the Spanish-speaking community	$0	0.0	X	

Improvement Strategies

By putting into practice these improvement strategies, the Department hopes to:

- have more successful prevention programs
- develop a comprehensive, family-centered alcohol and drug abuse prevention approach for pregnant women and mothers of young children (0 to 5 years of age)
- assist providers to develop and implement effective and high quality alcohol and drug abuse prevention programs
- assess the impact of the Health Realization training classes
- realize a common set of objectives that will serve as the basis for collaboration amond County agencies and private and civic organizations.

County Executive's Recommendations

The County Executive supports the Departmental strategies in Priority Goal One.

Total Cost: $0

The Department is utilizing existing resources

Performance Indicators - Prevention Services

Improvement Strategy - Indicator	FY 2001 Baseline	FY 2002 Goal
Percent increase in awareness of AOD in prevention programs funded by DADS	None	CB[a]
Percent of providers using evidence-based approach in prevention programs	None	CB
Percent of collaboration and partnerships based on evidence-based prevention	None	CB
Number of collaborative partnerships developed with County agencies in the current year	None	CB
Percent of participants satisfied with Health Realization training	None	CB

a. Completion of a baseline

Conditions Affecting Performance

Despite a comprehensive recruitment process, no qualified candidate has been identified to assume leadership of Preventive Services. The Department's ability to play a leadership role in the development of a strategic plan will not be possible without the successful recruitment of a director.

Priority Goal Two

To reduce the negative impact of substance abuse on clients by providing them with individualized, outcome-focused, comprehensive, and integrated treatment and recovery services in adult and adolescent systems of care.

Background

Best Practices in Santa Clara County

The economic cost of drug and alcohol abuse in the U.S. was estimated at $276 billion in 1995, through loss of productivity and employment from illness and crime. The adverse social effects of substance abuse can be mitigated through treatment that incorporates "best practices." DADS' commitment to following "best practices" in treatment is exemplified by the measures it has taken to ensure that clients receive the appropriate level of care, have access to a continuum of care, appropriate length of treatment and sustained support during recovery.

This integrated treatment model involves intervention in all aspects of an individual's life including medical, mental health problems, and stressors in relationships, work or the living environment. In the past four years, DADS also adopted nationally recognized standards for quality of service through use of the American Society of Addiction Medicine's Patient Placement Criteria.

Improved Placement Ability

DADS' ability to place clients into the appropriate treatment modality and track their progress through the system improved immensely with the implementation of the Adult System of Care (ASC) in 1997. The ASC replaced a fragmented system of client referrals with a centralized system that linked most adult clients with providers through a single point of entry - Gateway. This change enabled DADS to allocate scarce treatment resources more efficiently by matching clients with the appropriate levels of care (detoxification, residential or outpatient services). At the same time, DADS was able to offer more individualized treatment planning and superior monitoring of quality of services rendered by providers. Performance-based contracting was another important new feature of the revised system, which links reimbursement to performance.

Future Plans

- Enhance existing outpatient substance abuse services available to adolescents by offering residential and school-based day treatment options.
  - Two school-based day treatment programs are expected to begin operation in the Milpitas and Santa Clara school districts by September 2001.
  - An adolescent residential treatment facility is expected to open in April 2001.
- DADS has under development a comprehensive plan for adolescent and family services, which will provide a blueprint for treatment services planning for this population. The proposed new "system of care" will adopt a comprehensive approach to adolescent treatment that addresses substance abuse issues in the wider context of family conflict, environmental stressors, and deficits in personal, social and academic skills.

Improvement Strategiesfor Future Consideration:

- Expand slots for narcotics replacement treatment to eliminate waiting lists
- Improve compliance with State and Federal guidelines
- Upgrade security at narcotics replacement facilities
- Expansion of treatment slots for children and adolescents
- Increase range of treatment services (e.g., day treatment, individualized therapy, intensive case management, medical ambulatory and inpatient detoxification).

Summary Of Improvement Strategies And Recommendations

Strategies to Improve/Introduce Services for Continuum of Care & Ancillary Services	Net General Cost	Net Positions	Recommended Yes	Recommended No
Continued funding for adolescent residential treatment[a]	$0	0.0	X	
Salary enhancements for retention and recruitment of direct providers	$258,585	0.0		X
Maintain present level of transitional housing units	$300,000	0.0		X

a. 10 beds in FY 2002; 7.5 beds in FY 2003

Improvement Strategies

Despite improvements in the range and availability treatment services in recent years, important gaps remain in the County's alcohol and drug treatment system. In part, these gaps represent chronic needs due to a steady growth in the clientele, estimated at about 13% annually, and under-staffing of services due to lack of competitive salaries and a scarcity of applicants with appropriate levels of training. An internal assessment suggests that the following services need to be introduced or upgraded to meet the goals of continuity of care, individualized treatment and ancillary services.

Adolescent Residential Treatment Services

Adolescent residential treatment services are urgently in need of expansion. Approval is required to continue the pilot project approved by the Board in Fiscal Year 2001. The pilot project provided for ten (10) beds, and was funded with both one-time State and County funding.

Salary Enhancements for Providers

The request for salary enhancement for staff is expected to accomplish several objectives: recruit and retain trained staff, particularly for dual diagnosis clients, and to meet the additional demands placed on DADS due to new accountability rules. In Fiscal Year 2001, DADS was approved $258,585 in one-time funding to provide some salary assistance to the contractors. **DADS allocated these funds to the providers' ongoing budget based on a cost-based contracting process**. As a result, inability to secure the requested level of funding could lead to service reductions by the providers.

Transitional Housing Units

Transitional housing services are offered to clients in outpatient treatment who lack stable living arrangements. In Fiscal Year 2001, three-year State and federal funding expires, and if this request were not funded, the number of transitional housing slots would decrease by 50 beds that serve 300 clients per year.

County Executive's Recommendation

Fund Adolescent Residential Treatment

Recommendation. Continue the FY 2001 one-time pilot project during Fiscal Year 2002.

Background. The Department will reduce expenses of $116,000, and recognize $383,781 in ongoing revenues to retain the ten (10) beds funded in Fiscal Year 2001 for a nine-month period.

Anticipated Outcome. Residential treatment could prevent or reduce the number of youth entering the Juvenile Justice System, and offer the prospect of recovery from substance abuse.

Total Cost: $499,781
Offset by expenditure reductions and revenues

Performance Indicators - Treatment Services

	FY 2001 Baseline	FY 2002 Goal
Effectiveness of treatment (outcomes)		
Percent of clients who exhibit abstinences and/or reduced alcohol or drug use after treatment	80%	80%
Percent of clients showing improvement in psychosocial health after treatment	None	CB[a]
Quality of service		
Percent of clients who will have assessments, individualized treatment plans and progress notes thal link clients' clinical needs and the duration of treatment	81%	81%
Percent of clients satisfied with DADS service	90%	90%
Average length of clients' continuous treatment with evidence that the continuum of care was utilized effectively	90 days	90 days

a. Completion of a baseline; subject to continuation of vendor support for BASIS-32 instrument that is currently used to measure psychosocial functioning before and after treatment

Conditions Affecting Performance

- Expansion of treatment services is constrained by the high cost of recruiting and retaining trained staff in an environment of tight cost-containment. Local economic conditions and cost of living changes will ultimately determine whether the problem of staff retention can be resolved in a timely fashion.
- In normal years, the demand for substance abuse treatment slots can be estimated, but standard assumptions may not apply to the coming fiscal year due to the uncertain impact of Proposition 36 on DADS system of care. DADS does not have enough information to project a firm estimate of the numerical increase in clients due to Proposition 36. Therefore, the extent to which an influx of Proposition 36 clients would affect service quality or timely placement into treatment facilities remains unknown at this juncture.
- The need for transitional housing units exceeds the demand for supervised housing for recovering clients, and transitional housing beds for families with children are even scarcer. DADS' capacity to meet the demand for transitional housing for its clients depends on availability of affordable housing in the County.

Priority Goal Three

To develop a learning organization in which every action forms the basis for learning, improvement, and positive growth and change.

Background

Departmental Units Provide Assistance

In the past decade, a new climate for program accountability has arisen as a result of increased demands for documenting the effectiveness of substance abuse treatment programs. DADS has taken steps to be responsive to these concerns and has developed procedures that enable it to monitor, evaluate, and enhance service quality and treatment outcomes. These measures include assigning specific responsibilities to functionally delineated units within the department:

- the Quality Management & Improvement (QMI) Program
- the Learning Institute
- the Alcohol & Drug Services Research Institute
- Information Services and other Administrative Support Services.

Each unit works in tandem with the others to accomplish the departmental goal of functioning as a learning organization.

QMI Staff. The QMI staff regularly audits provider performance for compliance with performance standards as described in the DADS Adult Managed Care System Policy and Procedures, which provides detailed guidelines for all treatment modalities. In 2000, QMI undertook a major revision of the policy and procedures manual, based on the lessons learned from the Adult System of Care's first three years of operation. In the coming year, QMI will have at least two additional oversight responsibilities. The first will be to monitor changes in Gateway procedures, which involve rapid assessment at the point of entry before a client is assigned to a provider. The second will be to monitor service quality for Children, Adolescent and Families programs once they become fully operational.

Administrative Support. DADS treatment network relies on contracted service providers to serve its substance abuse clientele. Although QMI monitors service quality and other components of the service system, it must rely on administrative support for contract oversight and monitoring that are not normally undertaken as part of the regular performance audits. Therefore, administrative support services function as an integral part of the quality management chain at DADS by providing the tools it needs to become more accountable to its clients and the public.

The Learning Institute. Direct service providers who need to upgrade their skills have access to professional development resources through the Learning Institute, which offers courses designed to acquaint direct service providers with new developments in the addiction and treatment research fields. Over the past year, the Learning Institute has offered skill enhancement courses such as Culturally Competent Interventions, orientation to ASAM (American Society of Addiction Medicine) standards for client placement, multi-dimensional assessment, writing treatment plans and progress notes.

Departmental Research Institute. In Fiscal Year 2000, a Director of Alcohol & Drug Services' Research Institute was appointed and three unclassified positions were created to complete Board-mandated evaluation studies. These evaluation studies are underway and will be completed by the end of the next fiscal year if these positions are approved for continued funding. However, since its inception, the Research Institute has been involved in a number of additional projects including information support to Quality Management, Proposition 36 planning, inter-agency planning for Cross Systems Evaluation and the development of a performance-based budget for DADS. The Research Institute is also responsible for compiling data for annual performance measurement, proposing refinements in the measurement process, and for implementing the measurement system required under the performance-based budget plan. The Research Institute is conducting a study that will compare Health Realization and Twelve Step models of treatment.

Regulatory Requirements

HIPAA (Health Insurance Portability and Accountability Act, 1996) rules, which must be implemented by 2002, will result in major changes in the collection and management procedures for health services information. HIPAA standards cover all aspects of health information systems including financial transactions, diagnostic and procedural codes, unique identifiers, security and privacy, and health information disclosures.

The County's management information system will need to be upgraded because it does not meet HIPAA's technical standards. Additional staff resources will be required in order to meet new standards of accountability and increased demands for information. Changes in data collection and extraction will also require extensive retraining of management information staff, QMI and Research Institute staff in the new software and hardware systems.

Improvement Strategies to be Considered in the Future:

- Upgrade information services staff to increase responsiveness to data requests by quality monitoring and research staff, and comply with new HIPAA rules.

Summary Of Improvement Strategies And Recommendations

Strategies to Increase Accountability by Evaluating Treatment Outcomes and Monitoring Treatment Services	Net General Fund Cost	Net Positions	Recommended Yes	Recommended No
Staffing requests				
Convert 3.0 unclassified positions to permanent to continue Board-mandated evaluation studies	$26,360	0.0	X	
Recruit staff to implement performance-based budgeting plan	$216, 036	3.0		X
Procedural Changes				
Monitor initial assessment of clients at point-of-entry	$0	0.0	X	
Improve responsiveness to service providers through timely reports and implementation of budget-neutral actions	$0	0.0	X	

Improvement Strategies

Convert Staff. By converting unclassified positions to classified positions, the Department will be able to complete the outcome studies directed by the Board in Fiscal Year 2001 and to continue to evaluate the effectiveness of its services under the Board's initiative to provide higher quality services. With fewer staff, services such as the Health Realization research study, support to Drug Treatment Court and the Quality Improvement Unit may have to be reduced.

Add Staff for Performance-based Efforts. Additional staff is requested for the Department to implement the Board-mandated Performance Based Budgeting and Performance Based Contracting. This involves working with program managers, contractors, and staff to plan and implement ongoing evaluation performance monitoring and outcome activities, performing data analyses and reports to support departmental activities and planning, and ensuring data quality through staff training and data analysis.

Additionally, the effort will involve expanding the scope of programs using performance-based contracts beyond the Adult System of Care, to include other divisions of the Department, including Prevention, Children and Adolescents, Criminal Justice and BASN. Without additional staff resources to implement the performance-based budget plan, the scope of the performance measurement plan may have to be scaled back.

County Executive's Recommendation

Advancement of Board Priorities
The County Executive's recommendation advances the Board of Supervisors' priorities by supporting the implementation of Performance- Based Budget.

Provide Ongoing Staff for Evaluation

Recommendation. Convert three unclassified positions to classified positions:

- One (1.0) Health Program Specialist
- One (1.0) Senior Health Care Analyst
- One (1.0) Health Care Analyst

Background. Work continues from an Fiscal Year 2000 augmentation to initiate outcome studies funded with a combination of one-time and ongoing funds. The projects on which the staff is working are:

- evaluation of treatment programs
- a randomized clinical trial comparing two forms of treatment
- compiling a database composed of information about DADS clients from other sources within the County.

Anticipated Outcome. The Department will be better able to complete the Board-directed outcome studies and continue to evaluate the effectiveness of its services, and as a result, provide higher quality services.

Total Cost: $26,360

Performance Indicators - Learning Organizaiton

Improvement Strategy - Indicator	FY 2001 Baseline	FY 2002 Goal
Outcome studies and performance measurement[a]		
Evaluation of two treatment outcomes (residential and outpatient)	None	TBD
Evaluation results for long-term outcomes of treatment	None	TBD
Create and test pilot measures for performance plan	None	NA
Responsiveness to providers		
Improvement in timeliness of feedback to providers	6 months	3 months
% of suggested budget-neutral improvements implemented	None	CB[b]

a. Completion of projects in FY 2002 contingent on full staffing
b. Completion of a baseline

Conditions Affecting Performance

- The transition to a new and unfamiliar system, due to HIPAA rules that are still evolving, is liable to be subject to the normal "debugging" problems. These changes may interfere with DADS capacity to request and receive data in a timely fashion. To the extent that this occurs, it may be difficult to gather information to monitor or evaluate performance according to schedule.
- DADS' reliance on outside contractors to continue to provide support for a range of computerized assessments and record-keeping functions renders it vulnerable to corporate decisions to reduce or eliminate support for software or hardware products.

Bureau Of Drug And Alcohol Programs — Budget Unit 0417
Expenditures by Cost Center

CC	Cost Center Name	FY 2000 Actual	FY 2001 Appropriations Approved	FY 2001 Appropriations Adjusted	FY 2002 Recommended	Amount Chg From FY 2001 Approved	% Chg From FY 2001 Approved
4600	Bureau Administration	3,716,643	4,556,055	5,057,518	4,655,340	99,285	2
4606	Health Realization	27,672	496,152	555,652	521,208	25,056	5
4607	Reasearch and Evaluation	34,061	394,132	421,790	508,287	114,155	29
4610	Children, Adolescent & Family Services Adm		2,245,171	2,520,535	2,626,810	381,639	17
4612	Muriel Wright Program		179,167	307,907	250,565	71,398	40
4620	Women's Services		774,419	723,776	716,480	(57,939)	-7
4630	Prevention Services	2,086,574	2,259,611	2,724,207	2,554,915	295,304	13
4640	Residential Administration	565,894	1,118,146	1,118,146	1,182,557	64,411	6
4642	Homeless Project	275,063	279,547	279,547	289,462	9,915	4
4645	Treatment & Recovery Administration		738,835	783,385	790,551	51,716	7
4650	Methadone Treatment/Medical Services Admin	1,453,526	1,514,432	1,564,432	1,770,560	256,128	17
4652	Central Center	712,688	660,216	687,984	593,929	(66,287)	-10
4654	East Valley Clinic	19,858	7,726	107,726	26,934	19,208	249
4655	Central Valley Clinic	1,472,591	1,756,079	1,756,079	1,612,257	(143,822)	-8
4656	North County Center	974,292	279,287	303,361	436,900	157,613	56
4657	South County Clinic	412,451	430,239	461,478	548,268	118,029	27
4658	Stride Clinic	522,425	538,651	538,651	513,267	(25,384)	-5
4659	West Valley Center	1,735,654	403,121	403,121	413,646	10,525	3
4670	Bay Area Services Network (BASN) Programs	1,515,071	1,707,796	2,472,086	1,748,627	40,831	2
4671	Contract Services	9,176,949	8,654,260	8,967,260	8,251,856	(402,404)	-5
4673	BASN Services	1,043,784	915,365	915,365	894,110	(21,255)	-2
4675	Calworks Program	(29,574)	(2,184)	(2,184)	34,223	36,407	-1,667
4676	Dependency Drug Treatment Court	90	895,408	898,149	887,082	(8,326)	-1
	Total Expenditures	25,715,712	30,801,631	33,565,971	31,827,834	1,026,203	3%

Bureau Administration — Cost Center 4600
Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2001 Approved Budget	28.9	4,556,055	12,285,287
Board Approved Adjustments During FY 2001	2.0	501,463	1,680,808
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	1.6	146,216	
Internal Service Funds Adjustment		334,136	
Other Required Adjustments		(882,530)	(1,499,828)
Subtotal	32.5	4,655,340	12,466,267
Recommended Changes for FY 2002			
1. Adolescent Residential Treatment Program's Revenues			383,781
This accounts for the State/Federal revenues that will partially offset $383,781 of the total cost of $499,781 incurred by the Adolescent Residential Treatment Program in Fiscal Year 2002, which is displayed in Cost Center 4610.			
Subtotal	0.0	0	383,781
Total Recommendation	32.5	4,655,340	12,850,048

Health Realization — Cost Center 4606
Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2001 Approved Budget	4.0	496,152	
Board Approved Adjustments During FY 2001		72,000	60,000
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments		25,056	
Internal Service Funds Adjustment			
Other Required Adjustments		(72,000)	(60,000)
Subtotal	4.0	521,208	
Recommended Changes for FY 2002			
Total Recommendation	4.0	521,208	

Reasearch and Evaluation — Cost Center 4607
Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2001 Approved Budget	3.0	394,132	
Board Approved Adjustments During FY 2001		27,658	
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	2.0	(9,863)	
Internal Service Funds Adjustment			
Other Required Adjustments		70,000	0
Subtotal	5.0	481,927	
Recommended Changes for FY 2002			
1. Research and Evaluation Support		26,360	
Deletes three (3.0) unclassified positions: ◆ One (1.0) Health Program Specialist ◆ One (1.0) . Health Care Analyst II ◆ One (1.0) Health Care Analyst I. and adds three (3.0) permanent positions to continue the Department's research and evaluation efforts: ◆ One (1.0) Health Program Specialist ◆ One (1.0) Sr. Health Care Analyst ◆ One (1.0) Health Care Analyst I/II.			
Subtotal	0.0	26,360	0
Total Recommendation	5.0	508,287	

Children, Adolescent & Family Services Adm — Cost Center 4610
Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2001 Approved Budget	20.5	2,245,171	184,845
Board Approved Adjustments During FY 2001		275,364	
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	1.0	108,945	
Internal Service Funds Adjustment		41,640	
Other Required Adjustments		(428,091)	0
Subtotal	21.5	2,243,029	184,845
Recommended Changes for FY 2002			
1. Adolescent Residential Treatment Program		383,781	
This action will: ◆ Continue the pilot project that was approved by the Board of Supervisors for Fiscal Year 2001 ◆ Make available ten residential treatment beds for adolescents with substance abuse problems. The $499,781 total cost of the program will be offset by a $116,000 services and supplies expense reduction, and by $383,781 ongoing State/Federal revenues, which is displayed in Cost Center 4600.			
Subtotal	0.0	383,781	0
Total Recommendation	21.5	2,626,810	184,845

Muriel Wright Program — Cost Center 4612
Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2001 Approved Budget	2.0	179,167	220,149
Board Approved Adjustments During FY 2001			128,740
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments		7,028	
Internal Service Funds Adjustment		64,370	
Other Required Adjustments			(64,370)
Subtotal	2.0	250,565	284,519
Recommended Changes for FY 2002			
Total Recommendation	2.0	250,565	284,519

Women's Services — Cost Center 4620
Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2001 Approved Budget	8.3	774,419	1,363,331
Board Approved Adjustments During FY 2001	1.5	(50,643)	
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	-0.8	(37,886)	
Internal Service Funds Adjustment		176	
Other Required Adjustments		30,414	12,799
Subtotal	9.0	716,480	1,376,130
Recommended Changes for FY 2002			
Total Recommendation	9.0	716,480	1,376,130

Prevention Services — Cost Center 4630
Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2001 Approved Budget	8.5	2,259,611	321,278
Board Approved Adjustments During FY 2001		405,000	35,000
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments		38,426	
Internal Service Funds Adjustment		235,213	
Other Required Adjustments		(383,335)	(34,474)
Subtotal	8.5	2,554,915	321,804
Recommended Changes for FY 2002			
Total Recommendation	8.5	2,554,915	321,804

Residential Administration — Cost Center 4640
Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2001 Approved Budget	14.0	1,118,146	
Board Approved Adjustments During FY 2001			
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments		64,617	
Internal Service Funds Adjustment		(206)	
Other Required Adjustments			0
Subtotal	14.0	1,182,557	
Recommended Changes for FY 2002			
Total Recommendation	14.0	1,182,557	

Homeless Project — Cost Center 4642
Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2001 Approved Budget	4.0	279,547	153,809
Board Approved Adjustments During FY 2001			
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments		13,915	
Internal Service Funds Adjustment			
Other Required Adjustments		(4,000)	(85,000)
Subtotal	4.0	289,462	68,809
Recommended Changes for FY 2002			
Total Recommendation	4.0	289,462	68,809

Treatment & Recovery Administration — Cost Center 4645
Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2001 Approved Budget	9.1	738,835	
Board Approved Adjustments During FY 2001		44,550	
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments		37,960	
Internal Service Funds Adjustment		18,770	
Other Required Adjustments		(49,564)	0
Subtotal	9.5	790,551	
Recommended Changes for FY 2002			
Total Recommendation	9.5	790,551	

Methadone Treatment/Medical Services Admin — Cost Center 4650
Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2001 Approved Budget	18.1	1,514,432	
Board Approved Adjustments During FY 2001		50,000	
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	1.9	90,800	
Internal Service Funds Adjustment		850	
Other Required Adjustments		114,478	0
Subtotal	20.0	1,770,560	
Recommended Changes for FY 2002			
Total Recommendation	20.0	1,770,560	

Central Center — Cost Center 4652
Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2001 Approved Budget	9.0	660,216	21,000
Board Approved Adjustments During FY 2001	1.0	27,768	
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	-2.0	(108,359)	
Internal Service Funds Adjustment		(4,040)	
Other Required Adjustments		18,344	0
Subtotal	8.0	593,929	21,000
Recommended Changes for FY 2002			
Total Recommendation	8.0	593,929	21,000

East Valley Clinic — Cost Center 4654
Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2001 Approved Budget		7,726	
Board Approved Adjustments During FY 2001		100,000	
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments			
Internal Service Funds Adjustment		859	
Other Required Adjustments		(81,651)	0
Subtotal		26,934	
Recommended Changes for FY 2002			
Total Recommendation		26,934	

Central Valley Clinic — Cost Center 4655
Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2001 Approved Budget	22.6	1,756,079	443,500
Board Approved Adjustments During FY 2001			
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	-0.6	38,337	
Internal Service Funds Adjustment			
Other Required Adjustments		(182,159)	0
Subtotal	22.0	1,612,257	443,500
Recommended Changes for FY 2002			
Total Recommendation	22.0	1,612,257	443,500

North County Center — Cost Center 4656
Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2001 Approved Budget	3.5	279,287	18,000
Board Approved Adjustments During FY 2001	0.5	24,074	
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	2.0	143,380	
Internal Service Funds Adjustment		458	
Other Required Adjustments		(10,299)	0
Subtotal	6.0	436,900	18,000
Recommended Changes for FY 2002			
Total Recommendation	6.0	436,900	18,000

South County Clinic — Cost Center 4657
Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2001 Approved Budget	6.0	430,239	105,500
Board Approved Adjustments During FY 2001	1.0	31,239	
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments		75,978	
Internal Service Funds Adjustment		(1,633)	
Other Required Adjustments		12,445	0
Subtotal	7.0	548,268	105,500
Recommended Changes for FY 2002			
Total Recommendation	7.0	548,268	105,500

Stride Clinic — Cost Center 4658
Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2001 Approved Budget	5.0	538,651	18,000
Board Approved Adjustments During FY 2001			
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments		15,646	
Internal Service Funds Adjustment		(21,647)	
Other Required Adjustments		(19,383)	0
Subtotal	5.0	513,267	18,000
Recommended Changes for FY 2002			
Total Recommendation	5.0	513,267	18,000

West Valley Center — Cost Center 4659
Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2001 Approved Budget	5.5	403,121	28,000
Board Approved Adjustments During FY 2001			
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments		23,275	
Internal Service Funds Adjustment		1,998	
Other Required Adjustments		(14,748)	2,000
Subtotal	5.5	413,646	30,000
Recommended Changes for FY 2002			
Total Recommendation	5.5	413,646	30,000

Bay Area Services Network (BASN) Programs — Cost Center 4670
Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2001 Approved Budget	8.0	1,707,796	500,000
Board Approved Adjustments During FY 2001	3.0	764,290	513,156
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	0.6	93,447	
Internal Service Funds Adjustment		1,332	
Other Required Adjustments		(818,238)	(513,156)
Subtotal	11.5	1,748,627	500,000
Recommended Changes for FY 2002			
Total Recommendation	11.5	1,748,627	500,000

Contract Services — Cost Center 4671
Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2001 Approved Budget		8,654,260	
Board Approved Adjustments During FY 2001		313,000	226,593
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments			
Internal Service Funds Adjustment		142,252	
Other Required Adjustments		(857,656)	(226,593)
Subtotal		8,251,856	
Recommended Changes for FY 2002			
Total Recommendation		8,251,856	

Proposition 36 — Cost Center 4672
Major Changes to the Budget

	Positions	Appropriations	Revenues

BASN Services — Cost Center 4673
Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2001 Approved Budget		915,365	1,033,348
Board Approved Adjustments During FY 2001			
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments			
Internal Service Funds Adjustment			
Other Required Adjustments		(21,255)	(21,255)
Subtotal		894,110	1,012,093
Recommended Changes for FY 2002			
Total Recommendation		894,110	1,012,093

Calworks Program — Cost Center 4675
Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2001 Approved Budget	3.5	(2,184)	
Board Approved Adjustments During FY 2001			
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments		(11,666)	
Internal Service Funds Adjustment			
Other Required Adjustments		48,073	0
Subtotal	4.0	34,223	
Recommended Changes for FY 2002			
Total Recommendation	4.0	34,223	

Dependency Drug Treatment Court — Cost Center 4676
Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2001 Approved Budget	2.1	895,408	
Board Approved Adjustments During FY 2001	1.0	2,741	
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	0.9	20,347	
Internal Service Funds Adjustment			
Other Required Adjustments		(31,414)	0
Subtotal	4.0	887,082	
Recommended Changes for FY 2002			
Total Recommendation	4.0	887,082	

Community Outreach Programs

Mission

The mission of the Community Outreach Programs Department is to help schools, County departments, nonprofit agencies and the community design, implement and coordinate a responsive system of service delivery on school sites, and to improve the health of children and their families in Santa Clara County through greater access to healthcare coverage through increased enrollment and retention in Medi-Cal, Healthy Families, or Healthy Kids.

Cost: $7,581,129

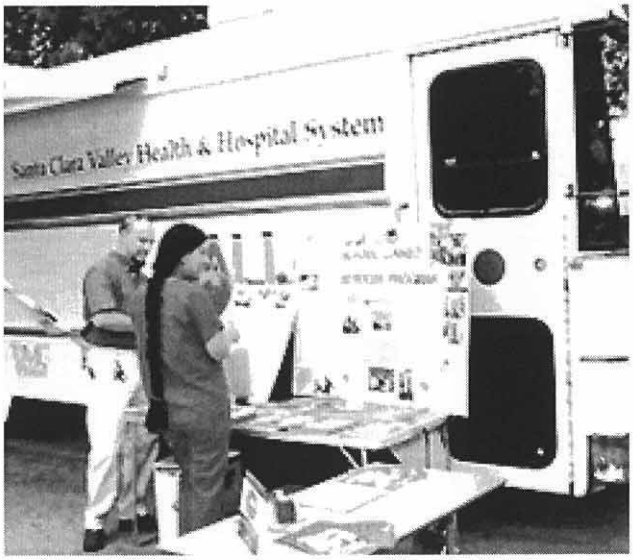
Goals

School Linked Services

- Strengthen the link between schools, families and available resources
- Build upon existing multi-disciplinary teams in school sites
- Broker additional services based on the identified assets/needs of the community

Medi-Cal Outreach Program

- Maximize number of enrollments of the three insurance programs under the Children's Health Initiative: Medi-Cal, Healthy Families, and Healthy Kids
- Optimize the number retentions of those currently enrolled in these programs



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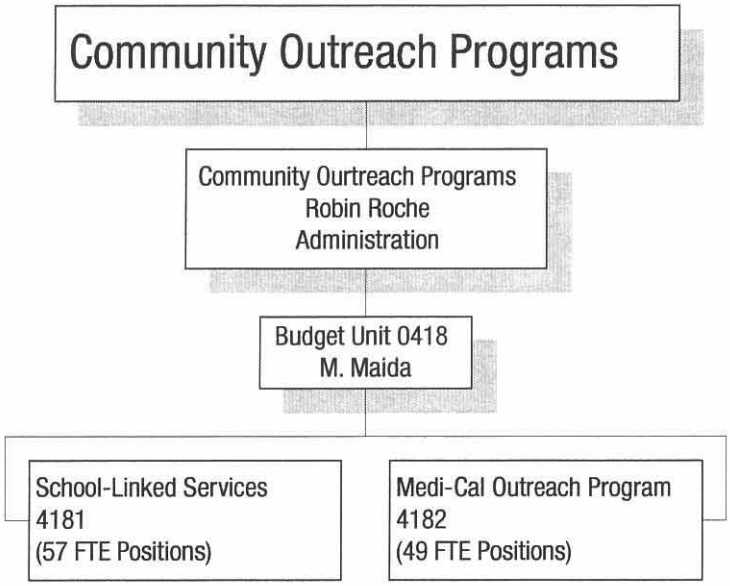
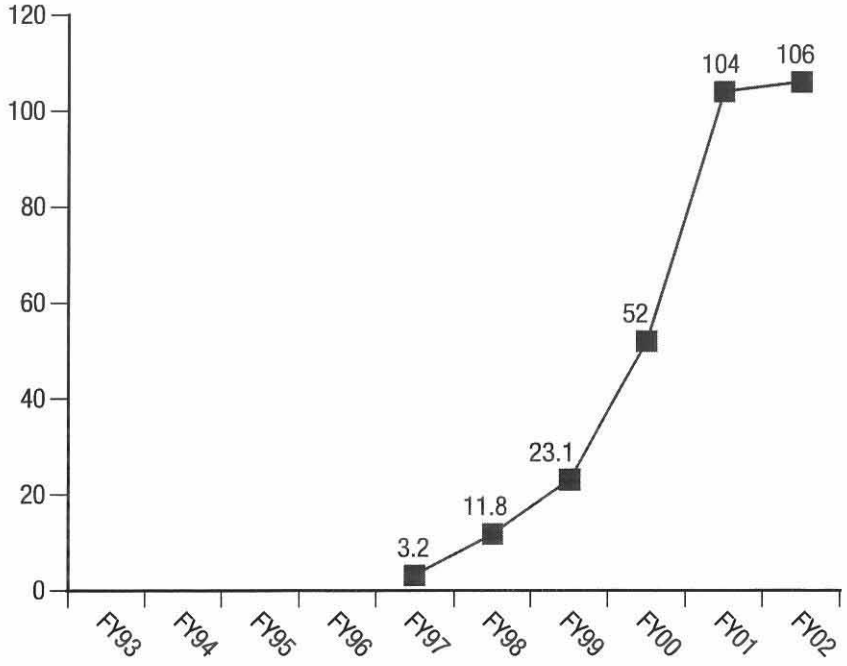


10-Year Staffing Trend



Community Outreach Programs

Overview

The Community Outreach Programs Department is comprised of the School-Linked Services and Medi-Cal Outreach programs. The Recommended Budget includes 7 positions for Cluster 3, Andrew Hill High School, which were added to the School-Linked Services Program by the Board of Supervisors at the FY 2001 Mid-year Budget Review.

School-Linked Services Program

School-linked Services was established in 1994 with the intent of coordinating services for children and families on school sites. The program is recognized for its unique ability to strengthen the link between schools, families, and available local resources. In 1998, the SLS program took a cluster approach to service delivery, focusing on elementary schools that feed into one identified high school in order to provide continuous services throughout the child's development. Fiscal Year 2000 has been focused on structural and service improvements which will allow the program to serve clients in the most efficient and effective ways possible.

Time spent on school site screenings has been particularly beneficial, and has led to program improvements as well as increased staff morale.

FY 2001 Accomplishments

- Hired a master trainer who completed over 100 trainings with SLS staff, thereby making staff capable of best practices for prevention/early intervention.
- Continued to expand into planned school clusters
- Research study with Stanford was forwarded to the Institutional Review Board (IRB) and was not approved
- Increased service utilization to Asian and Pacific Islander populations by 32%

FY 2002 Planned Accomplishments:

- Continue to expand into additional clusters
- Develop a consistent set of practice standards across clusters and within disciplines
- Continue to expand on internal training program using best practices and providing discipline specific training and supervision opportunities
- Fully develop the Healthy Start component and its link to School-Linked Services
- Complete planning and implementation of a strong evaluation component

Medi-Cal Outreach Program

In Fiscal Year 1998, the Board of Supervisors approved one-time funding for a six month Medi-Cal Outreach pilot project to conduct community outreach and enrollment for Medi-Cal applicants. The program is jointly administered by the Public Health Department, Community Outreach Programs, and the Social Services Agency. The program has retained ongoing funding, and costs are now partially offset by State grants.

In June 1998, the Medi-Cal Outreach Project incorporated the Healthy Families Program into its scope of activities. The staff in the project conduct community outreach for the residents of Santa Clara County who are potentially eligible for these programs and assist them with the application process. They also conduct follow-up outreach to individuals who have been denied benefits or who are at risk due to incomplete documentation.

In Fiscal Year 2001, the program became an integral part of the Children's Health Initiative implementation. The staff assists each applicant in the eligibility process for Medi-Cal, Healthy Families, or Healthy Kids.

The outreach workers, financial counselors and eligibility workers are outstationed at clinics, community-based organizations, schools and faith-based organizations allowing community residents a "one-stop" service when applying for these programs.

Performance Based Budget Effort

The Medi-Cal Outreach Program has developed a Performance Plan For Fiscal Year 2002. This plan is expected to be developed further in subsequent years to include School Linked Services and include other appropriate performance measurement indicators as they become available. The following text explains the strategies Medi-Cal Outreach will be using to accomplish the program goals.

Maximize number of enrollments

The program will maximize the number of enrollments of the three insurance programs under the Children's Health Initiative through better education of potential applicants about access to health coverage, and coordination of the referral and enrollment system

In order to measure the success of efforts to maximize enrollments the program will focus on indicators that report the number of applications assisted (with the number of children represented by these applications), the number of enrollments, and the number of uninsured children remaining. The collection and reporting of this data is under development.

During the planning phase of the Children's Health Initiative, the Packard Foundation estimated 71,000 uninsured children for years 1997 and 1998 with about 51,000 eligible for Medi-Cal or Healthy Families. It is important to note that from January 1, 2001 to April 11, 2001, over 5,000 applications (representing 8,210 children) were assisted with 2,316 children enrolled in Healthy Kids. In using this data as a background, it is clear to see the FY 2002 targets below are aggressive goals.

Maximize number of enrollments

Indicator	FY 2002 Target
Number of Applications Assisted	18,325
Children represented in these Applications	28,400

- Better education of potential applicants will be accomplished by conducting effective public information campaigns. These campaigns will include mass enrollment events, targeted neighborhood and patient outreach, and via the Children's Health Initiative toll-free phone line.
- Coordination of the referral and enrollment system will be accomplished through joint project planning with Social Services Agency. This joint planning will focus on ensuring efficient referrals from the Children's Health Initiative toll-free phone line to certified Application Specialists, and ensuring an efficient application process conducted at clinics with patients who are eligible for one of these programs or mass enrollment events.

Optimizing the number of retentions

This requires collaborative work with the Social Services Agency. The Social Services Agency has direct purview of these records. The Medi-Cal Outreach Program will work collaboratively with its counterpart at the Social Services Agency, the Department of Employment Benefits and Services (DEBS) to ensure timely reports on this information.

Community Outreach Programs
County Executive's Recommendation

Advancement of Board Priorities

The County Executive's recommendations for the Community Outreach Programs are intended to advance the Board of Supervisors' priority of focusing on Prevention Strategies. Community Outreach Programs are designed to expand health care services, enable at-risk youth to be safe and healthy, use local community, self-identified needs assessments to allocate funds for prevention and early intervention programs, and assist low-income, refugee, and immigrant families' self-sufficiency with healthcare.

General Fund Recommendations

Medi-Cal Outreach Staffing Changes

Recommendation

The County Executive recommends the staffing mix changes requested by the department to better meet performance goals. This recommendation has a zero net cost.

- Add 2 Prevention Analyst positions
- Add 4 Health Education Associate positions
- Delete 12 Community Worker positions
- Delete 3 Unclassified Community Worker positions
- Reduce Medi-Cal Administrative revenue

Background

As the role of Medi-Cal Outreach expands to support the Children's Health Initiative, enhancements in staff training and support have been identified as critical needs in the program.

Prevention Analysts will assess the training needs of County agencies, schools, and community-based agencies that target children and their parents, and develop training plans to ensure that staff is ready and able to assist eligible applicants.

Health Education Associates will support the Prevention Analysts and be part of a multi-disciplinary team who contribute resources and expertise while meeting regularly to assist identifing training needs and implement training modules.

For FY 02, Medi-Cal Administrative Activities revenues have been revised to more realistically reflect this year's hiring and retention patterns of program staff. There are fewer reimbursements from the State as a result of fewer positions filled whose activities may be reimbursed through the County's Medi-Cal Administrative Activities Claiming Plan filed with the State Department of Health Services.

Anticipated Outcome

As a result of these staffing changes Medi-Cal Outreach will be better able to accomplish its performance goals. This recommendation is intended to enhance the training and staff support needed to maximize the number of enrollments with better education and coordination.

Total Reduction in Cost: $148,799

There is a corresponding reduction in revenue

Community Outreach Programs — Budget Unit 0418
Expenditures by Cost Center

CC	Cost Center Name	FY 2000 Actual	FY 2001 Appropriations Approved	FY 2001 Appropriations Adjusted	FY 2002 Recommended	Amount Chg From FY 2001 Approved	% Chg From FY 2001 Approved
4181	School-Linked Services		3,956,650	4,224,954	4,684,829	728,179	18
4182	Medi-Cal Outreach		2,826,434	2,826,434	2,896,300	69,866	2
	Total Expenditures	0	6,783,084	7,051,388	7,581,129	798,045	12%

Community Outreach Programs — Budget Unit 0418
Revenues by Cost Center

CC	Cost Center Name	FY 2000 Actual	FY 2001 Appropriations Approved	FY 2001 Appropriations Adjusted	FY 2002 Recommended	Amount Chg From FY 2001 Approved	% Chg From FY 2001 Approved
4182	Medi-Cal Outreach		2,105,882	2,105,882	1,957,083	(148,799)	-7
	Total Revenues		2,105,882	2,105,882	1,957,083	(148,799)	-7%

School-Linked Services — Cost Center 4181
Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2001 Approved Budget	49.5	3,956,650	
Board Approved Adjustments During FY 2001	7.0	268,304	
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	0.5	163,939	
Internal Service Funds Adjustment		28,248	
Other Required Adjustments		267,688	0
Subtotal	57.0	4,684,829	
Recommended Changes for FY 2002			
Total Recommendation	57.0	4,684,829	

Medi-Cal Outreach — Cost Center 4182
Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2001 Approved Budget	35.3	2,826,434	2,105,882
Board Approved Adjustments During FY 2001			
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	18.8	173,836	
Internal Service Funds Adjustment		117,932	
Other Required Adjustments		(73,103)	0
Subtotal	54.0	3,045,099	2,105,882
Recommended Changes for FY 2002			
1. Medical Outreach Staffing Changes	-5.0	(148,799)	(148,799)
Medi-Cal Outreach Program staffing mix changes to better meet the needs of the department and to adjust revenues based on revised revenue projections.			
Subtotal	-5.0	(148,799)	(148,799)
Total Recommendation	49.0	2,896,300	1,957,083

Children's Health Initiative

Overview

The Children's Health Initiative is new this year established by the Board of Supervisors during the FY 2001 budget hearings. This fund is part of a countywide partnership with other government agencies and private organizations to provide health insurance to every child in Santa Clara County. This fund participates in a program which provides a new insurance product, Healthy Kids, for all children with family income at or below 300% of the Federal Poverty Level who are not otherwise able to obtain healthcare coverage.

Cost: $3,000,000

The Children's Health Initative is funded by a portion of the Tobacco Settlement funds. Annually, $3,000,000 will be used to contract with the Santa Clara Family Health Plan for the purposes of underwriting premiums for eligible children, funding "start up" such as legal counsel and information systems, and funding for outreach, application assistance and education. Further, these funds will be used to leverage other funding opportunities from both foundations and the business community.

Childrens Health Initiative — Budget Unit 0612
Expenditures by Cost Center

CC	Cost Center Name	FY 2000 Actual	FY 2001 Appropriations Approved	FY 2001 Appropriations Adjusted	FY 2002 Recommended	Amount Chg From FY 2001 Approved	% Chg From FY 2001 Approved
6112	Childrens Health Initiative			3,000,000	3,000,000	3,000,000	
	Total Expenditures	0	0	3,000,000	3,000,000	3,000,000	0%

Childrens Health Initiative — Budget Unit 0612
Revenues by Cost Center

CC	Cost Center Name	FY 2000 Actual	FY 2001 Appropriations Approved	FY 2001 Appropriations Adjusted	FY 2002 Recommended	Amount Chg From FY 2001 Approved	% Chg From FY 2001 Approved
6112	Childrens Health Initiative			3,000,000	3,000,000	3,000,000	0
	Total Revenues			3,000,000	3,000,000	3,000,000	0%

Childrens Health Initiative — Cost Center 6112
Major Changes to the Budget

	Positions	Appropriations	Revenues
Childrens Health Initiative (Fund Number 0012)			
FY 2001 Approved Budget			
Board Approved Adjustments During FY 2001		3,000,000	3,000,000
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments			
Internal Service Funds Adjustment			3,000,000
Other Required Adjustments			(3,000,000)
Subtotal		3,000,000	3,000,000
Recommended Changes for FY 2002			
Total Recommendation		3,000,000	3,000,000

PROP 99 Non-County Hospital and Physician Funds

Overview

The Tobacco Tax and Health Protection Act of 1988 (Proposition 99) allocates a portion of tobacco tax revenues for county health services. This budget unit contains the Non-County hospitals and physicians accounts for Proposition 99 tobacco tax funds which are disbursed by Santa Clara Valley Medical Center to non-County hospitals and physicians in Santa Clara County. The Non-County hospital funds are allocated to certain hospitals based on their amount of bad debt resulting from providing care to unsponsored patients, as reported to the State.

Cost: $800,000

This budget has been revised to reflect the State's Fiscal Year 2002 actual allocations of funds. Fund 15, the Non-County hospitals and physicians fund is budgeted for $500,000 in revenues and expenses, a $100,000 decline from Fiscal Year 2001. Fund 17, the Emergency Medical Services Non-County account is budgeted at $300,000, a decrease of $100,000 from Fiscal Year 2001. The amounts are based on the Fiscal Year 2001 actuals to date.

Prop 99 Non-County Hospital Fund — Budget Unit 0721
Expenditures by Cost Center

CC	Cost Center Name	FY 2000 Actual	FY 2001 Appropriations Approved	FY 2001 Appropriations Adjusted	FY 2002 Recommended	Amount Chg From FY 2001 Approved	% Chg From FY 2001 Approved
7000	Prop 99 Non-County Hospital Fund		1,000,000	1,000,000	800,000	(200,000)	-20
	15 Prop 99 Non-County Hospital Fund		600,000	600,000	500,000	(100,000)	-17
	17 AB-75 CHIP Physicians		400,000	400,000	300,000	(100,000)	-25
	Total Expenditures	0	1,000,000	1,000,000	800,000	(200,000)	-20%

Prop 99 Non-County Hospital Fund — Budget Unit 0721
Revenues by Cost Center

CC	Cost Center Name	FY 2000 Actual	FY 2001 Appropriations Approved	FY 2001 Appropriations Adjusted	FY 2002 Recommended	Amount Chg From FY 2001 Approved	% Chg From FY 2001 Approved
7000	Prop 99 Non-County Hospital Fund		1,000,000	1,000,000	800,000	(200,000)	-20
	15 Prop 99 Non-County Hospital Fund		600,000	600,000	500,000	(100,000)	-17
	17 AB-75 CHIP Physicians		400,000	400,000	300,000	(100,000)	-25
	Total Revenues		1,000,000	1,000,000	800,000	(200,000)	-20%

Prop 99 Non-County Hospital Fund — Cost Center 7000
Major Changes to the Budget

	Positions	Appropriations	Revenues
Prop 99 Non-County Hospital Fund (Fund Number 0015)			
FY 2001 Approved Budget		600,000	600,000
Board Approved Adjustments During FY 2001			
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments			
Internal Service Funds Adjustment			
Other Required Adjustments		(100,000)	(100,000)
Subtotal		500,000	500,000
Recommended Changes for FY 2002			
Fund Subtotal	0.0	500,000	500,000
AB-75 CHIP Physicians (Fund Number 0017)			
FY 2001 Approved Budget		400,000	400,000
Board Approved Adjustments During FY 2001			
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments			
Internal Service Funds Adjustment			
Other Required Adjustments		(100,000)	(100,000)
Subtotal		300,000	300,000
Recommended Changes for FY 2002			
Fund Subtotal	0.0	300,000	300,000
Total Recommendation		800,000	800,000

Valley Health Plan

Mission

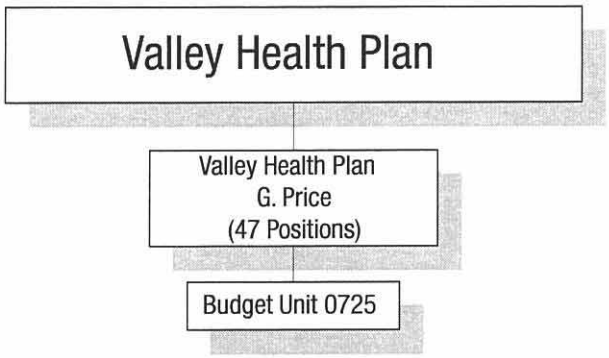
The mission of the Valley Health Plan is to improve the health and satisfaction of its membership and to support the mission of the Santa Clara Valley Health and Hospital System.

Goals

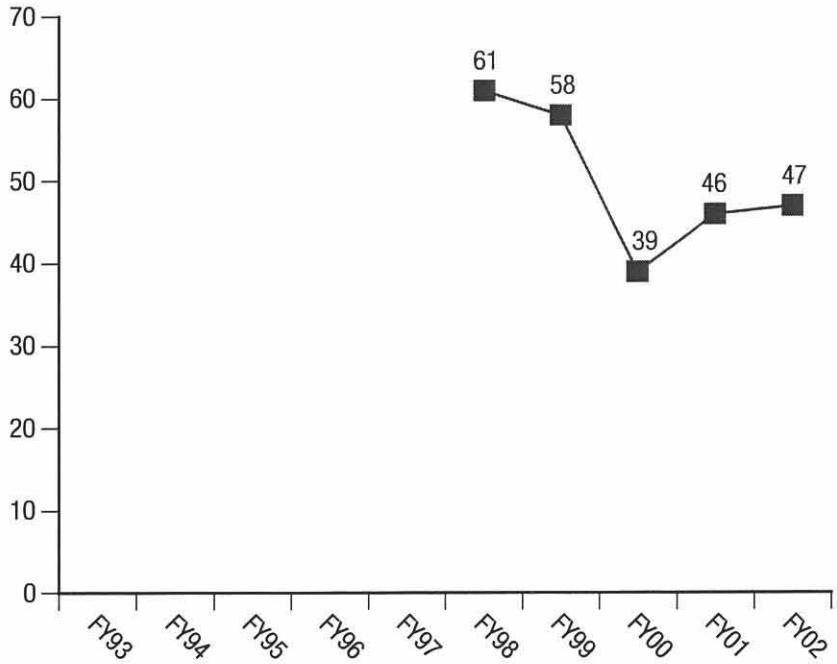
- Increase member enrollment
- Continue implementing a quality improvement program for all VHP network providers and to report progress to the Health and Hospital Committee
- Continually improve staff performance and linkage to CPM
- Implement a compliance program for the entire VHP network
- Improve VHP information systems reporting and operations
- Remain cost competitive and financially viable

Cost: $42,496,711

Staff: 47



10-Year Staffing Trend



Valley Health Plan

Overview

Valley Health Plan (VHP) is a state-licensed health care service plan owned and operated by Santa Clara County and administered by the Santa Clara Valley Health and Hospital System. Since its creation in 1985, VHP has been a medical insurance coverage option available to County employees and retirees with a provider network including Santa Clara Valley Medical Center (SCVMC), the SCVMC ambulatory network, the community clinics and three commercial medical groups.

In 1997, the plan also began to enroll Medi-Cal eligibles. In general, these Medi-Cal beneficiaries are women and children receiving Temporary Assistance For Needy Families (TANF) and medically indigent children. Santa Clara County uses the State's "two-plan" Medi-Cal Managed Care model, consisting of a locally organized health care system (called the local initiative) and a single commercial plan. The Santa Clara County Health Authority is the independent entity governing the local initiative, known as the Santa Clara Family Health Plan (SCFHP). All 11 members of the Health Authority's Board of Directors are appointed by the County Board of Supervisors. Two members of the Board of Supervisors also serve on the Board of Directors.

Also in 1997, Valley Health Plan amended its State Department of Corporations license and expanded its provider network to include the local community clinics, Regional Medical Center, Lucile Packard Children's Hospital and other traditional safety net providers of health care to Medi-Cal and underserved populations. To accommodate these new relationships and responsibilities, creation of a new enterprise fund and budget unit, distinct from SCVMC, was approved by the Board of Supervisors in January of 1997.

In late 1998, the plan began enrolling children through the State's Healthy Families program. VHP also manages Blue Cross Medi-Cal Managed Care members assigned to VMC.

In September 2000, the plan began enrolling In Home Support Services Workers and employees of the Council on Aging. Santa Clara County is the second county in the State of California to offer health care coverage to its In Home Support Services Workers.

In 2001, Valley Health Plan began enrolling children through the Santa Clara County Healthy Kids program. The Healthy Kids program provides health insurance for uninsured children with a family income at or below 300% of the Federal Poverty Level in Santa Clara County who do not qualify for Medi-Cal or Healthy Families.

Fiscal Year 2001 Accomplishments

- Increased Santa Clara County membership by 11% and exceeded forecasted membership by 3%.
- Increased Revenues by 6%.
- Enrolled over 2,000 members in Healthy Kids
- Healthy Families sustained continuous growth with membership showing an increase of 45%.
- Began enrolling In Home Support Services Workers and employees of the Council on Aging.

Fiscal Year 2002 Planned Accomplishments

- Meet financial and enrollment targets.
- Support the implementation of the Healthy Kids insurance product and the Children's Health Initiative.
- Lead the implementation of the new managed care legislation within the VHP network.
- Expand and adjust the VHP network to respond to changes in the Medi-Cal and Commercial markets as well as to member and provider needs.
- Improve operational performance through organization and systems design, staff team building, training and development.
- Continue to implement strategies to improve the health of members and patients and increase access to services.
- Refine VHP financial management and claims adjudication system through systems design, regulatory corrective action plan, and improved financial tracking of plan expenses.

Valley Health Plan
County Executive's Recommendation

Advancement of Board Priorities

The County Executive's recommendations for the Valley Health Plan (VHP) are focused on meeting the Board's priorities in the areas of providing access to high quality health care for all residents, regardless of the ability to pay. The recommendations provide for Valley Health Plan's supporting role in the anticipated increase in Managed Care enrollment from the expansion of Healthy Families and the start of Santa Clara County's new health insurance product, Healthy Kids, for children with a family income at or below 300% of the Federal Poverty Level who are not otherwise able to obtain healthcare coverage. The recommendations also focus on enhancing the County's fiscal integrity and accountability and continuous quality improvement.

Budget Assumptions

Medi-Cal Managed Care (MCMC) Enrollment

The number of Medi-Cal lives for Fiscal Year 2002 is expected to remain constant at 25,000. The trend in Medi-Cal has been a slow decline all over the State, which is expected to level off due to a continued slow economic growth, low unemployment and the continuing effects of welfare reform. During FY 2001, there was a rate increase per Medi-Cal managed care life.

In Fiscal Year 2001, the Medi-Cal Managed Care program was budgeted at a net income of $362,501. For Fiscal Year 2002, the net income has been reduced to $206,000. This represents a revenue increase of $1,900,694 from the Medi-Cal rate increase and increased expenditures of $2,057,195.

Commercial /County Enrollment

The number of county lives are forecast at 15,800. This is a significant increase of 7,800 over Fiscal Year 2001 due to new anticipated enrollment of 5,000 in Healthy Families and 2,800 in Healthy Kids. Commercial enrollment is forecast to remain constant with 8,000 members.

In Fiscal Year 2001, the Managed Care Commercial/County program was budgeted at a net loss of $322,202. For Fiscal Year 2002, this amount has been reduced to a net loss of $134,693. Revenues are expected to increase $5,173,135 and expenses are expected to increase $4,985,626.

Valley Health Plan as a whole is budgeted at $71,307 net income, a 77% increase of $31,008.

Enterprise Fund Recommendation

Revenue and Expense Added for Increases in Enrollment

Recommended: The County Executive recommends the addition of operating expenses to provide healthcare for the anticipated enrollment increases. This increase is entirely offset by projected revenue from the increased enrollment.

Background: As membership increases revenue increases, however the plan must then pay a healthcare expense rate per member to the healthcare providers for the additional members

Anticipated Outcome: The increased expense will provide healthcare and membership services to the additional enrolled members.

Total Cost $7,042,821
Offset entirely by revenue

Valley Health Plan Pro-Formas

Valley Health Plan Fund

	Medi-Cal Managed Care	Commercial (County)	Total
FTEs & Statistics			
FTEs	23.9	16.1	40.0
Average Monthly Enrollment	25,000	15,800	40,800
OPERATIONS			
Revenues			
County	–	16,135,874	16,135,874
Medi-Cal Managed Care	26,432,144	–	26,432,144
Total Revenue	26,432,144	16,135,874	42,568,018
Operating Expenses			
Payroll	1,696,762	1,084,757	2,781,519
Health Care Costs	22,460,904	14,832,160	37,293,064
Other Services and Supplies	271,480	353,650	625,130
County Overhead	293,177	–	293,177
SCVHHS Corporate Cost Allocation	105,000	–	105,000
Transfers	1,398,821	–	1,398,821
Total Expenses	26,226,144	16,270,567	42,496,711
Operating Income/(Loss)	206,000	(134,693)	71,307
Projected County Subsidy			
Net Income/(Loss)	206,000	(134,693)	71,307

Valley Health Plan — Budget Unit 0725
Expenditures by Cost Center

			FY 2001 Appropriations				
CC	Cost Center Name	FY 2000 Actual	Approved	Adjusted	FY 2002 Recommended	Amount Chg From FY 2001 Approved	% Chg From FY 2001 Approved
7250	Valley Health Plan	37,933,010	35,453,890	35,451,193	42,496,711	7,042,821	20
	Total Expenditures	37,933,010	35,453,890	35,451,193	42,496,711	7,042,821	20%

Valley Health Plan — Budget Unit 0725
Revenues by Cost Center

			FY 2001 Appropriations				
CC	Cost Center Name	FY 2000 Actual	Approved	Adjusted	FY 2002 Recommended	Amount Chg From FY 2001 Approved	% Chg From FY 2001 Approved
7250	Valley Health Plan	38,974,033	35,494,189	35,494,189	42,568,018	7,073,829	20
	Total Revenues	38,974,033	35,494,189	35,494,189	42,568,018	7,073,829	20%

Valley Health Plan — Cost Center 7250
Major Changes to the Budget

	Positions	Appropriations	Revenues
VHP-Valley Health Plan (Fund Number 0380)			
FY 2001 Approved Budget	45.7	35,453,890	35,494,189
Board Approved Adjustments During FY 2001	1.0	(2,697)	
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	0.3	161,174	
Internal Service Funds Adjustment		238,245	
Other Required Adjustments		179,016	0
Subtotal	47.0	36,029,628	35,494,189
Recommended Changes for FY 2002			
1. Increases in enrollment		6,467,083	7,073,829
Due to the anticipated increases in the number of eligible enrollees in Healthy Families and Healthy Kids. Revenues and Expenses are being increased to allow for the expected growth.			
Subtotal	0.0	6,467,083	7,073,829
Total Recommendation	47.0	42,496,711	42,568,018

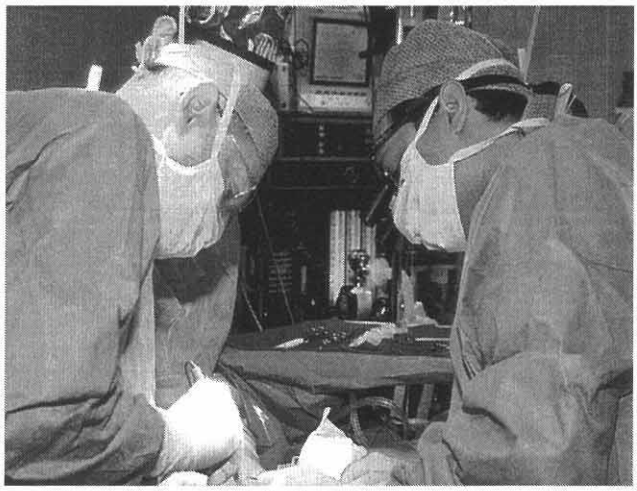
Santa Clara Valley Medical Center

Mission

The mission of Santa Clara Valley Medical Center is to provide:

- High quality, cost-effective medical care to all persons in Santa Clara County regardless of their ability to pay;
- A wide range of inpatient, outpatient and emergency services within resource constraints;
- An environment within which the needs of our patients are paramount and where patients, their families and all our visitors are treated in a compassionate, supportive, friendly and dignified manner;
- A setting within which quality medical education and professional training are conducted for the welfare and benefit of our patients and community; and
- A workplace which recognizes and appreciates our employees and allows employees to realize their full work potential

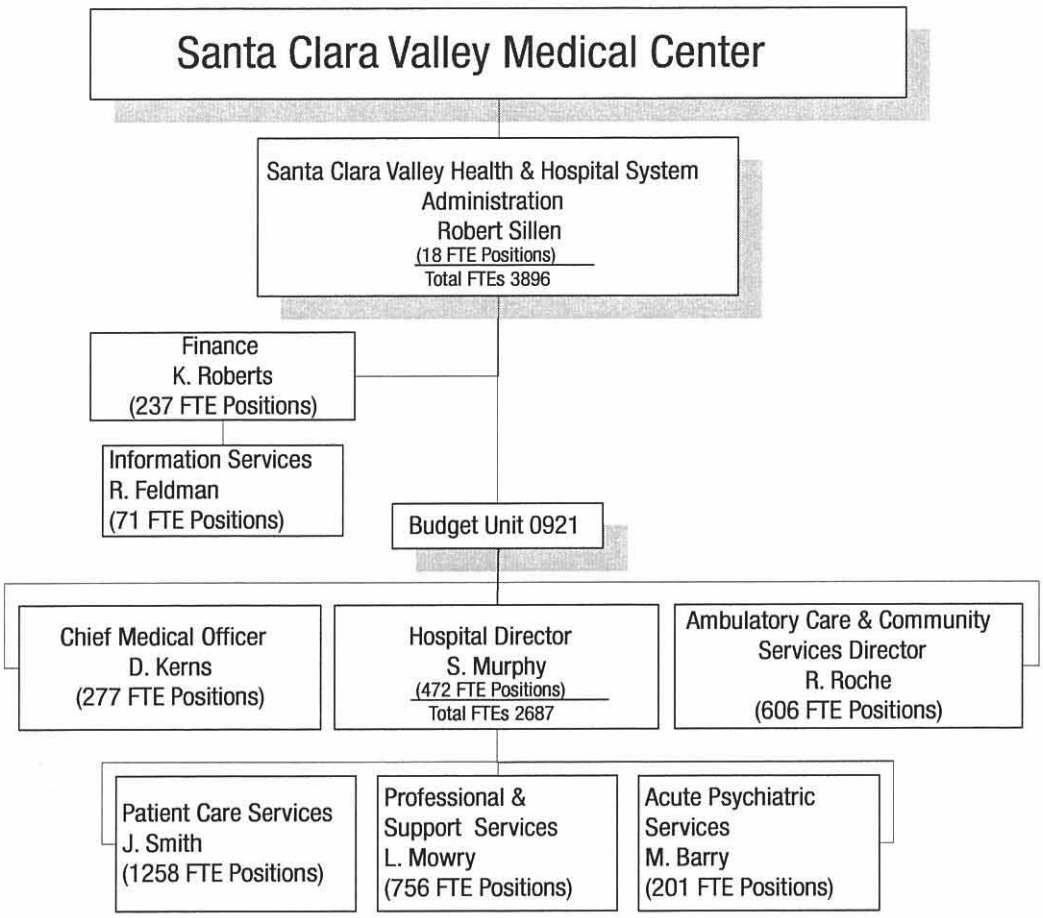
Cost: $614,954,585



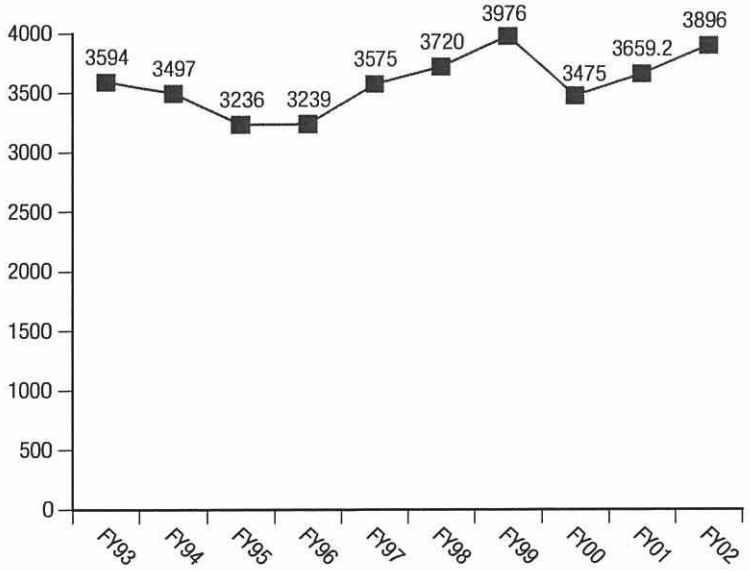
Staff: 3,896

Goals

- Pursue Santa Clara Valley Medical Center's (SCVMC's) financial viability in the public interest
- Directly provide and control Hospital services
- Position delivery system for health care reform
- Build a system and a network of providers through relationships with community-based clinics and other private providers
- Plan for flexible facility uses in the future.



10-Year Staffing Trend



Santa Clara Valley Medical Center

Overview

Santa Clara Valley Medical Center (SCVMC) is a public hospital operated by the County of Santa Clara. Founded in 1876, SCVMC has maintained a long tradition of service to the people of Santa Clara County. Each year, SCVMC provides over 20,000 admissions for inpatient care and over 500,000 outpatient visits. SCVMC has maintained its Open Door Policy to provide high quality, cost-effective healthcare to all residents regardless of ability to pay. SCVMC is affiliated with the Stanford University School of Medicine, and with schools of nursing, allied health professional training and research centers in the San Francisco Bay Area.

In addition to the primary care level of service, SCVMC provides sophisticated specialty medical programs, many of which are locally available only at SCVMC. Many services extend beyond Santa Clara County, reaching the five-county Bay Area region or even all of Northern California. Specialty programs include the Rehabilitation Center, ranked as one of the nation's best in 1998, which includes comprehensive spinal cord and head injury care; a regional eight-bed Burn Center; the Trauma Center, Emergency Department, Paramedic Base Station, and Lifeflight Helicopter Station; a Level III Neonatal Intensive Care Unit; and a High Risk Pregnancy Program which cares for the most critical cases from SCVMC and other area hospitals.

In addition to SCVMC, the Santa Clara Valley Health & Hospital System provides an extensive array of healthcare service through a network of neighborhood Health Centers. Eight neighborhood Health Centers are located throughout Santa Clara County and offer adult Medicine, Geriatric, Obstetrics/Gynecology, Pediatric, Urgent and Sub-Specialty care.

The New Main Hospital facility has been open since January, 1999. The building includes state-of-the-art facilities with new operating rooms and diagnostic imaging capabilities. A total of 154 inpatient beds are in the New Main Hospital to provide care in the following areas: Neonatal Intensive Care, Pediatric and Pediatric Intensive Care, Adult Intensive and Transitional Care, Neurosurgical Transitional Care, and Labor and Delivery Room (LDR) suites for Maternity Care. Total active acute care licensure for SCVMC is 438 beds.

Emergency Psychiatric Services (EPS), an acute emergency services facility, provides 24-hour a day patient screening, assessment, crisis intervention and stabilization. Barbara Arons Pavilion (BAP), an acute psychiatric hospital, provides short-term inpatient care. The Mental Health Department bears the cost of these services.

Valley Medical Foundation, a private, independent corporation established in 1988 and associated with SCVMC, raises funds to support health and hospital system operations.

Fiscal Year 2001 Accomplishments

- **Outreach:** Formed budget unit 418, which is responsible for community outreach programs to eligible residents for Medi-Cal, Healthy Families, and the new Healthy Kids insurance product. Implemented Healthy Kids on January 1, 2001 and prepared applications for over 4,000 children during the first two months of the program. Opened the Neighborhood Center in Sunnyvale.
- **Ambulatory Care Access:** Improved access to primary care with three physicians, and increased the total number of visits by 8%. Augmented ophthalmology services at East Valley Clinic that allowed for an increase in referral volume of 6.5%. Added third podiatrist that reduced wait time for appointments by 55%.
- **Customer Service:** Delivered customer service training classes for managers and departmental training sessions for staff. Fully implemented the complaint management process, including tracking, trending, and reporting and accomplished improved response times. (96% complaints resolved within 9 days compared to pre-implementation response time of 32 days) Collaboration between Customer Service Department and VMC managers to identify opportunities for service improvement. Organization-wide employee recog-

nition events designed and implemented. Instituted program to acknowledge outstanding examples of individual customer service by employees. Values project moved to its next phase and is using a process of full staff participation, six departments established unit based behavioral expectations for employees that demonstrate the organizational values, assessed performance relative to expectations, and identified performance improvement and evaluation plans.

- **Recruitment and Retention:** Established intragency Health Workforce Team with approved charter. Presented Health Workforce redesign report to ESA and the Health and Hospital Committee. Mentor grant submitted to UCSF. Established internet recruiting, on-line application, a recruitment brochure and an IT fast-track process. Established Health Workforce as priority goal for the Hospital Council and achieved collaboration among South Bay hospitals to develop strategic, synergistic solutions. Established an employee shuttle program for commuters.

- **Financial Performance & Information Systems:** SCVMC is projected to achieve a substantial positive budget variance primarily consisting of one time and ongoing revenues which will be used to support hospital operations in future years. Factors contributing to hospitals ongoing overall improved financial performance include increased inpatient daily census (9.6% increase over FY 2000) and increased net patient revenue (85.3% of all inpatients have some form of third party coverage). Installed Lawson General ledger. Continued to improve patient billing process and accounts receivable management by installing Image Management (electronic storage and retrieval of billing documents).

- **Facilities:** Programming for Medical Office Building is complete. The new Valley Health Center at Franklin-McKinley has been funded and a site at the fairgrounds has been identified for construction. The required SB 1953 Seismic reports have been submitted to the State. VMC is initiating voluntary ancillary seismic upgrade and programming for H-1 seismic upgrade and backfill as well as a core replacement building.

Fiscal Year 2002 Planned Accomplishments

- **Customer Service:** Complete implementation of organization-wide program for assessment of patient satisfaction, continue customer service training and assessment for staff and managers, and operational service enhancements.

- **Continuing Improvement of Patient Care:** Design, implement and assess specific projects that enhance the quality of patient care. This includes establishing a Diabetes Center, increasing capacity for obstetrical epidural anesthesia, improving and increasing reporting of adverse drug reactions, and improving narcotic management systems.

- **Ambulatory Care Systems:** Improve access and efficiency of ambulatory care systems, decompress the ED/UC Reduce appointment wait times in the primary care and specialty clinics, and integrate the community clinics.

- **Expand Revenue Opportunities:** Develop successful implementation of the Children's Health Initiative, develop successful business relationships that can increase ratio of sponsored patients, and expand VHP enrollment Increase occupancy on the fifth floor

- **Recruitment and Retention:** Assure a sufficient supply of well-qualified staff through efforts which streamline the Human Resources processes through workflow redesign, technology improvements, and policy considerations. Propose recommendations for changes in the Merit System rules, reduce the use of extra help by addressing barriers to hiring, support and create legislative remedies to workforce issues, implement innovative pilot strategies to increase workforce supply, collaborate with bargaining units on workforce strategies, and obtain grant funding to finance initiatives and solutions, where possible

- **Leadership Development:** Foster the development of VMC's manager and physician leadership to achieve increased capacity for accomplishing organizational goals, improved relations with unions and workforce morale, improved fiscal health, and increased evidence and consistent demonstration of VMC's values.

- **Information Systems:** Leverage IT to allow VMC to advance its organizational goals by working toward the delivery of a number of initiatives including:

continue the implementation of Core System per schedule Develop the 5-year Strategic Plan for 2002-2006, support computer access for physicians from their desktop, create a consistent standard for SCVHHS Web graphics, and implement Materials Management/Accounts Payable, Operating Room, and Emergency Room tracking systems.

- **Financial:** Continue to improve financial management by installing new budget and financial reporting system, enhance Decision Support capabilities which will allow SCVMC to better assess the cost of medical programs.
- **Facilities Strategic Planning:** Complete facility improvement programming efforts relative to seismic compliance (H-1 east and west links, and the replacement of the Services Building, and other related core services), identify potential core replacement building site and occupants, complete design for Medical Office Building, initiate Franklin-McKinley construction, and identify location(s) and begin programming for new Valley Health Center site(s).

Santa Clara Valley Medical Center
County Executive's Recommendation

Advancement of Board Priorities

The County Executive's recommendations regarding the Santa Clara Valley Medical Center (SCVMC) budget are focused on meeting the Board's priorities in the areas of enhancing the County's fiscal integrity, prevention, access, workforce recruitment and retention, and continuous quality improvement.

Approved recommendations from the Subsidy Task Force have been incorporated into the County Executive's recommended budget process.

Budget Summary

The Recommended Budget for Budget Unit 921, SCVMC, increases the current level of services, with adjustments for average daily census projections, and to meet the demand in selected service areas. Based on the projected patient payor mix and a 30% Medi-Cal outpatient rate increase, net patient revenues are budgeted to increase $22.9 million.

The recommended increase in expenditures is $32.9 million. To meet the shortfall of $10 million between increased revenue and expense, the General Fund Subsidy to SCVMC has been increased $15,385,828 ($4,498,193 in pass through revenue; $346,700 in COLA for unreimbursed county services; $1,846,000 for HIPAA; and $8,694,935 in the general fund grant) in order to reduce the use of one time funds.

The Recommended Budget increases the general fund commitment in order to reduce the reliance on one time funds for ongoing expenditures. In Fiscal Year 2002, it is recommended the use of one time funds be reduced $5,545,661 from $26,786,464 to $21,240,803, a 20% decrease.

General Fund Subsidy

The General Fund subsidy is comprised of four basic elements: pass-through revenues, unreimbursed County services (i.e., medical care to inmates and employee physicals), reimbursement of Santa Clara Valley Health and Hospital System (SCVHHS) central services costs, and the General Fund grant

In FY 2002, an additional one-time grant of $1.8 million is also recommended to fund a technology project to implement the Health Information Portability and Accountability Act (HIPAA). SCVHHS Information Systems is responsible for the countywide implementation and the SCVHHS General Fund departments will be charged for their portion through the SCVHHS central services cost allocation in the final budget.

FY 2002 General Fund Subsidy to SCVMC

Components of Subsidy	$ in Millions
VLF Revenue Pass-Through	50.0
Tobacco Settlement Revenue Pass-Through	12.0
Unreimbursed County Services	7.3
General Fund Grant	36.9
Subtotal County Subsidy	106.2
Technology Project for HIPAA	1.8
Total County Subsidy	108.0
Reimbursement of SCVHHS Central Sevices	5.7
Total General Fund Subsidy	$113.7

General Fund Grant

In Fiscal Year 2002, the General Fund Grant is increasing by $8,694,935. This is a 30.8% increase over Fiscal Year 2001..

SCVHHS Central Services Cost Allocation

The SCVMC Subsidy Task Force determined that a portion of the General Fund Grant is the cost within SCVMC for (SCVHHS) central services. These SCVHHS central services are provided for the general fund departments of Public Health, Mental Health, DADS, Custody Health, and Community Outreach. The recommended budget estimates $5.7 million for the cost of SCVHHS central services such as administration, personnel, purchasing, information technology, and finance. The cost allocation reduces SCVMC expenses by transferring the SCVHHS central

services cost to the appropriate general fund department based on Medicare/Medi-Cal approved allocation methods.

Changes in the Current Level of Service

Census Projections

During Fiscal Year 2001, average daily census projections were increased from 284 to 315. After reviewing Fiscal Year actual data the average daily census projection for Fiscal Year 2002 has been revised to 310.

Revenues

Revenues for the current level of service with a 310 average daily census are expected to increase in Fiscal Year 2002. Due to patient payor mix changes and Medi-Cal outpatient rate increases, net patient revenues are budgeted to increase $9,463,091. State Funds SB855 and SB1732 revenues are expected to decrease $4,777,160 for a net patient revenue increase of $4,685,931. Other operating revenue is projected to increase $5,642,981 for a total operating revenue increase of $10,328,912.

Expenses

Operating expenses for the current level of service with a 310 average daily census are projected to increase $20,823,704. Personnel costs are budgeted to increase $18,691,253. Services and Supplies are budgeted to increase $8,128,272 primarily due to utility rate increases and pharmaceutical volume and drug cost increases. County overhead, other charges, and increased transfers out (SCVHHS central services cost allocation) reduced operating expenses $7,210,245.

Recommended Actions Offset by Revenues

Recommendation

The County Executive's recommendations for SCVMC adds 50.6 FTEs which include $4,171,851 in personnel expense, $313,141 in services and supplies, and are offset by $4,281,009 in revenue for a net cost of $203,983. This action increases staffing in various areas to meet increased demand for services or reduce waiting times for referral care.

Background

The recommended increases are needed to meet existing demand, increased referrals, provide appropriate care for current service levels, or meet demand requirements for existing payor agreements. The new positions are needed to provide additional care in EKG, physician specialties, obstetric anesthesia, utilization management, rehab therapy, chemistry lab, diagnostic imaging, pulmonary lab, clinic specialty, and clinic pediatric care.

Anticipated Outcome

Many areas at SCVMC are experiencing greater demand for services than current staff can provide. This recommended action is expected to increase capacity to meet the increased patient demands.

Total Cost: $4,484,992

These costs are primarily offset by $4,281,009 in direct patient revenues and $203,983 in ongoing patient revenues

Recommended Positions Offset by Revenues

Code	Position Class	#	Total #
Hospital - EKG			**1.0**
Position offset by capture of unbilled services.			
D48	Patient Business Clerk	1.0	
Hospital - Physicians			**3.5**
Physicians to support current patient activity.			
P41	Physician, Radiation Oncology	.5	
P41	Physician, Oncology Fellow	1.0	
P41	Physician, Orthopedics	1.5	
P41	Physician, Neurology	.5	
Obstetric Anesthesia			**5.0**
Expand anesthesia service for OB.			
S75	Clinical Nurse III	3.5	
S1V	Nurse Anesthetist CRNA	1.5	
Utilization Management			**1.0**
Comply with Medicare FQHC requirements.			
S12	Utilization Review Coord	1.0	
Rehab Therapy - Outpatient			**9.0**
Current demand, referrals have increased 16%.			
R11	Physical Therapist I	5.0	
R1A	Occupational Threrapist I	1.5	
R38	Speech Pathologist I	.5	
D15	Medical Admitting Clerk	2.0	
Rehab Therapy - Day Treatment			**2.5**
To meet current demands			
R11	Physical Therapist I	.5	
R1A	Occupational Threrapist I	.5	
R38	Speech Pathologist I	.5	
R1D	Recreation Therapist I	.5	

Recommended Positions Offset by Revenues

Code	Position Class	#	Total #
R48	Therapy Technician	.5	
Rehab Therapy - write-offs			**1.0**
Reduce Medicare/Cal write-offs			
B6Z	Health Care Analyst I	1.0	
Chemistry Lab			**7.0**
Consolidate County Toxicology testing.			
R59	Supv Clinical Lab Tech	1.0	
R74	Sr Lab Asst	4.0	
R1F	Sr Clinical Lab Tech I	1.0	
R72	Toxicologist III	1.0	
Diagnostic Imaging			**7.6**
Support personnel allows patient care staff to increase productivity to meet current demand.			
G50	Information Systems Tech II	1.0	
S93	Hosp Services Asst II	2.0	
G41	Dept Info Systems Analyst	1.0	
C76	Office Mgmt Coord	1.0	
R83	Supv Diagnostic Imag Tech	1.0	
D45	Sr Patient Business Svcs Clk	1.0	
	Radiology Resident	1.0	
S29	Ultrsonagrapher II	-.4	
Pulmonary Lab			**0.0**
Add/delete staffing mix change.			
R17	Supv Resp Care Practnr	1.0	
R15	Respratory Care Practitioner	-1.0	
PEP Lab			**1.0**
Maintain accreditation standards.			
S30	Ultrsonagrapher II	1.0	
Ambulatory Care			**12.0**
Increased specialty clinic visits for Lifeguard			
S59	Nurse Practitioner - Cardio	1.0	
S59	Nurse Practitioner - Ortho	1.0	
S46	Physician Asst - ENT	1.0	
S59	Nurse Practitioner - Oncology	1.0	
S59	Nurse Practitioner - Pediatrics	3.0	
D13	Sr. Medical Admitting Clerks	5.0	
	Total Added		**50.6**

Phase II of Accessibility Proposal

Recommendation

The County Executive's recommendations for SCVMC includes Phase II of the accessibility augmentation.

Background

During Fiscal Year 2001 budget hearings, the Board approved phase one of three phases of increases in staffing to provide increased access to clinic care. This recommendation continues the next step of the Board's action.

Anticipated Outcome

As a result of phase II of the accessibility augmentation wait times for clinic care are expected to be reduced.

Total Cost: $2,197,497

These costs are partially offset by $1,656,189 in direct patient revenues and $541,308 in ongoing patient revenue

Positions Added in Accessibility Phase II

Code	Position Class	#	Total #
Primary Care			**11.2**
P41	Physician	3.0	
D15	Medical Admitting Clerk	2.1	
H93	Medical Asst	3.6	
S75	Clinical Nurse III	1.0	
	various	1.5	
Endocrinology			**2.9**
P41	Physician	1.0	
D15	Medical Admitting Clerk	.7	
H93	Medical Asst	1.2	
Gastroenterology			**1.9**
D15	Medical Admitting Clerk	.7	
S75	Clinical Nurse III	1.2	
Other			**4.0**
R27	Pharmacist	2.0	
R87	Diagnostic Imaging Tech II	2.0	
	Total Added		**20.0**

Urgent Care/Express Admissions Unit Augmentation

Recommendation

The County Executive's recommends increases in Urgent Care and The Express Admission Unit in order to provide the appropriate level of care for patients visiting the emergency room.

Background

This is a customer service initiative intended to reduce emergency department wait times and provide the most appropriate care setting for less urgent patients. This action will allow the emergency department to redirect an additional 16,000 less urgent visits per year.

Generally, care provided in an Urgent Care setting is more cost effective than care in the emergency department.

The Express Admissions Unit (EAU) was opened in Fiscal Year 2000 to provide a fast track from the emergency department to the appropriate inpatient unit. The EAU has played a vital role in maximizing the efficiency of the emergency department. This action expands the hours of this unit from 12 to 16 hours daily.

Anticipated Outcome

As a result of these staffing increases expected improvements include decreased wait times, a more appropriate care delivery setting for less urgent visits, reduced ED diversion rate, and a reduced number of patients of who leave the emergency room without being seen by a provider.

Total Cost: $1,082,753

These costs are offset by ongoing patient revenues

Positions Added in Urgent Care/Express Admissions

Code	Position Class	#	Total #
Urgent Care			**6.7**
D15	Medical Admitting Clerk	3.4	
H93	Medical Asst	2.8	
S75	Clinical Nurse III	.5	
Express Admission			**7.7**
D02	Medical Unit Clerk	1.5	
S95	Hospital Services Asst I	1.5	
S89	Clinical Nurse I	2.2	
S11	Assistant Nurse Manager	1.0	
H18	Janitors	1.5	
	Total Added		**14.4**

Human Resources & Recruitment Augmentation

Recommendation

The County Executive's recommended budget for SCVMC increases personnel and service expense in the SCVHHS Human Resources department by 6 positions and $693,221 ($60,000 is one-time) for improvements in recruitment and retention.

Background

The Board has expressed a desire to create a more responsive recruitment process for the County. This is necessary due to the highly competitive job market, a low unemployment rate, and a high cost of living in this area. This situation is compounded with SCVHHS due to a nationwide shortage of healthcare professionals. In addition, the Board has directed countywide extra help reductions.

The current staffing level of the SCVHHS Human Resources department is not adequate to provide the recruiting efforts necessary to meet the needs for more focused, ambitious and timely recruitment and retention.

Anticipated Outcome

As a result of this recommendation, the SCVHHS Human Resources department is expected to meet the increased challenge of healthcare recruitment and retention, and reduce extra help usage.

Total Cost: $1,107,541

These costs are offset by ongoing patient revenues

Positions Added in Human Resources

Code	Position Class	#	Total #
S80	RN Nurse Recruiter	1.0	
D36	Advanced Clerk Typist	1.0	
D68	Personnel Services Clerk	1.0	
B2N	Admin Support Officer III	1.0	
B1R	Assoc Mgnt Analyst B	2.0	
	Total Added		**6.0**

Diabetes Center Funding

Recommendation

The County Executive's recommendations include SCVMC funding of the Public Health augmentation for the Diabetes Center.

Background

Santa Clara Valley Public Health department will add staffing and other expenses to provide a Diabetes chronic care model. SCVMC will be funding the cost of these services from net patient revenues on a one-time basis.

Anticipated Outcome

As a result of this funding from the Enterprise Fund, no general funds are used in the implementation of the Diabetes program.

Total Cost: $514,730

These costs are offset by ongoing patient revenues

One-Time ITEC Funds for HIPAA

Recommendation

The County Executive's recommendations for SCVMC uses general funds to offset the cost of implementing the data systems changes required by the Healthcare Insurance Portability and Accountancy Act (HIPAA). These are one-time funds to offset $713,000 personnel and $1,115,000 services and supplies expenditures projected for FY 2002.

Background

The HIPAA implementations are mandatory federal healthcare reporting requirements.

Anticipated Outcome

As a result of this increased funding SCVHHS will be prepared to meet the new HIPAA requirements.

Total Cost: $1,846,000

Santa Clara Valley Medical Center Pro-Formas

Santa Clara Valley Medical Center Statement Of Revenues And Expenses Fiscal Year 2002

	SCVMC Enterprise Fund	PSTF	Dontn.	Rev Bonds	Total SCVMC EF & Trust	VHP	Total EF/Trust & VHP
FTEs & Statistics							
FTEs							
Payroll	3,896				3,896	40.0	3,936
Contract	0				0		0
Total FTEs	3,896				3,896	40.0	3,936
Total Patient Days	113,150				113,150		113,150
Average Daily Census	310				310		310
Discharge: Nursery	4,099				4,099		4,099
Other	18,473				18,473		18,473
Avg Length of Stay: Nursery	2.4				2.4		2.4
Avg Length of Stay: Other	5.6				5.6		5.6
Outpatient Visits	550,064				550,064		550,064
Operations							
Gross Operating Revenue	853,756,293	7,340,000			861,096,293	42,568,018	903,664,331
Deductions From Revenue							
SB 855	(37,860,533)				(37,860,533)		(37,860,533)
SB 1255	(44,000,000)				(44,000,000)		(44,000,000)
Other Deductions	611,262,457				611,262,457		611,262,457
SB 1732	(5,773,307)				(5,773,307)		(5,773,307)
Total Deductions	523,628,617				523,628,617		523,628,617
Net Operating Revenue	330,127,676	7,340,000			337,467,676	42,568,018	380,035,694
Other Operating Revenue							
Realignment	10,565,028				10,565,028		10,565,028
Other	29,193,636		400,000		29,593,636		29,593,636
Total Other Operating Revenue	39,758,664		400,000		40,158,664		40,158,664
Interest Income	867,459	300,000	60,000	2,700,000	3,927,459		3,927,459
Total Revenue	370,753,799	7,640,000	460,000	2,700,000	381,553,799	42,568,018	424,121,817
Operating Expenses							
Payroll	315,639,041				315,639,041	2,957,733	318,596,774
Serv And Supplies	157,392,399	169,716	460,000		158,022,115	37,707,448	195,729,563
County Overhead	4,394,794				4,394,794	432,709	4,827,503
Other Charges	18,013,007			1,500,000	19,513,007		19,513,007
Depreciation	25,314,424				25,314,424		25,314,424
Transfers	(6,584,093)				(6,584,093)	1,398,821	(5,185,272)
Total Expenses	514,169,572	169,716	460,000	1,500,000	516,299,288	42,496,711	558,795,999
Operating Income/(Loss)	(143,415,773)	7,470,284		1,200,000	(134,745,489)	71,307	(134,674,182)

Santa Clara Valley Medical Center Statement Of Revenues And Expenses Fiscal Year 2002

	SCVMC Enterprise Fund	PSTF	Dontn.	Rev Bonds	Total SCVMC EF & Trust	VHP	Total EF/Trust & VHP
Transfers							
County Subsidy							
VLF	50,007,051				50,007,051		50,007,051
Unreimbursed Services	7,280,700				7,280,700		7,280,700
Tobacco Settlement	12,000,000				12,000,000		12,000,000
Grant	36,889,624				36,889,624		36,889,624
One Time HIPAA funds	1,846,000				1,846,000		1,846,000
Total County Subsidy	108,023,375				108,023,375		108,023,375
Interagency	8,740,803				8,740,803		8,740,803
Trust Funds							
PSTF	7,470,284	(7,470,284)					
Revenue Bond Fund	12,500,000			(12,500,000)			
Total Trust Funds	19,970,284	(7,470,284)		(12,500,000)			
Total Transfers	136,734,462	(7,470,284)		(12,500,000)	116,764,178		116,764,178
Net Income/(Loss)	(6,681,311)			(11,300,000)	(17,981,311)	71,307	(17,910,004)

Santa Clara Valley Medical Center Statement Of Revenues And Expenses Summary
Enterprise Fund Only

	FY 01	FY 02	Difference	Percent Difference
FTEs & Statistics				
FTEs				
Payroll	3,780	3,896	116	3.1%
Contract	31	0	(31)	-100%
Total FTEs	3,811	3,896	85	2.2%
Total Patient Days	114,980	113,150	(1,830)	-1.6%
Average Daily Census	315	310	(5)	-1.6%
Discharge: Nursery	4,166	4,099	(67)	-1.6%
Other	18,773	18,473	(300)	-1.6%
Avg Length of Stay: Nursery	2.40	2.44	0.04	1.7%
Avg Length of Stay: Other	5.60	5.58	(0.02)	-0.4%
Outpatient Visits	533,914	550,064	16,150	3.0%
Operations				
Gross Operating Revenue	830,558,786	853,756,293	23,197,507	2.8%
Deductions From Revenue				
SB 855	(40,836,000)	(37,860,533)	2,975,467	-7.3%
SB 1255	(44,000,000)	(44,000,000)	0	0.0%
Other Deductions	610,073,676	611,262,457	1,188,781	0.2%
SB 1732	(7,575,000)	(5,773,307)	1,801,693	-23.8%
Total Deductions	517,662,676	523,628,617	5,965,941	1.2%
Net Operating Revenue	312,896,110	330,127,676	17,231,566	5.5%
Other Operating Revenue				
Realignment	9,539,723	10,565,028	1,025,305	10.7%
Other	25,443,419	29,193,636	3,750,217	14.7%
Total Other Operating Revenue	34,983,142	39,758,664	4,775,522	13.7%
Interest Income		867,459	867,459	
Total Revenue	347,879,252	370,753,799	22,874,547	6.6%
Operating Expenses				
Payroll	289,994,450	315,639,041	25,644,591	8.8%
Serv And Supplies	144,701,185	157,392,399	12,691,214	8.8%
County Overhead	5,569,623	4,394,794	(1,174,829)	-21.1%
Other Charges	18,154,165	18,013,007	(141,158)	-0.8%
Depreciation	24,100,000	25,314,424	1,214,424	5.0%
Transfers	(1,204,565)	(6,584,093)	(5,379,528)	446.6%
Total Expenses	481,314,858	514,169,572	32,854,714	6.8%
Operating Income/(Loss)	(133,435,606)	(143,415,773)	(9,980,167)	7.5%

Santa Clara Valley Medical Center Statement Of Revenues And Expenses Summary
Enterprise Fund Only

	FY 01	FY 02	Difference	Percent Difference
Transfers				
County Subsidy				
VLF	45,508,858	50,007,051	4,498,193	9.9%
Unreimbursed Services	6,934,000	7,280,700	346,700	5.0%
Tobacco Settlement	12,000,000	12,000,000	0	0.0%
Grant	28,194,689	36,889,624	8,694,935	30.8%
One Time HIPAA funds	0	1,846,000	1,846,000	
Total County Subsidy	92,637,547	108,023,375	15,385,828	16.6%
Interagency	14,286,464	8,740,803	(5,545,661)	-38.8%
Trust Funds				
PSTF	7,330,284	7,470,284	140,000	1.9%
Revenue Bond Fund	12,500,000	12,500,000	0	0.0%
Total Trust Funds	19,830,284	19,970,284	140,000	0.7%
Total Transfers	126,754,295	136,734,462	9,980,167	7.9%
Net Income/(Loss)	(6,681,311)	(6,681,311)	0	0.0%

Santa Clara Valley Medical Center Statement Of Revenues And Expenses Summary Consolidated (Enterprise & Trust Funds/Excluding VHP Find)

	FY 01	FY 02	Difference	Percent Difference
FTEs & Statistics				
FTEs				
Payroll	3,780	3,896	116	3.1%
Contract	31	0	(31)	-100%
Total FTEs	3,811	3,896	85	2.2%
Total Patient Days	114,980	113,150	(1,830)	-1.6%
Average Daily Census	315	310	(5)	-1.6%
Discharge: Nursery	4,166	4,099	(67)	-1.6%
Other	18,773	18,473	(300)	-1.6%
Avg Length of Stay: Nursery	2.40	2.44	0.04	1.7%
Avg Length of Stay: Other	5.60	5.58	(0.02)	-0.4%
Outpatient Visits	533,914	550,064	16,150	3.0%
Operations				
Gross Operating Revenue	838,058,786	861,096,293	23,037,507	2.7%
Deductions From Revenue				
SB 855	(40,836,000)	(37,860,533)	2,975,467	-7.3%
SB 1255	(44,000,000)	(44,000,000)	0	0.0%
Other Deductions	610,073,676	611,262,457	1,188,781	0.2%
SB 1732	(7,575,000)	(5,773,307)	1,801,693	-23.8%
Total Deductions	517,662,676	523,628,617	5,965,941	1.2%
Net Operating Revenue	320,396,110	337,467,676	17,071,566	5.3%
Other Operating Revenue				
Realignment	9,539,723	10,565,028	1,025,305	10.7%
Other	25,843,419	29,593,636	3,750,217	14.5%
Total Other Operating Revenue	35,383,142	40,158,664	4,775,522	13.5%
Interest Income	1,200,000	3,927,459	2,727,459	227.3%
Total Revenue	356,979,252	381,553,799	24,574,547	6.9%
Operating Expenses				
Payroll	289,994,450	315,639,041	25,644,591	8.8%
Serv And Supplies	145,270,901	158,022,115	12,751,214	8.8%
County Overhead	5,569,623	4,394,794	(1,174,829)	-21.1%
Other Charges	18,154,165	19,513,007	1,358,842	7.5%
Depreciation	24,100,000	25,314,424	1,214,424	5.0%
Transfers	(1,204,565)	(6,584,093)	(5,379,528)	446.6%
Total Expenses	481,884,574	516,299,288	34,414,714	7.1%
Operating Income/(Loss)	(124,905,322)	(134,745,489)	(9,840,167)	7.9%

Santa Clara Valley Medical Center Statement Of Revenues And Expenses Summary Consolidated (Enterprise & Trust Funds/Excluding VHP Find)

	FY 01	FY 02	Difference	Percent Difference
Transfers				
County Subsidy				
VLF	45,508,858	50,007,051	4,498,193	9.9%
Unreimbursed Services	6,934,000	7,280,700	346,700	5.0%
Tobacco Settlement	12,000,000	12,000,000	0	0.0%
Grant	28,194,689	36,889,624	8,694,935	30.8%
One Time HIPAA funds	0	1,846,000	1,846,000	
Total County Subsidy	92,637,547	108,023,375	15,385,828	16.6%
Interagency	14,286,464	8,740,803	(5,545,661)	-38.8%
Trust Funds				
PSTF				
Revenue Bond Fund				
Total Trust Funds				
Total Transfers	106,924,011	116,764,178	9,840,167	9.2%
Net Income/(Loss)	(17,981,311)	(17,981,311)	0	0.0%

Valley Medical Center — Budget Unit 0921
Expenditures by Cost Center

CC	Cost Center Name	FY 2000 Actual	FY 2001 Appropriations Approved	FY 2001 Appropriations Adjusted	FY 2002 Recommended	Amount Chg From FY 2001 Approved	% Chg From FY 2001 Approved
6852	SCVMC Hospital Administration	546,421,503	475,385,346	578,599,188	614,954,585	139,569,239	29
	15 Prop 99 Non-County Hospital Fund	457,026					
	17 AB-75 CHIP Physicians	196,688					
	23 Road Fund	7,600,440					
	59 VMC Capital Projects	22,178,133	14,173,806	14,173,806	20,785,014	6,611,208	47
	60 VMC Enterprise Fund	515,989,216	461,211,540	564,425,382	594,169,571	132,958,031	29
	Total Expenditures	546,421,503	475,385,346	578,599,188	614,954,585	139,569,239	29%

Valley Medical Center — Budget Unit 0921
Revenues by Cost Center

CC	Cost Center Name	FY 2000 Actual	FY 2001 Appropriations Approved	FY 2001 Appropriations Adjusted	FY 2002 Recommended	Amount Chg From FY 2001 Approved	% Chg From FY 2001 Approved
6852	SCVMC Hospital Administration	630,371,985	468,704,009	572,335,942	608,273,275	139,569,266	30
	15 Prop 99 Non-County Hospital Fund	457,026					0
	17 AB-75 CHIP Physicians	196,688					0
	23 Road Fund	5,043,961					0
	59 VMC Capital Projects	24,678,745	14,173,806	14,173,806	20,785,014	6,611,208	47
	60 VMC Enterprise Fund	599,995,565	454,530,203	558,162,136	587,488,261	132,958,058	29
	Total Revenues	630,371,985	468,704,009	572,335,942	608,273,275	139,569,266	30%

SCVMC Hospital Administration — Cost Center 6852
Major Changes to the Budget

	Positions	Appropriations	Revenues
VMC Capital Projects (Fund Number 0059)			
FY 2001 Approved Budget		14,173,806	14,173,806
Board Approved Adjustments During FY 2001			
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments			
Internal Service Funds Adjustment			
Other Required Adjustments		(11,867,430)	0
Subtotal		2,306,376	14,173,806
Recommended Changes for FY 2002			
1. Re-budget Fixed Assets and Capital Items		18,478,638	6,611,208
These funds are required to reflect the re-budgeting of various capital and equipment allocations, which were begun in previous years.			
Subtotal	0.0	18,478,638	6,611,208
Fund Subtotal	0.0	20,785,014	20,785,014
VMC Enterprise Fund (Fund Number 0060)			
FY 2001 Approved Budget	3587.0	461,211,540	454,530,203
Board Approved Adjustments During FY 2001	218.0	103,065,242	103,631,933
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments		19,665,450	
Internal Service Funds Adjustment		(5,304,607)	16,606,376
Other Required Adjustments		3,500,936	688,739
Subtotal	3805.0	582,138,561	575,457,251
Recommended Changes for FY 2002			
Internal Service Fund Adjustments		–	–
Diabetes Center Transfer Enterprise Fund to General Fund		514,730	0
HIPAA Technology Project			1,846,000
1. Recommended Budget Adjustments	91.0	11,516,280	10,185,010
This action represents the net increase in revenues and expenditures for the following recommended actions. ◆ Budget Neutral Recommended actions. ◆ Phase II of the Accessibility Proposal. ◆ Urgent Care/Express Admissions Unit Augmentation. ◆ Human Resources & Recruitment Augmentation.			
Subtotal	91.0	12,031,010	12,031,010
Fund Subtotal	3896.0	594,169,571	587,488,261
Total Recommendation	3896.0	614,954,585	608,273,275

Section 5: Housing, Land Use, Environment & Transportation

Housing, Land Use, Environment and Transportation

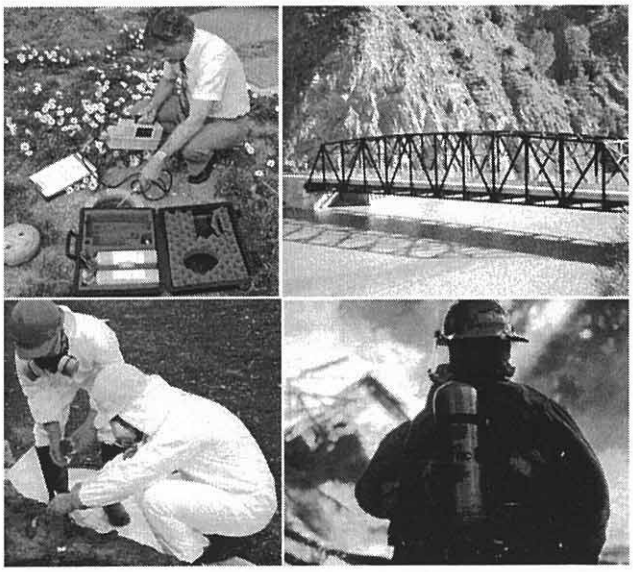
Mission

The mission of housing, land use, environment and transportation services is to increase the economic and social vitality of the community, regulate development, protect the natural environment, mitigate health and safety risks and conserve natural resources.

Departments

- Environmental Resources Agency
  - Department of Housing and Community Development
  - Department of Planning and Development/ ERA Admininistration
  - Department of Environmental Health
  - Department of Agriculture / Weights & Measures / Animal Control
  - Vector Control District
  - Department of Parks and Recreation
- Roads and Airports Department
  - Roads Department
  - Airports Department
- Santa Clara County Fire District
- Los Altos Hills County Fire District
- South Santa Clara County Fire District
- Saratoga County Fire District

Cost: $193,521,679



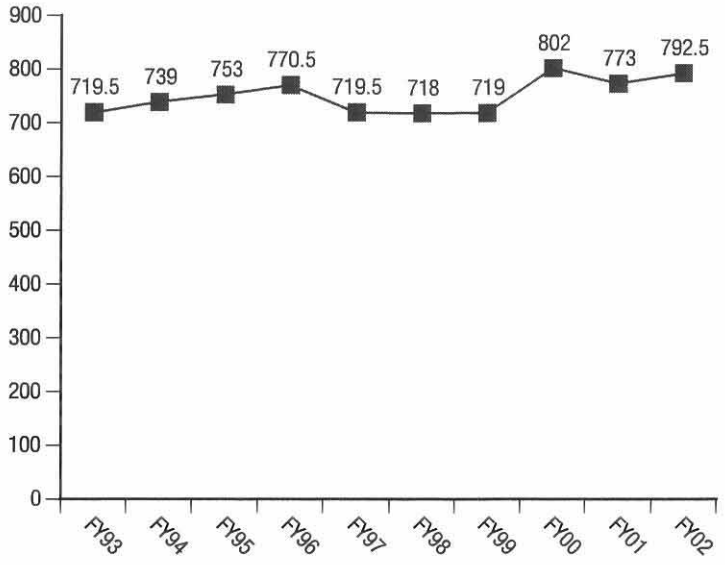
Staff: 792.5[a]

a. Staff number does not include position counts from the four fire districts.

Housing, Land Use, Environment and Transportation

- Fire Districts
  - Santa Clara County Fire Department Budget Unit 9104
  - Los Altos Hills County Fire District Budget Unit 9114
  - South Santa Clara County Fire District Budget Unit 9118
  - Saratoga Fire District Budget Unit 9250
- Roads and Airports Department
  - Roads Department Budget Unit 0603
  - Airports Department Budget Unit 0608
- Environmental Resources Agency
  - Housing & Community Development Budget Unit 0168
  - Planning and Development/ERA Administration Budget Unit 0260
  - Parks and Recreation Budget Unit 0710
  - Environmental Health Budget Unit 0261
  - Agriculture, Weights & Measures, & Animal Control Budget Unit 0262
  - Vector Control District Budget Unit 0411

10-Year Staffing Trend



Expenditures by Department

BU	Department Name	FY 2000 Actual	FY 2001 Appropriations Approved	FY 2001 Appropriations Adjusted	FY 2002 Recommended	Amount Chg From FY 2001 Approved	% Chg From FY 2001 Approved
0168	Housing And Community Development	4,181,219	4,479,647	4,479,647	4,511,562	31,915	1
0260	Planning and Development/ERA Admin	8,808,152	10,777,651	10,977,465	10,908,296	130,645	1
0261	Environmental Health	9,634,833	10,851,495	11,204,928	12,494,255	1,642,760	15
0262	Dept of Agric, Wts & Meas, and Animal Cntrl	3,201,823	3,931,872	3,931,872	4,133,489	201,617	5
0411	Vector Control District	2,027,650	2,640,336	2,640,336	2,867,043	226,707	9
0710	County Parks And Recreation	35,399,214	37,263,542	37,265,678	43,212,614	5,949,072	16
0603	Roads Operations	29,491,864	43,208,641	43,239,841	52,940,749	9,732,108	23
0608	Airports Operations	5,398,570	2,147,240	2,147,240	2,468,224	320,984	15
9104	Central Fire District Zone 1 & 2	41,789,789	41,454,262	41,454,262	46,238,128	4,783,866	12
9114	Los Altos Hills County Fire District	2,470,190	7,125,423	7,125,423	8,352,397	1,226,974	17
9118	South Santa Clara Co. Fire District	1,984,926	2,177,218	2,177,218	2,320,322	143,104	7
9250	Saratoga Fire District	2,381,324	3,012,415	3,012,415	3,074,600	62,185	2
	Total Expenditures	146,769,554	169,069,742	169,656,325	193,521,679	24,451,937	14%

Revenues by Department

BU	Department Name	FY 2000 Actual	FY 2001 Appropriations Approved	FY 2001 Appropriations Adjusted	FY 2002 Recommended	Amount Chg From FY 2001 Approved	% Chg From FY 2001 Approved
0168	Housing And Community Development	5,004,735	4,444,017	4,444,017	4,444,924	907	
0260	Planning and Development/ERA Admin	8,098,468	8,761,482	8,793,577	8,726,453	(35,029)	
0261	Environmental Health	10,727,946	11,133,297	11,488,042	11,937,827	804,530	7
0262	Dept of Agric, Wts & Meas, and Animal Cntrl	1,801,558	1,984,150	1,984,150	1,681,515	(302,635)	-15
0411	Vector Control District	2,749,424	2,665,000	2,665,000	2,747,183	82,183	3
0710	County Parks And Recreation	39,464,683	40,434,016	40,434,016	44,180,524	3,746,508	9
0603	Roads Operations	33,237,327	43,209,461	43,209,461	52,992,750	9,783,289	23
0608	Airports Operations	4,889,753	2,116,648	2,125,575	2,654,455	537,807	25
9104	Central Fire District Zone 1 & 2	40,499,175	38,884,314	38,884,314	42,943,960	4,059,646	10
9114	Los Altos Hills County Fire District	3,279,875	3,247,776	3,247,776	3,532,776	285,000	9
9118	South Santa Clara Co. Fire District	2,182,947	1,851,528	1,851,528	1,851,528		
9250	Saratoga Fire District	2,539,566	2,671,100	2,671,100	3,037,000	365,900	14
	Total Revenues	154,475,457	161,402,789	161,798,556	180,730,895	19,328,106	11%

Department of Housing and Community Development

Mission

The mission of the Department of Housing and Community Development is to provide and enhance the quality of life for the Urban County communities through programs that provide affordable housing, support services, emergency shelters and housing conservation for the lower income population. In addition, the department provides and maintains safe and affordable housing to preserve the quality of life for the lower income residents of Santa Clara County.

Cost: $4,511,562

Goals

- To continue to provide critical gap financing for affordable housing developments throughout the Urban County.
- To continue to provide much needed community services to the lower income residents of the Urban County.
- To rehabilitate the homes and rental housing units of lower income residents of the Urban County and assure that these dwelling units are decent, safe, and sanitary.
- To provide much needed public services, infrastructure improvements, affordable housing and housing rehabilitation to the unincorporated areas of the County.

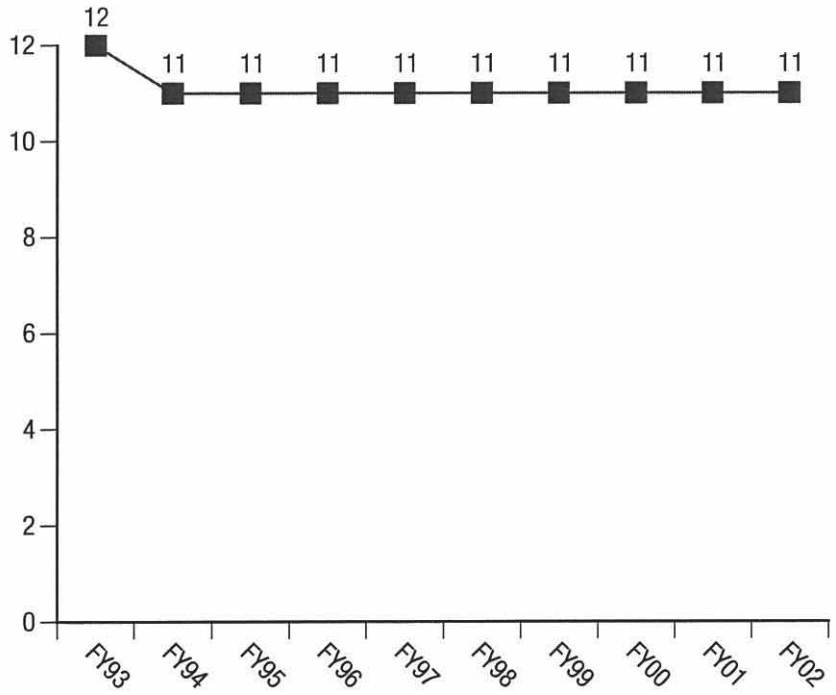
Staff: 11

Housing and Community Development

Budget Unit 0168

Housing and Community Development
1168/C.Chew
(11 Positions)

10-Year Staffing Trend



Department of Housing and Community Development

Overview

The Santa Clara Housing and Community Development (HCD) Program was established in 1975. Since its inception, the HCD program has provided Community Development Block Grant (CDBG) funds to participating cities and to nonprofit agencies for projects to assist lower income residents and to improve the quality of lower income neighborhoods.

The County HCD program is part of an Urban County which includes seven participating cities and the County. This coalition of communities provides a population base and enables the HCD program to obtain CDBG funds from the federal government. Projects range from the rehabilitation of single family homes to the provision of anti-discrimination services, to housing for potential homeowners and renters, to the construction of senior citizen centers and playgrounds for children.

The HCD program has also provided local administration and management support for other HUD-funded programs such as the Emergency Shelter Grant (ESG) Program which provides funding for maintenance and repair of emergency shelters and essential support services, and the HOME Program, which provides funding for the construction and/or acquisition and rehabilitation of affordable housing for lower income households and individuals.

In addition, in 1992, 1994, 1995, 1997 & 1998 the HCD Program successfully competed nationally and was awarded five year grants for the Shelter Plus Care (S+C) Program, totaling approximately $6.5 million. The S+C Program provides rental subsidies and casework coordination for about 160 homeless persons who are the mentally ill, drug-dependent, and/or HIV positive.

Fiscal Year 2001 Accomplishments

- Provided Community Development Block Grant funds and Home Investments in Partnerships fund to non-profit organizations as well as local municipal and county agencies to accomplish several home construction and rehabilitation projects.

Fiscal Year 2002 Planned Accomplishments

- The County and participating cities will provide approximately 30 low interest loans to rehabilitate the homes of lower income Urban County homeowners.
- HCD will continue to disperse funding to non-profit agencies in order to provide financial assistance for the development of affordable rental housing, and provide tenant/landlord counseling, assistance to the homeless, and other community services.
- The UCLA School of Law's Empirical Research Group (ERG) will complete a study of needs for fair housing services in the County as well as the effectiveness of the programs currently operating to provide these services.

County Executive Recommendation

Maintain the current level budget for Fiscal Year 2002.

Housing And Community Development — Budget Unit 0168
Expenditures by Cost Center

CC	Cost Center Name	FY 2000 Actual	FY 2001 Appropriations Approved	FY 2001 Appropriations Adjusted	FY 2002 Recommended	Amount Chg From FY 2001 Approved	% Chg From FY 2001 Approved
1168	Housing And Community Development	4,181,219	4,479,647	4,479,647	4,511,562	31,915	1
	29 Rental Rehabilitation Program	60,316	130,400	130,400	135,400	5,000	4
	32 Shelter Plus Care Assistance Program	1,281,725	588,108	588,108	588,108		
	34 Emergency Shelter Fund	98,828	92,000	92,000	92,000		
	35 Housing Community Development Fund	2,111,913	2,685,566	2,685,566	2,692,281	6,715	
	36 Unincorporated Area Rehabilitation	154,541	21,666	21,666	21,666		
	38 Home Investment Partnership Program	473,896	936,000	936,000	956,200	20,200	2
	209 Low and Moderate Income Housing		25,907	25,907	25,907		
	Total Expenditures	4,181,219	4,479,647	4,479,647	4,511,562	31,915	1%

Housing And Community Development — Budget Unit 0168
Revenues by Cost Center

CC	Cost Center Name	FY 2000 Actual	FY 2001 Appropriations Approved	FY 2001 Appropriations Adjusted	FY 2002 Recommended	Amount Chg From FY 2001 Approved	% Chg From FY 2001 Approved
1168	Housing And Community Development	5,004,735	4,444,017	4,444,017	4,444,924	907	0
	29 Rental Rehabilitation Program	55,572	75,400	75,400	75,400		0
	32 Shelter Plus Care Assistance Program	1,283,599	588,108	588,108	588,108		0
	34 Emergency Shelter Fund	121,346	92,000	92,000	92,000		0
	35 Housing Community Development Fund	2,667,596	2,685,643	2,685,643	2,685,643		0
	36 Unincorporated Area Rehabilitation	178,301	21,666	21,666	21,666		0
	38 Home Investment Partnership Program	695,821	956,200	956,200	956,200		0
	209 Low and Moderate Income Housing	2,500	25,000	25,000	25,907	907	4
	Total Revenues	5,004,735	4,444,017	4,444,017	4,444,924	907	0%

Housing And Community Development — Cost Center 1168
Major Changes to the Budget

	Positions	Appropriations	Revenues
Rental Rehabilitation Program (Fund Number 0029)			
FY 2001 Approved Budget		130,400	75,400
Board Approved Adjustments During FY 2001			
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments			
Internal Service Funds Adjustment			
Other Required Adjustments		5,000	0
Subtotal		135,400	75,400
Recommended Changes for FY 2002			
Fund Subtotal	0.0	135,400	75,400
Shelter Plus Care Assistance Program (Fund Number 0032)			
FY 2001 Approved Budget		588,108	588,108
Board Approved Adjustments During FY 2001			
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments			
Internal Service Funds Adjustment			
Other Required Adjustments			0
Subtotal		588,108	588,108
Recommended Changes for FY 2002			
Fund Subtotal	0.0	588,108	588,108
Emergency Shelter Fund (Fund Number 0034)			
FY 2001 Approved Budget		92,000	92,000
Board Approved Adjustments During FY 2001			
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments			
Internal Service Funds Adjustment			
Other Required Adjustments			0
Subtotal		92,000	92,000
Recommended Changes for FY 2002			
Fund Subtotal	0.0	92,000	92,000
Housing Community Development Fund (Fund Number 0035)			
FY 2001 Approved Budget	11.0	2,685,566	2,685,643
Board Approved Adjustments During FY 2001			
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments		28,244	
Internal Service Funds Adjustment		12,557	
Other Required Adjustments		(34,586)	0
Subtotal	11.0	2,691,781	2,685,643
Recommended Changes for FY 2002			
Internal Service Fund Adjustments		–	–
ALL ARE CLB ADJ		500	0
Subtotal	0.0	500	0
Fund Subtotal	11.0	2,692,281	2,685,643
Unincorporated Area Rehabilitation (Fund Number 0036)			
FY 2001 Approved Budget		21,666	21,666
Board Approved Adjustments During FY 2001			
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments			

Housing And Community Development — Cost Center 1168
Major Changes to the Budget (Continued)

	Positions	Appropriations	Revenues
Internal Service Funds Adjustment			
Other Required Adjustments			0
Subtotal		21,666	21,666
Recommended Changes for FY 2002			
Fund Subtotal	0.0	21,666	21,666
Home Investment Partnership Program (Fund Number 0038)			
FY 2001 Approved Budget		936,000	956,200
Board Approved Adjustments During FY 2001			
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments			
Internal Service Funds Adjustment			
Other Required Adjustments		20,200	0
Subtotal		956,200	956,200
Recommended Changes for FY 2002			
Fund Subtotal	0.0	956,200	956,200
Low and Moderate Income Housing (Fund Number 0209)			
FY 2001 Approved Budget		25,907	25,000
Board Approved Adjustments During FY 2001			
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments			
Internal Service Funds Adjustment			
Other Required Adjustments			907
Subtotal		25,907	25,907
Recommended Changes for FY 2002			
Fund Subtotal	0.0	25,907	25,907
Total Recommendation	11.0	4,511,562	4,444,924

Department of Planning and Development

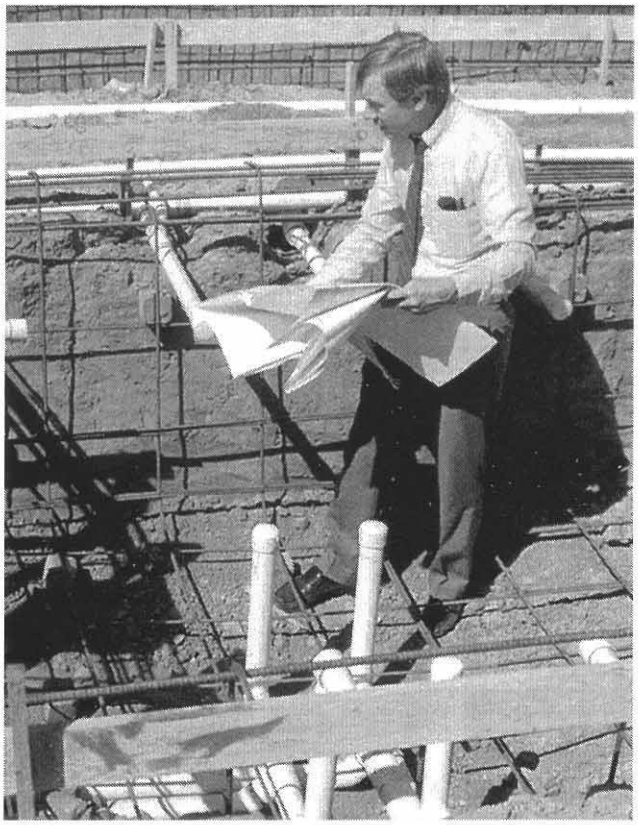
Mission

The mission of the Department of Planning and Development is to protect the quality of life by upholding General Plan policies, ensuring compliance with codes and standards, providing for lower income populations, and conserving resources, all of which will benefit individuals and businesses in Santa Clara County.

Goals

- Implement and maintain the General Plan, ensuring balanced growth, livable communities, responsible resource conservation, and social and economic vitality.
- Provide cost-effective building permit application and inspection services.
- Enhance outreach to individuals, businesses and organizations to provide information and assistance regarding regulatory compliance issues in order to create a safe and healthy environment.
- Provide cost-effective programs to residents and businesses to reduce, reuse, recycle and dispose of discarded materials.

Cost: $10,908,296



Staff: 109

Department of Planning and Development

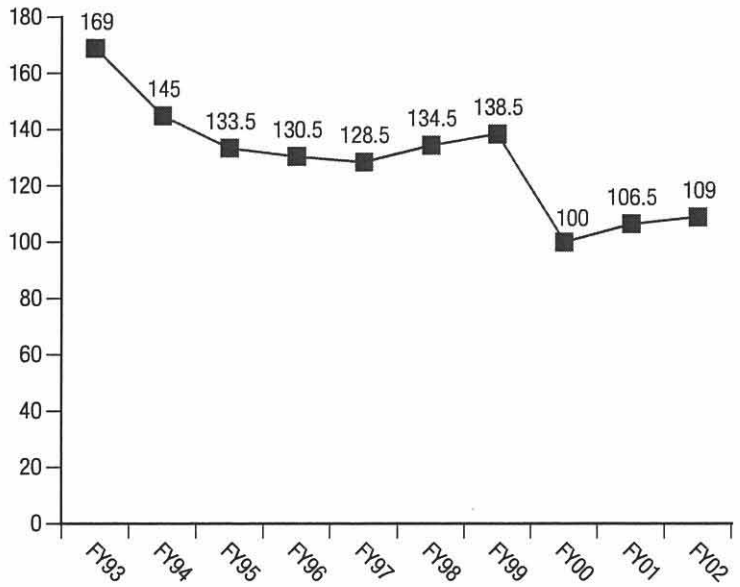
Budget Unit 0260

Environmental Resources Agency Administration
W. T. Chow
(7 Positions)

Department of Planning and Development

- Planning Administration 1180/W. T. Chow (1 Position)
- Planning Office 1181/A. Draper (39.5 Positions)
- Building/LDE/Surveyor 1183/T. Shih (46.5 Positions)
- Home Composting 5661/M. Rands (1 Position)
- Fire Marshal 1185/J. Saunders (1 Position + Contract)
- Pollution Prevention 1186/I. Kobashi (3 Positions)
- Integrated Waste Management 1187/M. Rands (6 Positions)
- Hazardous Vegetation Abatement 1188/M. Hicks (4 Positions)

10-Year Staffing Trend



Department of Planning and Development

Overview

This budget unit consists of the Department of Planning and Development, and the Environmental Resources Agency Administration. The Department of Planning and Development includes eight main programs which provide services to the unincorporated county: Planning, Building Inspection, Land Development Engineering, Surveying, Fire Marshal's Office which includes the Hazardous Vegetation Abatement Program, Integrated Waste Management, and Pollution Prevention.

The Department of Housing and Community Development is also part of this Department, but has historically been a separate budget unit, therefore, it is listed separately in the Recommended Budget. Services provided by the Department of Planning and Development include the following:

- Implementation of the General Plan and administration of land development regulations, including processing of applications to develop private property.
- Issuance of building permits and inspections.
- Support of the Planning and Solid Waste Commissions and various committees.
- Implementation of fire protection programs including weed abatement.
- Transfer of information to private industry regarding current pollution prevention strategies.
- Administration of waste collection and recycling services for unincorporated area residents and businesses.
- Implementation of countywide programs to encourage residents and businesses to reduce waste and recycle.

Environmental Resources Agency Administration provides leadership and support to the four departments within the Agency: Planning and Development (including Housing and Community Development); Agriculture, Weights & Measures, Animal Control; Environmental Health (including Vector Control District); and Parks and Recreation.

Fiscal Year 2001 Accomplishments

Building/LDE/Surveying

- Worked with District Attorney's Office to abate building and housing code violations to improve health and safety conditions of privately owned structures.
- Upgraded the building permit database system and converted database to the same platform as the rest of the office for better compatibility and uniformity.
- Revised County grading ordinances

Planning Office

- Started a website enhancement project to make the General Plan and Zoning maps available on-line, as well as the County Zoning Ordinance and other topical information.
- Completed a Community Plan and 2000 General Use Permit for Stanford University.
- Launched a pilot Graffiti Abatement Program in the San Martin area.

Integrated Waste Management

- Conducted countywide public education campaigns and participated in regional outreach campaigns to promote the purchase of recycled paper, wasteless shopping and grasscycling.
- Won a statewide CRRA Waste Prevention Award for Phase 2 of a Countywide Paperless commercial outreach campaign.
- Completed a competitive bidding process and franchise agreement for Garbage Collection District 3 and negotiated rate adjustments for six service areas.

Fire Marshal's Office

- Signed a new 4-year contract for weed abatement services. The new contract includes improved contractor reporting procedures and work quality standards to improve accountability and work performance.

- Launched a self-inspection program for selected areas of Stanford University.

Pollution Prevention

- Conducted outreach and workshops on a variety of issues, including chemical management services, auto repair pollution prevention, waste reduction, energy and water conservation, and others.
- Developed a newsletter, conducted presentations and hosted business fair booth during Pollution Prevention Week.
- Participated in the development of a regional Environmental Management System with the Sustainable Silicon Valley Partnership.

Fiscal Year 2002 Planned Accomplishments

Building/LDE/Surveying

- Make records available electronically by integrating web-based date retrieval technology with the existing database and automated response via e-mail.
- Continue digital conversion of paper files into indexed PDF files for record management and retrieval.

Planning Office

- Update the County's Housing General Plan Element
- Enhance technological capacities to receive, process and store land use and land development application requests.
- Launch a countywide Graffitti Abatement Program.
- Begin a strategic plan for the Coyote Greenbelt in collaboration with other public and private agencies.

Integrated Waste Management

- Encourage residents and businesses to reduce waste generation and divert recyclable materials from disposal by providing opportunities for convenient recycling and conducting public education campaigns and projects.
- Continue effective administration of unincorporated area solid waste franchise agreements.
- Continue to provide countywide recycling hotline and home composting education services.

Fire Marshal's Office

- Create a website to provide information to the public on general fire safety, plan submittal procedures, code requirements and land development/construction/weed abatement standards.
- Work to decrease current plan review turnaround time for fire and building permit plan submittals and referrals.

Pollution Prevention

- Continue to develop and distribute pollution prevention ideas for the home through public and private business e-mail networks.
- Double the participation in the Green Business Program and conduct measurements of environmental improvements.

Department of Planning and Development
County Executive's Recommendation

Advancement of Board Priorities

The County Executive recommendations for the Environmental Resources Agency – Department of Planning and Development advance the Board of Supervisors' priorities by investing in technology to provide the public with better access to information on land use and land development regulations and other relevant information, and by improving the overall turnaround time for applications.

Environmental Resources Agency - Administration

Professional Organization Memberships

Recommendation: Add funds for costs associated with memberships to the American Institute of Certified Planners and the Urban Land Institute. Dues may be required for national and local chapters for qualified management staff.

Total Cost: $1,500

Employee Recognition Awards Program

Recommendation: Add funds to support a new agency-wide program to recognize employees for their county contributions. Costs associated with this program are for certificates and plaques.

Anticipated Outcome: The ERA Director plans to increase employee recognition opportunities. On a regular basis, the Agency will recognize and reward employee contributions to the Agency/County.

Total Cost: $5,000

Computer and Peripherals

Recommendation: Allocate funds for a laptop computer and enhanced desktop publishing software for use in making presentations and sharing information.

Total One-time Cost: $3,000

Building Inspections/Land Development/Engineering and Surveying

Pajaro River Watershed Flood Prevention Authority

Recommendation: Add funds to cover program costs associated with the County's commitment to support the administrative and legal activities of the Parjaro River Watershed Flood Prevention Authority (PRWFPA).

Background: AB 807 (Keeley) took effect on 07/01/2000. This statute provides that Santa Clara County, Monterey County, San Benito County, Santa Cruz County, the Santa Clara Valley Water District, the Monterey County Water Management Agency, the San Benito County Water District, and Zone 7 Flood Control District (Santa Cruz County) all participate in a multi-jurisdictional flood prevention authority. In accordance with the statute, each agency has appointed a representative to the authority. The representatives constitute a Board of Directors of the authority. Supervisor Don Gage is the Santa Clara County representative, and one of eight directors of the PRWFPA. The PRWFPA has the statutory right to bill member agencies for expenses. All seven agencies involved will provide staff time, by appointing a member of the Board of Directors, and by contributing funds for start-up, administrative, and legal expenditures. During FY 2001, the County of Santa Clara has paid $8,000 in assessed administrative and legal costs to the PRWFPA. Staff time has been provided by the Building Inspection Office, Land Development Engineering Section.

Anticipated Outcome: This recommendation will allow the County of Santa Clara to continue to actively participate in PRWFPA and maintain the County's statutory requirement to be a participating member agency.

Total Cost: $23,200

Fire Marshal's Office

Contract Services for Plan Reviews

Recommendation: Increase funding for contract services to expedite the plan review process.

Background: State statute requires a maximum of 45 calendar days for original submittals and 15 calendar days for resubmittals. With the current level of staff (2.5 FTE), the Department is attaining that goal only 78.5% of the time for initial submittals, and 51% with resubmittals, due to the high level of construction activity

Since the Fire Marshal plan review is also and integral part of the Building Permit plan review process, delays also negatively affect Building Inspection Office turnaround time. Current funding for contract services was set at a time when professional rates were much lower and qualified consultants more readily available. An increase is necessary to provide appropriate funding for this service.

Anticipated Outcome: This recommendation supports the Department's effort to maintain compliance with State statues and its goal to improve plan review turnaround times.

Total Cost: $50,000
Offset by increase in Revenue

Web Site Enhancements

Recommendation: Add funds for design and development of a web site to increase public access to information and expedite the plan submittal process.

Background: Complete plan submittals result in a faster plan review process. Understanding both the submittal/review process and the code requirements prior to submittal enables the applicant to plan for required improvements and associated costs. Posting land development and construction standards on a web site will provide land owners, developers, and contractors with such information prior to plan review, allowing them to avoid costly project delays due to incomplete or incorrect submittals. A web site will also make the Fire Marshal's Office more accessible to the public, even during non-working hours, without the need to augment staff.

Anticipated Outcome: The proposed action will help the Fire Marshal's Office achieve its goal of improved customer service and greater public accessibility.

Total One-Time Cost: $8,000
Offset by increase in Revenue

Integrated Waste Management Program

Waste Diversion and Recycling Activities

Recommendation: Add funds for the County waste diversion and recycling program. This action will enable the Integrated Waste Management Program to continue to make progress in meeting State of California mandates for waste prevention and recycling in County facilities and for unincorporated area special projects.

Total One-time Cost: $90,000
Offset by increase in Revenue

Solid Waste Management Program (Fund 0037)

Public Outreach Activities

Recommendation: Augment funding to enable the Integrated Waste Management Program (IWWP) to coordinate public outreach activities countywide. This recommendation includes funds to provide on-going web site updates and improvements, contract support and advertising to assist city and county residents meet mandates for waste reduction.

Background: The Countywide Integrated Waste Management Program (IWMP) develops and coordinates countywide public outreach activities. The Solid Waste Commission and Solid Waste Technical

Advisory committee review plans for and progress of such activities. Outreach campaigns are developed to meet commitments made in locally-adopted waste management plans and to help jurisdictions meet the waste reduction mandates in State law.

IWMP works cooperatively with local cities and with other Bay Area counties to develop and implement programs to assist and encourage residents and businesses to reduce waste generation and divert recyclable materials from disposal. Cooperative campaigns are cost-effective because development costs are shared by participating agencies, and cooperative media buys result in a larger impact because of the regional nature of local media.

Countywide outreach campaigns use an integrated marketing approach - methods used depend on the type of campaign and target audience. In addition to advertising in selected media, outreach methods may include public relations; direct mail; special events' displays at local fairs, trade shows, and other events' presentations to selected audiences; garbage bill inserts and items in city/garbage company.

Anticipated Outcome: The public outreach campaign will create public awareness and an opportunity to educate residents on the benefits and necessity to recycle. The PaperLess Waste Prevention Campaign, the regional Buy Recycled paper Campaign, annual holiday and telephone book recycling campaigns, and possibly a seventh year of the Shop Smart: Save Money and the Environment Too Campaign will provide the vehicles for an increase public awareness on recycling.

Total Cost: $197,500
Offset by anincrease in $115,000 in Revenue

Home Composting Education Program

Recommendation: Add funds to provide training to county residents in methods and techniques of composting yard and landscaping waste.

Background: The Home Composting Education Program (HCEP), part of the Countywide Integrated Waste Management Program, provides training to County residents in methods and techniques of composting yard and landscaping wastes. At the request of local cities, HCEP began conducting special sales of compost bins and related materials to augment it's popular local workshops.

Anticipated Outcome: An active participation by County residents in practicing composting yard and landscaping waste.

Total Cost: $16,000
Fully offset by increase in Revenue

Agriculture, Weights and Measures and Animal Contr — Budget Unit 0260
Expenditures by Cost Center

CC	Cost Center Name	FY 2000 Actual	FY 2001 Appropriations Approved	FY 2001 Appropriations Adjusted	FY 2002 Recommended	Amount Chg From FY 2001 Approved	% Chg From FY 2001 Approved
1180	Planning And Development Operations	8,209,760	10,284,301	10,473,831	10,399,480	115,179	1
1188	Weed Abatement	630,504	520,565	520,565	536,809	16,244	3
	1 General Fund	280,749					
	31 Weed Abatement	342,030	520,565	520,565	536,809	16,244	3
	366 Survey Monument Preservation Fund	7,725					
1189	ERA Administration	(32,112)	(27,215)	(16,931)	(27,993)	(778)	3
	1 General Fund	(32,112)	(27,215)	(16,931)	(36,241)	(9,026)	33
	31 Weed Abatement				8,248	8,248	
	37 Solid Waste Management Fund						
	Total Expenditures	8,808,152	10,777,651	10,977,465	10,908,296	130,645	1%

Agriculture, Weights and Measures and Animal Contr — Budget Unit 0260
Revenues by Cost Center

CC	Cost Center Name	FY 2000 Actual	FY 2001 Appropriations Approved	FY 2001 Appropriations Adjusted	FY 2002 Recommended	Amount Chg From FY 2001 Approved	% Chg From FY 2001 Approved
1180	Planning And Development Operations	7,760,143	8,241,482	8,273,577	8,206,453	(35,029)	
	1 General Fund	6,976,796	7,050,146	7,082,241	7,253,169	203,023	3
	37 Solid Waste Management Fund	693,641	1,101,336	1,101,336	863,284	(238,052)	-22
	366 Survey Monument Preservation Fund	89,706	90,000	90,000	90,000	0	
1188	Weed Abatement	338,279	520,000	520,000	520,000	0	
	Total Revenues	8,098,422	8,761,482	8,793,577	8,726,453	(35,429)	0%

Planning And Development Operations — Cost Center 1180
Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2001 Approved Budget	96.6	9,092,965	7,050,146
Board Approved Adjustments During FY 2001	1.0	189,530	32,095
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments		435,230	
Internal Service Funds Adjustment		154,784	
Other Required Adjustments		(673,176)	22,928
Subtotal	98.0	9,199,333	7,105,169
Recommended Changes for FY 2002			
1. Pajaro River Watershed Flood Prevention Authority		23,200	
This request is for funds to cover the program costs associated with the County's commitment to support the administrative and legal activities of the Pajaro River Watershed Flood Prevention Authority.			
2. Service Agreement for Plan Review Process		50,000	50,000
This recommendation is necessary to fully comply with State mandates and meet departmental goals for plan review turn around time. This request will also assist the department to be cost-efficient and maintain a high level of customer services.			
3. Web Site Design & Maintenance		8,000	8,000
This is a request for a one-time budget augmentation to design and develop a web site to increase public access to information and expedite the plan submittal and review process.			
4. Waste Diversion and Recycling Activities		90,000	90,000
Additional funds are recommended for the County waste diversion and recycling program. This action will enable the Integrated Waste Management Program to continue to make progress in meeting State of California mandates for waste prevention and recycling in County facilities and for unincorporated area special projects.			
Subtotal	0.0	171,200	148,000
Fund Subtotal	98.0	9,370,533	7,253,169
Solid Waste Management Fund (Fund Number 0037)			
FY 2001 Approved Budget		1,101,336	1,101,336
Board Approved Adjustments During FY 2001			
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments			
Internal Service Funds Adjustment		21,211	
Other Required Adjustments		(397,600)	(369,052)

Planning And Development Operations — Cost Center 1180
Major Changes to the Budget (Continued)

	Positions	Appropriations	Revenues
Subtotal		724,947	732,284
Recommended Changes for FY 2002			
1. Public Outreach Advertising		115,000	115,000
This recommendation adds funding to the Integrated Waste Management Program (IWMP) to coordinate public outreach activities countywide. The recommendation includes funds for advertising. The outreach campaign is developed to meet commitments made in locally-adopted waste management plans and to help jurisdictions meet the waste reduction mandates of State law.			
2. Countywide Public Outreach Activities		82,500	
Additional funds are recommended to assist city and county residents meet mandates for waste prevention and recycling. This augmentation will provide for on-going web site updates and improvements and contract support for countywide public outreach activities. Costs are offset with fund balance.			
3. Promote Home Composting		16,000	16,000
This recommendation provides special sales of compost bins to augment workshops for county residents on methods and techniques for composting yard and landscaping waste.			
Subtotal	0.0	214,000	131,000
Fund Subtotal	0.0	938,947	863,284
Survey Monument Preservation Fund (Fund Number 0366)			
FY 2001 Approved Budget		90,000	90,000
Board Approved Adjustments During FY 2001			
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments			
Internal Service Funds Adjustment			
Other Required Adjustments			0
Subtotal		90,000	90,000
Recommended Changes for FY 2002			
Fund Subtotal	0.0	90,000	90,000
Total Recommendation	98.0	10,399,480	8,206,453

Weed Abatement — Cost Center 1188
Major Changes to the Budget

	Positions	Appropriations	Revenues
Weed Abatement (Fund Number 0031)			
FY 2001 Approved Budget	4.0	520,565	520,000
Board Approved Adjustments During FY 2001			
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments		12,044	
Internal Service Funds Adjustment		5,583	
Other Required Adjustments		(1,883)	0
Subtotal	4.0	536,309	520,000
Recommended Changes for FY 2002			
Internal Service Fund Adjustments		500	0
Subtotal	0.0	500	0
Total Recommendation	4.0	536,809	520,000

ERA Administration — Cost Center 1189
Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2001 Approved Budget	6.5	(27,215)	
Board Approved Adjustments During FY 2001	0.5	10,284	
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments		48,508	
Internal Service Funds Adjustment		(106,685)	
Other Required Adjustments		38,867	0
Subtotal	7.0	(36,241)	
Recommended Changes for FY 2002			
Internal Service Fund Adjustments		9,000	0
ALL ARE CLB ADJ		500	0
1. Membership Dues		1,500	
Costs associated with memberships to the American Institute of Certified Planners and the Urban Land Institute. Dues may be required for national and local chapters for the Agency Director and Financial and Administrative Services Manager.			
2. Employee Recognition Program		5,000	
A new agency-wide program to recognize employees for their contributions in making the Environmental Resources Agency a more efficient organization through exemplary public service. Costs associated with this program are for certificates and plaques.			
3. Computers and Peripherals		3,000	
One-time funds are recommended for a Laptop Computer and associated software to use during instructional/informational presentations. The equipment will be primarily used by the Director and Financial and Administrative Services Manager and will be available to other agency staff.			
Subtotal	0.0	9,500	0
Fund Subtotal	7.0	(36,241)	0
Weed Abatement (Fund Number 0031)			
FY 2001 Approved Budget			
Board Approved Adjustments During FY 2001			
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments			
Internal Service Funds Adjustment		8,248	
Other Required Adjustments			0
Subtotal		8,248	
Recommended Changes for FY 2002			
Fund Subtotal	0.0	8,248	0
Total Recommendation	7.0	(27,993)	

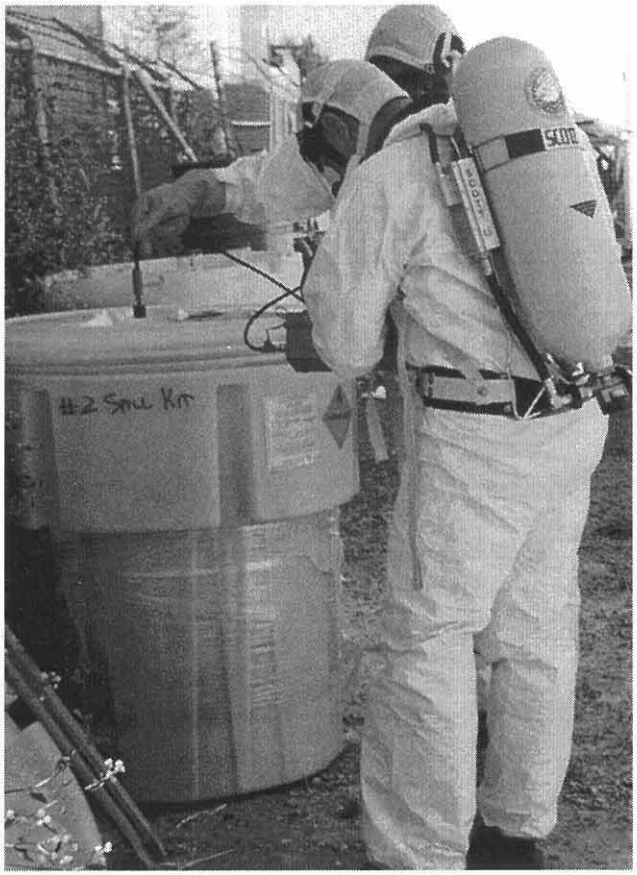
Department of Environmental Health

Mission

The mission of the Department of Environmental Health is to preserve and enhance public health, safety and well being and to protect the environment through education, inspection and enforcement activities. The Department of Environmental Health protects the health of the community through the enforcement of environmental standards, and through education of residents and businesses.

This mission is primarily carried out through a program of inspections, compliance monitoring, and enforcement of local and state laws and regulations. In addition, the department provides information, guidance, and assistance to industry and the general public on health and safety issues such as disease prevention and the proper disposal of hazardous wastes, including household hazardous waste.

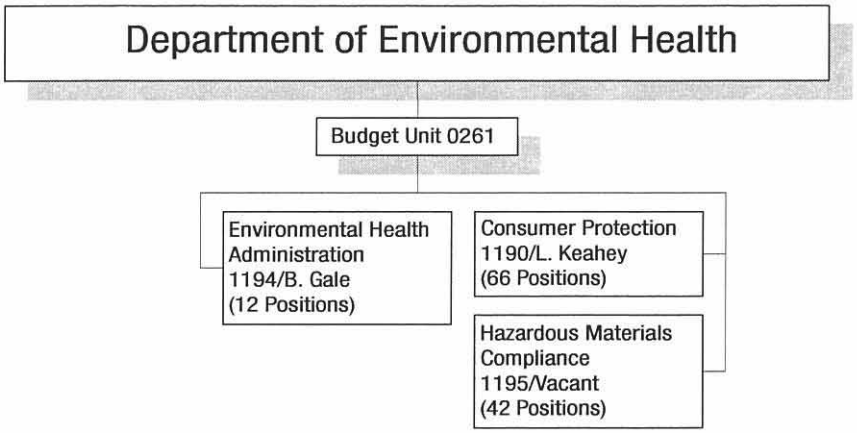
Cost: $12,494,255



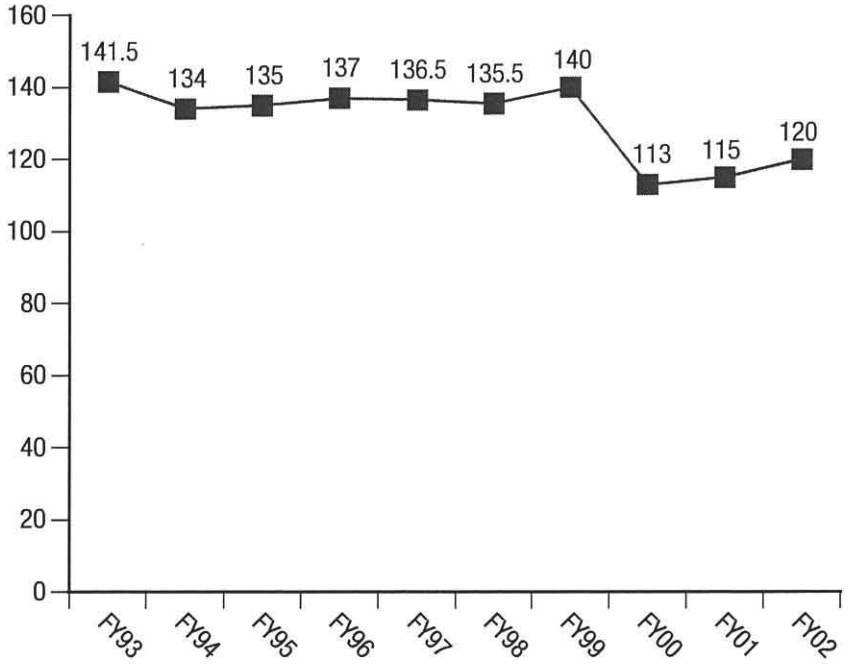
Staff: 120

Goals

- Provide all necessary informational, educational and enforcement services to promote the safe and healthful operation of retail food facilities, public pools, small public water systems, and on-site sewage disposal systems.
- Provide all necessary informational, educational and enforcement services to promote the safe and lawful operation of facilities that store, handle, generate, or dispose of solid waste, medical waste, hazardous waste, or acutely hazardous materials.
- Provide convenient, cost effective service to residents and small businesses in the county for the transportation, treatment, and disposal of household hazardous waste.



10-Year Staffing Trend



Department of Environmental Health

Overview

The Department of Environmental Health is comprised of an Administration Division, the Consumer Protection Division, Hazardous Materials Compliance Division and the Vector Control District, which is listed separately in this document because it is a separate budget unit.

Consumer Protection provides education, consultation, inspection, plan review and permitting services in the following program areas: retail food establishments, public swimming pools, land development which includes water supply and on-site sewage disposal, noise control, disaster preparedness, housing and environmental lead contamination. In its regulatory role, this Division responds to food product recalls and conducts investigations involving food-related illness and illegal food production and sales.

The Hazardous Materials Compliance Division provides inspection and enforcement for the following regulatory programs: Hazardous Materials Storage, Hazardous Materials Generator Program, Toxic Gas, Risk Management Prevention for Acutely Hazardous Materials, Solid Waste and Bio-medical Waste. As a regulatory program, the Division's major role lies in coordinating and streamlining all programs under its jurisdiction in conjunction with local business and a variety of governmental agencies. The Hazardous Materials Compliance Division also administers the countywide Household Hazardous Waste Program.

Fiscal Year 2001 Accomplishments

Consumer Protection Division:

- Worked to implement Internet posting of inspection reports for all food establishments in the County. The website will be up and running on July 1, 2001.
- Implemented phase two of the food inspection standardization program by establishing classroom and field training for all staff performing retail food inspections, to ensure a uniform and fair evaluation of all retail food facilities.
- Offered the first full year of Food Safety Certification classes, testing and certification to over 950 students.

Hazardous Materials Compliance Division:

- Initiated the first phase of an electronic chemical data inventory system in a joint project between cities, industry and the County's Certified Unified Program Agency (CUPA).
- Designed a website in cooperation with local fire agencies to improve the effectiveness of hazardous materials programs by providing standardized information, guidelines, forms and other documents.

Fiscal Year 2002 Planned Accomplishments

Consumer Protection Division

- Begin Internet posting of restaurant inspection reports on July 1, 2001 and continue to update and maintain website.
- Complete field training for all staff under phase two of the food inspection standardization program. Classroom training of all staff has already been completed.

Hazardous Materials Compliance Division

- Provide capability for businesses to electronically submit Business Plan information.
- Construction of a permanent Household Hazardous Waste collection facility for South County.
- Conclude a two-year California Integrated Waste Management Board grant project to research and analyze options for an Extended Producer Responsibility Program for paint products, which will generate funds to increase paint collection and recycling services to residents.

Department of Environmental Health
County Executive's Recommendation

Advancement of Board Priorities

The County Executive recommendations for the Environmental Resources Agency – Department of Environmental Health advance the Board of Supervisors' priorities by increasing the frequency of food establishment and other health inspections, providing staff training, and investing in technology improvements to enhance customer services.

Food Facility Inspection Program

Recommendation

Add three Senior Environmental Health Specialist positions to enhance the Department's ability to perform retail food establishment inspections.

Background

In the past three years, the inventory of sites requiring inspection has grown by 620 units and the land development services have grown by 354 each year while staff has remained unchanged. In addition, the inspection work has become more complex requiring more time per each inspection.

Anticipated Outcome

The increased staffing level will allows the Department to achieve inspection goals while dealing with more complex food safety concerns.

Total Cost: $355,560

$185,400 will be offset by increase in revenue, contingent upon receiving Board approval for a fee increase

Hand-held Computer Units

Recommendation

Appropriate funds for 50 hand-held computers to use in the field when conducting retail food inspections. The required one-time funding is available from fund balance in the Environmental Health fund.

Background

As directed by the Board of Supervisors at its September 19, 2000 meeting, the Department will implement Internet posting of retail food facility inspection results, with public access scheduled to be available by July 2001.

Currently field staff record inspection data on hard copy inspection forms. Clerical staff manually input the data into the Department's system. The purchase of handheld computers for field inspectors will provide a method to automatically upload the inspection data into the Department's system without manual input.

Anticipated Outcome

The use of hand-held computers will improve the accuracy of data management and improve the speed at which data is posted onto the system and thereby on the web site. As a result, errors would be reduced and the time between conducting the inspection an recording/posting the results would be decreased.

Total One-time Cost: $400,000

Cost offset by Fund Balance

Internet Posting

Recommendation

Augment funding to contract for the internet posting function of the retail food inspections.

Anticipated Outcome

This augmentation will allow the Department to maintain a contract with the web site host and continue to provide updated information without interruption.

Total Cost: $36,000

Cost offset by Fund Balance

Document Imaging Study

Recommendation

Augment funding for consultant services for a document imaging study. The project will include a comprehensive systems requirement study and Request for Proposals (RFP) development.

Background

The Department is projected to consolidate three offices and relocate to Berger Drive in calendar year 2001. A recent analysis of the Department's filing system indicates that approximately 921 linear feet of file space will be required at the new site. A significant amount of time is routinely spent on document retrieval duties for both field and support staff. This workload is exacerbated with the problem of misfiled or lost documents.

Anticipated Outcome

This appropriation will allow the Department to begin implementation of a document imaging system as a mean of efficient and cost effective files management. This ultimately would result in more appropriate utilization of office space at the new site by eliminating on-site files and reduction and possible elimination of the need for off-site file storage. Other anticipated benefits include: provision of direct access to public records for customers; elimination of redundant tasks and the need for staff to provide routine over-the counter and telephone support; and elimination of misfiled or lost documents.

Total Cost: $40,000
Fully offset by Fund Balance

Uninterrupted Power Supply System

Recommendation

Provide funding for equipment to ensure an uninterrupted power source. The recommendation includes software, tools, and storage space for the Department's computer server.

Background

As a result of the recent power crisis and the threat of power outages on short notice, the Department seeks to assure continuous operation of its computer network servers and key workstations in the event of a power failure. This recommendation will allow the Department's information systems network administrator to safely shut down all computers without the threat of losing data.

Anticipated Outcome

This appropriation will provide power back-up for the servers and key workstations to assure data entry will be completed and the systematic shutdown of the network in the event power is not restored within a specified duration of time. The software, tools, storage and work bench will provide a means of monitoring and/or maintaining the network.

Total Cost: $10,600

Augment Contract Services for Plan Reviews

Recommendation

Augment funding for contract services to perform technical reviews of plans and documents regarding the construction and maintenance of Solid Waste Facilities.

Background

The Solid Waste Local Enforcement Agency is a program administered by the Department's Solid Waste Enforcement Program. The Local Enforcement Agency is responsible for issuing operational permits for new Solid Waste Facilities and for modifying permits for facilities which propose significant design or operational change. Mandated time lines for review and approval of plans and technical proposals submitted by clients are difficult to meet during periods of peak demand without supplemental help.

Situations requiring the use of a consultant come up with little or no notice. To properly fulfill its function as a Certified Local Enforcement Agency, the Department must maintain the availability of a sufficient number of consultants and an adequate budget for their use.

Total One-time Cost: $40,000
Fully offset by Fund Balance

Geographical Information System Services

Recommendation

Allocate funding to acquire Geographical Information System (GIS) services to revise the mandatory garbage collection program.

Background

The Department of Environmental Health, Solid Waste Enforcement Program is undertaking a project to revise the mandatory garbage collection program. The revision will require the use of Geographical Information Systems (GIS) technology.

Anticipated Outcome

This augmentation will allow the Program to obtain GIS technology support on an as needed basis and thereby complete the mandatory service project within the anticipated time frame.

Total One-time Cost: $5,000
Fully offset by Fund Balance

Environmental Health — Budget Unit 0261
Expenditures by Cost Center

CC	Cost Center Name	FY 2000 Actual	FY 2001 Appropriations Approved	FY 2001 Appropriations Adjusted	FY 2002 Recommended	Amount Chg From FY 2001 Approved	% Chg From FY 2001 Approved
1190	Consumer Protection Division	4,673,552	4,924,206	4,924,206	5,803,345	879,139	18
1194	Environmental Health Services Administration	1,070,868	1,387,075	1,387,063	1,603,031	215,956	16
1195	Hazardous Materials Compliance Division	3,890,413	4,540,214	4,893,659	5,087,879	547,665	12
	Total Expenditures	9,634,833	10,851,495	11,204,928	12,494,255	1,642,760	15%

Environmental Health — Budget Unit 0261
Revenues by Cost Center

CC	Cost Center Name	FY 2000 Actual	FY 2001 Appropriations Approved	FY 2001 Appropriations Adjusted	FY 2002 Recommended	Amount Chg From FY 2001 Approved	% Chg From FY 2001 Approved
1190	Consumer Protection Division	6,017,976	6,142,188	6,142,188	6,316,132	173,944	3
1194	Environmental Health Services Administration	352,175	280,000	280,000	280,000		0
1195	Hazardous Materials Compliance Division	4,357,795	4,711,109	5,065,854	5,341,695	630,586	13
	Total Revenues	10,727,946	11,133,297	11,488,042	11,937,827	804,530	7%

Consumer Protection Division — Cost Center 1190
Major Changes to the Budget

	Positions	Appropriations	Revenues
Environmental Health (Fund Number 0030)			
FY 2001 Approved Budget	63.0	4,924,206	6,142,188
Board Approved Adjustments During FY 2001			
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments		192,563	
Internal Service Funds Adjustment		29,752	
Other Required Adjustments			137,944
Subtotal	63.0	5,146,521	6,280,132
Recommended Changes for FY 2002			
1. Contract Services for Internet Posting		36,000	36,000
This recommendation is necessary for the Food Facility Inspection Program to post in the internet the results from field inspections of food facilities. The costs will be offset with revenue from public health permits.			
2. Hand-held computer units		400,000	
One-time funds to purchase computer hardware/50 hand held computers for the Food Facility Inspection Program. The department plans to issue an Request for Proposal for this project. The Board of Supervisors have requested that food facility inspection results be posted in the internet. The hand-held computers will achieve this request expeditiously.			
3. Three Sr. Environmental Health Specialist Positions	3.0	220,824	
This recommendation adds three Senior Environmental Health Specialists (V18) positions to enhance the department's ability to perform retail food establishment inspections. The cost for this recommendation will be covered by fund balance. The department is also planning to go to the Board to request an additional 2% fee increase to offset costs in the Consumer Protection Division (IC 1190). This is Phase I of a two phase program. The funds necessary for Phase II will be requested during the budget process for Fiscal Year 2003.			
Subtotal	3.0	656,824	36,000
Total Recommendation	66.0	5,803,345	6,316,132

Environmental Health Services Administration — Cost Center 1194
Major Changes to the Budget

	Positions	Appropriations	Revenues
Environmental Health (Fund Number 0030)			
FY 2001 Approved Budget	11.6	1,387,075	280,000
Board Approved Adjustments During FY 2001		(12)	
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments		37,445	
Internal Service Funds Adjustment		232,599	
Other Required Adjustments		(108,176)	0
Subtotal	12.0	1,548,931	280,000
Recommended Changes for FY 2002			
Internal Service Fund Adjustments		3,500	0
1. Document Imaging Study		40,000	
One-time funds are recommended to hire a consultant to provide a comprehensive systems requirement study, make recommendations and assist in the development of a Request for Proposal for document imaging.			
2. Uninterrupted Power Supply System		10,600	
This action recommends one-time funds for equipment to ensure an uninterrupted power source. The request includes software, tools, and storage space for the central processing unit used as a server for the department.			
Subtotal	0.0	54,100	0
Total Recommendation	12.0	1,603,031	280,000

Hazardous Materials Compliance Division — Cost Center 1195
Major Changes to the Budget

	Positions	Appropriations	Revenues
Environmental Health (Fund Number 0030)			
FY 2001 Approved Budget	40.8	4,540,214	4,711,109
Board Approved Adjustments During FY 2001	2.0	353,445	354,745
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	-0.8	154,385	
Internal Service Funds Adjustment		17,292	
Other Required Adjustments		(22,457)	275,841
Subtotal	42.0	5,042,879	5,341,695
Recommended Changes for FY 2002			
1. Contract Services for Construction Plan Reviews		40,000	
This is a recommendation for one-time funding for contract services to perform technical reviews of plans and documents regarding the construction and maintenance of Solid Waste Facilities.			
2. GIS Services		5,000	
Additional one-time funds are recommended to acquire Geographical Information System services.			
Subtotal	0.0	45,000	0
Total Recommendation	42.0	5,087,879	5,341,695

Department of Agriculture/Weights & Measures/Animal Control

Mission

The mission of the Santa Clara County Department of Agriculture/Weights & Measures/Animal Control is to protect the public health and the environment and promote equity in the marketplace by providing inspection services related to pesticide use, agricultural pest surveillance, animal adoption and rabies control, and consumer protection for the residents of Santa Clara County and the general public.

Cost: $4,133,489

Goals

Promote equity in the marketplace: by assuring the correct pricing of commodities and the accuracy of commercial weighing devices operated in Santa Clara County

Protect human and animal populations from pesticide harm: by ensuring the legal, responsible, and judicious use of pesticides in Santa Clara County

Promote a healthy agricultural economy: by ensuring a wholesome, ample and marketable food supply in Santa Clara County

Promote a healthy animal population: by ensuring the humane treatment of animals, preventing animal neglect and/or cruelty, and reducing the population of unwanted animals in Santa Clara County

Staff: 46

Department of Agriculture/Weights & Measures/Animal Control

Budget Unit 0262

Administration
5665/G. Van Wassenhove
(9.5 Positions)

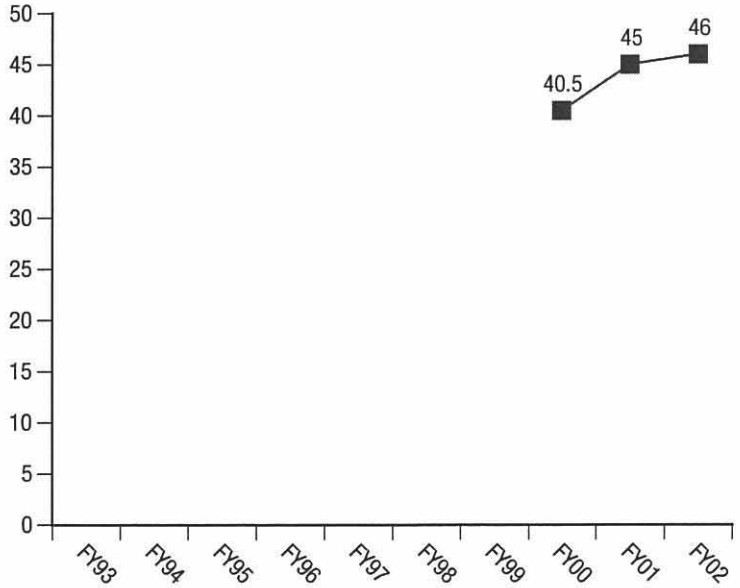
Agriculture Commissioner
5660/G. Van Wassenhove
(19.5 Position)

Animal Control
5670/G. Van Wassenhove
(9 Positions)

Weights & Measures Sealer
5663/G. Van Wassenhove
(7 positions)

U.C. Cooperative Extension
5710/G. Van Wassenhove
(1 positions)

10-Year Staffing Trend



Department of Agriculture/Weights & Measures/Animal Control

Overview

The Department of Agriculture/Weights & Measures/Animal Control enforces various State and local laws and ordinances relating to agricultural production, preservation, equity in the marketplace, and animals.

Agriculture: enforces State laws regarding food and agricultural practices.

Weights and Measures: enforces the accuracy of commercial weighing devices and the quantity and volume of packaged commodities.

Animal Control: enforces State laws and County ordinances to protect the public from diseased and vicious animals, and provides adoption services for homeless animals.

This Department also includes the University of California Cooperative Extension, a research-based program of public outreach and education in nutrition, youth development and agriculture. The Home Composting Program, which provides community education and training in resource utilization and conservation, is administered by the Department but is funded by non-General Fund money generated by the Integrated Waste Management Program.

Department of Agriculture/Weights & Measures/Animal Control County Executive Recommendation

Summary of County Executive Recommendations

Recommended Improvement Strategies	Total Cost	Net General Fund Cost	Net Positions
Goal One: Promote equity in the marketplace by assuring the correct pricing of commodities and the accuracy of commercial weighing devices operated in Santa Clara County			
Increase Focus on Device Inspections and Device Compliance	$0	$0	
Increase Focus on the Device Variable Frequency of Inspection Program (VFI)	$0	0	
Goal Two: Protect human and animal populations from harm by ensuring the legal, responsible, and judicious use of pesticides			
Establish Structural Fumigation Enforcement Program	$57,322	$12,322	1.0
Goal Three: Promote a health agricultural economy by ensuring a wholesome, ample and marketable food supply in Santa Clara County			
Review Existing Fee Schedule for Export Certification Services	$0	$0	
Maintain an Effective High-Risk Pest Exclusion Program	$0	$0	
Goal Four: Promote a health animal population by ensuring humane treatment of animals, preventing animal neglect and/or cruelty, and reducing the population of unwanted animals in Santa Clara County			
Increase Focus on Public Education and Outreach of Adoption Services	$0	$0	
Increase Focus on Licensing Services	$12,800	($700)	
General Business Requirements			
Add Systems Support Position and Reduce Costs for Support from ISD	$73,284	$0	1.0
Total Recommended	$143,406	$11,622	2.0

Advancement of Board Priorities

The County Executive recommendations for the Environmental Resources Agency – Department of Agriculture/Weights & Measures/Animal Control advance the Board of Supervisors' priorities by protecting the health of the community through increased pest detection education and enforcement opportunities, protecting consumers through scanner enforcement, outreach and education, and investing in technology to improve service quality.

Increase Focus on Device Inspections and Device Compliance

Recommendation

There are no resource allocation recommendations for this activity. This item reflects a focus of effort utilizing existing resources.

Background

In FY 1998, the Board of Supervisors enacted an ordinance allowing Weights and Measures to charge business for reinspections of devices that failed the first inspection, for standby time, and for missed appointments. The ordinance has had a positive impact on compliance and has shifted reinspection costs from the General Fund to device owners and device repair companies.

In FY 2000, State law was enacted that required service agents to pass an examination to acquire a license before repairing commercial devices. The new regulations also require that service agents use calibrated standards when testing commercial devices. The law was implemented in January 2001. Santa Clara County hosted four classes and proctored four exams in December 2000 in order to help industry meet license requirements. The Department plans to give additional exams to service agents once a month. The cost to take the exam is $35.

The new service agency regulations are designed to increase the professionalism of the service agency industry. Adherence to registration, licensing and specified reporting requirements should improve maintenance of commercial devices.

The Department plans to monitor the work of service agents and take enforcement actions when service agents fail to adhere to the recently enacted sections of the Business and Professions Code, Chapter 5.5 - Service Agencies for Weighing and Measuring Devices.

Anticipated Outcome

Program performance will be evaluated by tracking the number of initial inspections that pass/fail and the number of reinspections and new installations that pass/fail. These comparisons will demonstrate compliance on initial inspections and the data on reinspections and new installations will reflect the work of service agents.

Increase Focus on the Device Variable Frequency of Inspection Program (VFI)

Recommendation

There are no resource allocation recommendations for this activity. This item reflects a focus of effort utilizing existing resources.

Background

Since acceptance of the department's VFI plan by the State Division of Measurement Standards in June 1988, Santa Clara County Department of Weights and Measures has inspected gas pumps (retail meters) and computing scales on a variable frequency of inspection. The State accepted the plan because of the relatively high compliance rate of retail meters and computing scales. These devices are inspected once very two years instead of yearly. This allows the department to focus inspections where needed.

Anticipated Outcome

Program performance will be tracked by comparing Santa Clara County's compliance rate for gas pumps and computing scales with the Statewide average. The Department will look at other device types and analyze those that could be added to the VFI program.

Add 1.0 FTE Unclassified Agricultural Biologist III/II/I position

Recommendation

To establish a structural fumigation enforcement program, it is recommended to add one Unclassified Agricultural Biologist III/II/I (alternately staffed) for surveillance, enforcement, and education of structural pest control companies and their employees.

Background

State law authorizes the Department of Agriculture to perform inspections and investigations of businesses engaged in structural pest control activities. Structural pest control typically occurs in urban areas, inside residences, offices and schools. The fumigation of residential buildings to control termites is one type of structural pest control activity.

Each year, structural pest control businesses perform approximately 8,000 fumigations in Santa Clara County. Laws and regulations identify specific work practices to be followed during fumigations to ensure that applicators, residents and the public are protected from pesticide exposure.

In FY 1999 and FY 2000, the Department temporarily shifted pesticide enforcement activities in order to perform a pilot program focusing on structural fumigation of residences. The number of inspections was increased from 20 per year to 100 per year.

Analysis of data generated by the pilot programs indicates that significant violations may occur as frequently as one in four fumigations. During the course of the two year pilot program, the Department levied 16 civil penalties against companies found in violation.

Anticipated Outcome

The Department of Agriculture expects to perform a higher number of inspections and investigations of businesses engaged in structural pest control activities. At the same time, the Department's efforts in this area anticipates an increase of public awareness on pest control and encourage companies to be more responsible and have better trained employees.

Total Cost: $57,322

Offset by $45,000 in increased revenue

Structural Fumigation Enforcement Program

Performance Indicator	FY 1998 Actual	FY 1999 Actual	FY 2000 Actual	FY 2001 Estimate	FY 2002 Goal
Total Number of Fumigations/Year in Santa Clara County	8,000	8,000	8,000	8,000	8,000
Total Number of Inspections/Inspection Rate	20/.2%	104/1.3%	103/1.2%	100/1.2%	100/1.2%
Total Number of Announced Inspections	20	69	65	TBD	TBD
Total Number of Unannounced Inspections	0	35	38	TBD	TBD
Total Number of Non-Compliances	1	8	8	TBD	TBD
Total Number of Enforcement Actions	TBD	TBD	TBD	TBD	TBD

Review Existing Fee Schedule for Export Certification Services

Recommendation

There are no resource allocation recommendations for this activity. This item reflects a focus of effort utilizing existing resources.

Background

The department's fee schedule for export certification services was last revised in October 1994. In order to ensure the fees continued to recover County costs and are equitable in their application, the Department will undertake a service cost/fee study.

Anticipated Outcome

Based upon the results of the study, the Department will update the fee schedule as necessary. The Department will utilize existing staff resources to accomplish this strategy.

Maintain an Effective High-Risk Pest Exclusion Program that Achieves Cost Recovery

Recommendation

There are no resource allocation recommendations for this activity. This item reflects a focus of effort utilizing existing resources.

Background

The County enters into an annual agreement with the State of California to perform inspections at high-risk points of entry. This agreement is based upon a State-approved workplan detailing inspection locations, inspection frequency, and personnel hours. The County is reimbursed by the State for all qualifying expenditures described in the workplan.

Anticipated Outcome

During preparation of the FY 2002 workplan, the Department will structure high-risk pest exclusion activities to ensure cost recovery. Further, the Department will also consider new pathways of pest introduction and redirect resources as appropriate.

Mass Mailing For Animal Licensing

Recommendation

Add funds to increase mass mailing of animal license information. The cost of this activity is expected to be more than fully offset by increased licensing fee revenues.

Background

During FY 2001, the department conducted a pilot program that involved mailing animal license information and application forms to 10,000 households throughout the unincorporated areas of the county. It is estimated that an additional 5% of the households will license their animals as a result of this mailing.

Expanding the pilot program to cover the estimated 34,000 residences in the unincorporated areas of the county is expected to achieve similar results.

Anticipated Outcome
Increased public safety through greater surveillance with expanded licensing.

Total Cost: $12,800
Offset by $13,500 in increased revenue

Licensing Compliance Rates

County	FY 1999 Actual	FY 2000 Actual	FY 2001 Estimate	FY 2002 Goal[a]
Santa Clara	20.4%	20.6%	21.0%	TBD
Monterey	23.4%	24.1%	25.2%	TBD
Santa Cruz	22.6%	22.3%	23.0%	TBD

a. Data to be determined.

Increase Focus on Public Education and Outreach of Adoption Services

Recommendation
There are no resource allocation recommendations for this activity. This item reflects a focus of effort utilizing existing resources.

Background
In Fiscal Year 1999, the Department began its effort to promote adoption of animals through use f the internet. An Animal control program web page http://clareweb.co.santa-clara.ca.us/animal/index.html was developed to inform the public of shelter services available and publicize animals currently available for adoption at the shelter. Pictures, descriptions and other information on each animal are posted to the web-site, making the site visitors more comfortable with the adoption process. In addition, the department also promotes adoption services through the use of radio and cable television Public Service Announcements (PSAs), 'Pet of the Month' newspaper articles, and other media advertisements. This outreach has resulted in an increase of 300 animals adopted since the beginning of the promotional program.

In FY 2002, the Department recommends expanding its focus on adoption services to include 'on line' adoption applications, additional web site links and promotion of spay/neuter programs and rabies clinics. In essence, the goal is to expand the web site to be a 'one stop' site for all information about the department's adoption services.

Anticipated Outcome
Although costs of these enhancements are minimal, the number of adoptions are expected to increase by 100 animals. Program performance will be evaluated by tracking the number of animal adoptions from the shelter and by comparing our adoption rates to animal shelters in Monterey and Santa Cruz counties, to the national average and to the number of euthanasias performed at the shelter.

Animals Adoptions in Santa Clara County and Surrounding Counties

Performance Indicator	FY 1999 Actual	FY 2000 Actual	FY 2001 Estimate	FY 2002 Goal[a]
Adoptions in Santa Clara County and Surrounding Counties				
Total Number of Adopted Animals from the South Santa Clara County Shelter	7,840	7,820	9,690	TBD
Total Number of Adopted Animals from Monterey County Shelter	10,950	10,870	10,900	TBD
Total Number of Adopted Animals from Santa Cruz County Shelter	7,170	7,000	7,000	TBD
Adoption Rates in Santa Clara County versus National Adoption Rates				
Santa Clara County Adoption Rates	29.13%	33.28%	37.98%	TBD
National Adoption Rates	24.1%	24.0%	24.5%	TBD
Animal Adoptions versus Number of Euthanasias				
Total Number of Adopted Animals from the South Santa Clara County Shelter	7,840	7,820	9,690	TBD
Total Number of Euthanasias in Santa Clara County	15,670	12,900	10,270	TBD

a. Data to be determined.

Add 1.0 FTE Departmental Information Systems Specialist I

Recommendation

This recommendation will provide funds for one additional Departmental Information Systems Specialist I to support the department's software applications including customer payment and tracking, state reporting and Geographical Information System (GIS). The Information Services Department (ISD) is in support of this recommendation.

Background

The Department has diversified its software applications including customer payment and tracking, state reporting, and GIS applications. Dependence on ISD support instead of in-house expertise reduces the Department's ability to respond quickly to changing information needs and priorities.

Anticipated Outcome

The Department will reduce the number of support/service requests to the Information Services Department.

Total Cost: $73,284
Fully offset by reducing ISD system support

Agriculture, Weights and Measures and Animal Contr — Budget Unit 0262 Expenditures by Cost Center

CC	Cost Center Name	FY 2000 Actual	FY 2001 Appropriations Approved	FY 2001 Appropriations Adjusted	FY 2002 Recommended	Amount Chg From FY 2001 Approved	% Chg From FY 2001 Approved
5660	Agricultural Commissioner/Sealer	1,352,347	1,478,669	1,478,669	1,513,404	34,735	2
5663	Weights and Measures	392,754	432,437	432,437	421,865	(10,572)	-2
5665	Administration	564,473	1,043,939	1,043,939	1,011,845	(32,094)	-3
5670	County Animal Control	724,862	751,495	751,495	804,804	53,309	7
5710	Cooperative Extension	167,387	225,332	225,332	381,571	156,239	69
	Total Expenditures	3,201,823	3,931,872	3,931,872	4,133,489	201,617	5%

Agriculture, Weights and Measures and Animal Contr — Budget Unit 0262 Revenues by Cost Center

CC	Cost Center Name	FY 2000 Actual	FY 2001 Appropriations Approved	FY 2001 Appropriations Adjusted	FY 2002 Recommended	Amount Chg From FY 2001 Approved	% Chg From FY 2001 Approved
5660	Agricultural Commissioner/Sealer	1,082,816	1,277,001	1,277,001	1,131,115	(145,886)	-11
5663	Weights and Measures	301,419	309,470	309,470	302,600	(6,870)	-2
5665	Administration	375					0
5670	County Animal Control	416,268	397,679	397,679	247,800	(149,879)	-38
5710	Cooperative Extension	680					0
	Total Revenues	1,801,558	1,984,150	1,984,150	1,681,515	(302,635)	-15%

Agricultural Commissioner/Sealer — Cost Center 5660
Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2001 Approved Budget	18.5	1,478,669	1,277,001
Board Approved Adjustments During FY 2001			
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments		90,456	
Internal Service Funds Adjustment		68,900	
Other Required Adjustments		(181,943)	(190,886)
Subtotal	18.5	1,456,082	1,086,115
Recommended Changes for FY 2002			
1. Add One Unclassified Agricultural Biologist III/II/I	1.0	57,322	45,000
This is a recommendation for one additional Unclassified Agricultural Biologist III/II/I (alternately staffed) for surveillance, enforcement, and education of structural pest control companies and their employees.			
Subtotal	1.0	57,322	45,000
Total Recommendation	19.5	1,513,404	1,131,115

Weights and Measures — Cost Center 5663
Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2001 Approved Budget	7.0	432,437	309,470
Board Approved Adjustments During FY 2001			
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments		32,886	
Internal Service Funds Adjustment		(40,773)	
Other Required Adjustments		(2,685)	(6,870)
Subtotal	7.0	421,865	302,600
Recommended Changes for FY 2002			
Total Recommendation	7.0	421,865	302,600

Administration — Cost Center 5665
Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2001 Approved Budget	8.5	1,043,939	
Board Approved Adjustments During FY 2001			
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments		17,955	
Internal Service Funds Adjustment		(29,622)	
Other Required Adjustments		(33,233)	0
Subtotal	8.5	999,039	
Recommended Changes for FY 2002			
Internal Service Fund Adjustments		–	–
DISS Position added in Department, ISD not required		(73,278)	0
1. One Department Information Syst. Spec. I	1.0	73,284	
This is a request for one additional Department Information Systems Specialist I (G39) position to support the department's software applications including customer payment and tracking, state reporting and the Geographical Information System. The Information Systems Department (ISD) is in support of this position.			
2. Mass Mailing Effort for Licensing		12,800	
This is a request for funds to raise the department's efforts in licensing revenue collections. It is estimated that only 24% of all pet owners in Santa Clara County have licensed their animals. The cost for this recommendation will be completely offset by licensing revenue. The mailing costs of $12,800 are budgeted in Administration Index Code 5665. Whereas, the $13,500 in projected revenue from Administration's mailing efforts will be collected in Animal Control, Index Code 5670.			
Subtotal	1.0	12,806	0
Total Recommendation	9.5	1,011,845	

County Animal Control — Cost Center 5670
Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2001 Approved Budget	9.0	751,495	397,679
Board Approved Adjustments During FY 2001			
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments		35,700	
Internal Service Funds Adjustment		4,799	
Other Required Adjustments		12,810	(163,379)
Subtotal	9.0	804,804	234,300
Recommended Changes for FY 2002			
1. Licensing Revenue from the Mass Mailing Effort			13,500
This is a request for funds to raise the department's efforts in licensing revenue collections. It is estimated that only 24% of all pet owners in Santa Clara County have licensed their animals. The cost for this recommendation will be completely offset by licensing revenue. The mailing costs of $12,800 are budgeted in Administration Index Code 5665. Whereas, the $13,500 in projected revenue from Administration's mailing efforts will be collected in Animal Control, Index Code 5670.			
Subtotal	0.0	0	13,500
Total Recommendation	9.0	804,804	247,800

Cooperative Extension — Cost Center 5710
Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2001 Approved Budget	1.0	225,332	
Board Approved Adjustments During FY 2001			
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments		3,262	
Internal Service Funds Adjustment		152,003	
Other Required Adjustments		974	0
Subtotal	1.0	381,571	
Recommended Changes for FY 2002			
Total Recommendation	1.0	381,571	

Vector Control District

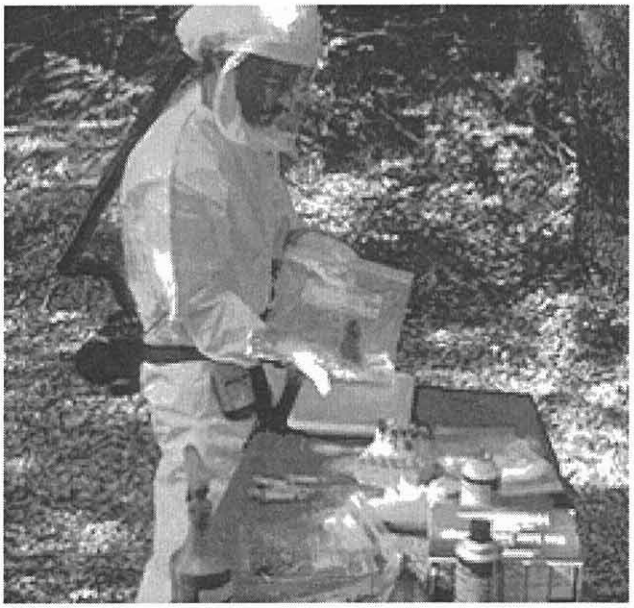
Mission

The mission of the Vector Control District is to 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.

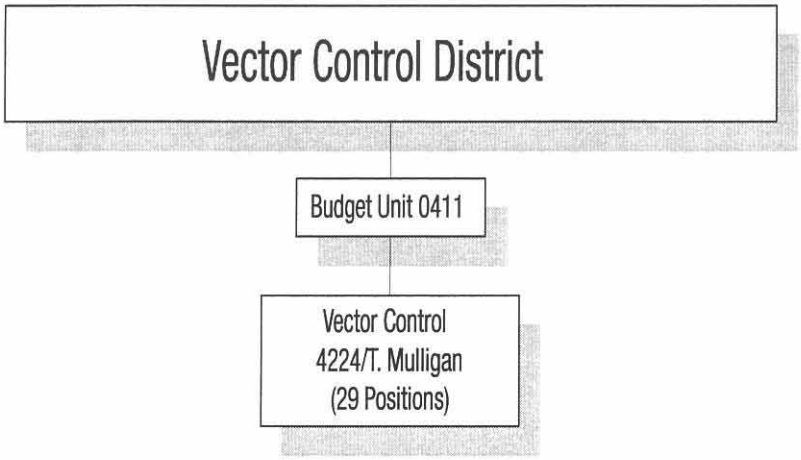
Goals

- Provide comprehensive vector control services.
- Minimize or control vector development.
- Provide assistance and resolution to customer-initiated service requests.
- Promote public awareness of vectors, vector control and vector borne diseases.

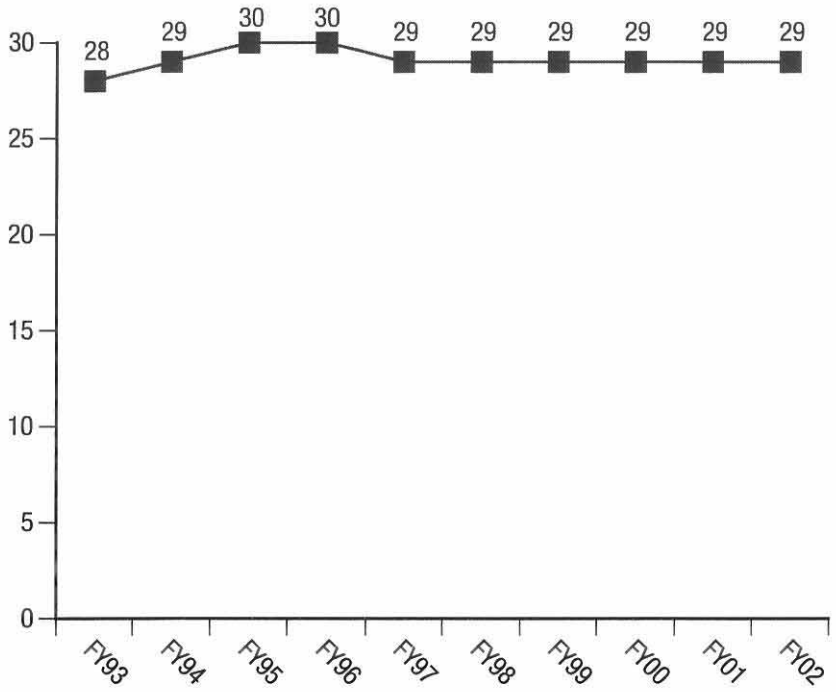
Cost: $2,867,043



Staff: 29



10-Year Staffing Trend



Vector Control District

Overview

The Santa Clara County Vector Control District was formed in 1988 and is one of 10 special districts located in the Greater San Francisco Bay Area charged with providing mosquito and general vector control pursuant to California Health and Safety and California Government Codes. The District is one of five special districts in the State wherein the County Board of Supervisors acts as Trustees.

Revenue to operate the District is generated by benefit assessment charges levied against all non-exempt parcels in the county. The District is comprised of two benefit zones: one to the east of the Diablo Range ridgeline, the other to the west. The yearly per parcel benefit assessment charge ranges from $0.67 to $30.48.

Santa Clara County Vector Control District is geographically the largest of the ten Bay Area mosquito and vector control districts. At 1,312 square miles, the District serves more than 1.6 million residents. All fifteen cities within Santa Clara County have elected to join and participate in the vector control services offered by the District.

The Vector Control District is comprised of six program areas, which are briefly described below:

Mosquito Control Program: The objective of this program is to prevent mosquito production through ongoing inspection and treatment of the 561 known vector species. Sources include more than 300 miles of streams, 4,000 to 5,000 acres of marshlands, 34,000 storm drain catch basins, as well various other water sources

Rodent Control: The District responds to rodent complaints and provides home inspections for rodent proofing and environmental evaluation of the home and yard.

Miscellaneous Vector Control: The District identifies, consults and provides advisory control measures for: ticks, mites, spiders, fleas, stored food pests, cockroaches, flies, wasps and other insects of public health significance.

Wildlife Management: In cooperation with the California Department of Fish and Game, the Humane Society of Santa Clara County and the County's Animal Control Unit, the District provides services in situations where wildlife present a threat to public health.

Vector-Borne Disease Surveillance: The District constantly keeps track of vector-borne diseases. These include, but are not limited to: mosquito-borne Encephalitis; mosquito-borne Malaria; tick-borne Lyme Disease; tick-borne Ehrlichiosis; animal and insect-borne Plague; and other selected wildlife diseases of human importance.

Educational Services: Educational presentations using slides, videos and/or specimen displays are available in a wide range of vector control topics and are packaged for a wide range of target audiences.

FY 2001 Accomplishments

- Drafted an Africanized Honey Bee Action Plan for the County that will provide advanced planning and coordination with other departments and local jurisdictions.
- Implemented first phase of computerized field recording and data input equipment for staff, to improve accuracy and timeliness of field data collection.
- Developed and provided training and education for various school districts on topics such as head lice management and general vector control.

FY 2002 Planned Accomplishments

- Evaluate Africanized Honey Bee Action Plan.
- Implement new information technology to expand public access to information and provide more efficient services.
- Complete work on Vector Control Service Yard and gain occupancy; complete tenant improvements and gain occupancy at Berger Drive.

Vector Control District
County Executive's Recommendation

Advancement of Board Priorities

The County Executive's recommendations for the Environmental Resources Agency (ERA) - Vector Control District advance the Board of Supervisors' priorities by investing in technology, upgrading hardware and software applications, to protect public health and safety and enable the public to access information and enhance services overall.

Computer and Peripherals

Recommendation

Provide funding to acquire computer hardware and software applications to allow electronic field data collection.

Background

The Vector Control District has implemented a test of electronic field data acquisition units and associated specialty software. The District has realized that any meaningful linkage to the budget (Performance-based Budget) will require not only a significant upgrade in its data collection ability but collection of new or different data. It is also critical to ensure that any software program implemented by the District be designed to enhance District efficiency. The current software package, which was developed for the District by a private vendor is now eleven years old; is poorly documented and has become increasingly cumbersome to use.

Highly specialized vector biology and disease control software applications and hardware has been developed in cooperation with the U.S. Centers for Disease Control and the Advanced Computer Resources Corporation. This program currently offers the only viable, well documented, operational software that meets the District's specialized needs criteria.

Anticipated Outcome

Full implementation of this plan will increase the District's ability to meet the Board of Supervisors' expectation in implementing Performance-based Budgeting successfully. The software and hardware contained within the package will allow increased efficiencies of District staff by enhancing their ability to provide quality services and environmental stewardship through more accurate and timely information. Management and report generation components of the plan will allow the District's administration to better assess effectiveness and the financial impacts of current and planned District projects.

Total One-time Cost: $89,000

Vector Control District — Budget Unit 0411
Expenditures by Cost Center

CC	Cost Center Name	FY 2000 Actual	FY 2001 Appropriations Approved	FY 2001 Appropriations Adjusted	FY 2002 Recommended	Amount Chg From FY 2001 Approved	% Chg From FY 2001 Approved
4224	Vector Control District	2,027,650	2,640,336	2,640,336	2,867,043	226,707	9
	Total Expenditures	2,027,650	2,640,336	2,640,336	2,867,043	226,707	9%

Vector Control District — Budget Unit 0411
Revenues by Cost Center

CC	Cost Center Name	FY 2000 Actual	FY 2001 Appropriations Approved	FY 2001 Appropriations Adjusted	FY 2002 Recommended	Amount Chg From FY 2001 Approved	% Chg From FY 2001 Approved
4224	Vector Control District	2,749,424	2,665,000	2,665,000	2,747,183	82,183	3
	28 Vector Control District	2,656,333	2,665,000	2,665,000	2,747,183	82,183	3
	199 VCD Capital Fund	93,091					0
	Total Revenues	2,749,424	2,665,000	2,665,000	2,747,183	82,183	3%

Vector Control District — Cost Center 4224
Major Changes to the Budget

	Positions	Appropriations	Revenues
Vector Control District (Fund Number 0028)			
FY 2001 Approved Budget	29.0	2,640,336	2,665,000
Board Approved Adjustments During FY 2001			
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments		70,370	
Internal Service Funds Adjustment		133,054	
Other Required Adjustments		(66,217)	82,183
Subtotal	29.0	2,777,543	2,747,183
Recommended Changes for FY 2002			
Internal Service Fund Adjustments		500	0
1. Computer Hardware and Software Upgrades		89,000	
One-time funds are recommended to acquire computer hardware and software applications to transfer Vector Control's migration information to a more effective electronic field data collection methodology.			
Subtotal	0.0	89,500	0
Total Recommendation	29.0	2,867,043	2,747,183

Department of Parks and Recreation

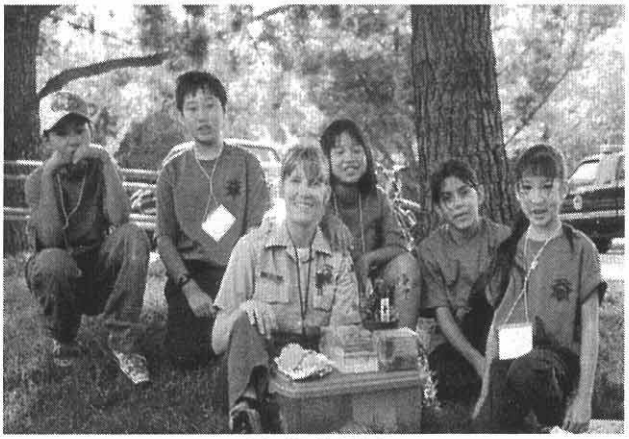
Mission

The mission of the Department of Parks and Recreation is to provide, protect, and preserve regional parklands for the enjoyment, education and inspiration of this and future generations.

Goals

- Encourage people to use their parks, facilities and programs by providing quality maintenance, interpretation, public safety, recreational opportunities and informational services.
- Preserve the County's natural, cultural and recreational resources through resource identification, acquisition, management and education.
- Accomplish a long-range vision to acquire and develop regional parkland based on preserving natural resources and providing quality regional recreation.
- Actively involve the community in an open decision-making process to improve the quality of life for Santa Clara County citizens.
- Maintain financial responsibility, cost effectiveness and staff productivity.

Cost: $43,212,614



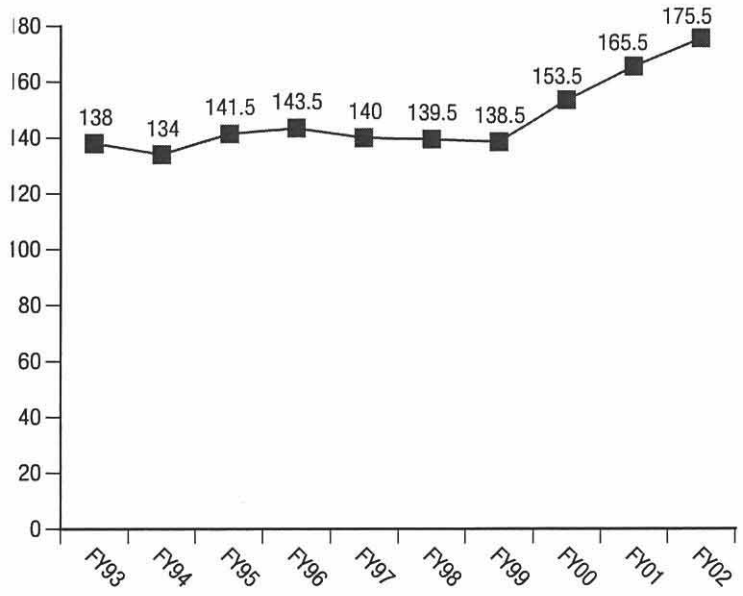
Staff: 175.5

Department of Parks and Recreation

Budget Unit 0710

- Parks Administration
  5904/P. Romero
  (11.5 Positions)
- Planning & Development
  5907/M. Frederick
  (10 Positions)
- Customer & Business
  5909/B. Kosanovic
  (21 Positions)
- Park Operations
  5910/W. Ventura
  (67.5 Positions)
- Park Maintenance
  5911/Vacant
  (65.5 Positions)

10-Year Staffing Trend



Department of Parks and Recreation

Overview

The Department of Parks and Recreation administers the County's parks and recreation programs; operates and maintains the 27 diverse developed parks; and works with cities, special park districts, contiguous counties and the State of California to develop complementary park and recreation programs.

The Park Charter was initially approved by voters in 1972. In November 1986, voters approved a Park Charter amendment which established the funding level at 1.5 cents per $100 assessed valuation. The allocation of funds for acquisition was set at 20%, and the remaining 80% of funds were devoted to development, maintenance and operation of parks. In March 1996, the voters approved an extension to the Charter through and including FY 2008 to FY 2009. The allocation of funding per $100 assessed valuation will be reduced to 1.425 cents in Fiscal Year 2003, through the remainder of the term.

In anticipation of the reduction to available funding in Fiscal Year 2003, the Department is launching a Revenue Enhancement Program, aimed at increasing revenues through the creation of new and innovative revenue enhancing programs.

Department of Parks and Recreation Performance Plan

Advancement of Board Priorities

The County Executive's recommendations for the Environmental Resources Agency (ERA) - Department of Parks and Recreation advance the Board of Supervisors' priorities by ensuring that the delivery of county services enhance the county's Fiscal integrity; by improving the buildings, systems and the support-service infrastructure needed for efficient and effective County operations; and by investing in technology and providing staff training and development to improve service quality.

Priority Goal One: Administration Program

To ensure the Department meets the recreation and open space needs of the public.

Background

The mission of the Parks and Recreation Department's Administration Program is to create a vision consistent with the Department's mission to provide, protect and preserve parklands for future generations; and to ensure implementation of this vision. In creating and implementing the vision for the Santa Clara County park system, of primary importance is the need to meet the growing recreation and open space needs of the community as stated in Priority Goal One. This goal is directly tied to:

- assuring a consistent funding base to address recreation and open space needs
- involving the public in defining those needs
- creating a vision for satisfying those needs
- ensuring the implementation of the vision

Funding Base

Santa Clara County residents have approved various measures since 1972 to provide funding for the County park system. In March 1996, the voters renewed the Park Charter for a 12-year period, allocating 1.5 cents per $100 assessed property valuation from the County General Fund for park acquisition, development and operations. The measure also specifies that at least 20% of the Park Charter funding be devoted to the purchase of parkland and that a 5% decrease in allocation from the General Fund become effective beginning in FY 2003 through the end of the measure term (FY 2009). In FY 2000, a total of $20,907,366 was allocated from the Park Charter of which $4,181,473 was earmarked for acquisition. Over the years, the County park system has expanded to encompass over 44,000 acres of parkland including 27 regional parks and more than 241 miles of trail. In the last 5 years, over 5,772 acres of parkland, totaling $23,090,931 have been purchased and efforts continue to expand the park system as mandated by the Park Charter.

Capital Improvement Program

The Department currently has a comprehensive Capital Improvement Program (CIP) to acquire lands for park and trail expansion and to develop park facilities. The CIP is made possible by and funded through the Park Charter. The community and the Parks and Recreation Commission (PRC) review the CIP on an annual basis, and a funding recommendation is forwarded to the Board of Supervisors during the annual budget review in June. For FY 2001, the Board approved $1,010,000 for Parks CIP improvements and $4,192,082 for acquisition.

For FY 2002, it is recommended to add $2,505,000 for the Park's CIP improvements. A listing of all the CIP projects for the Board's consideration is presented at the end of this Performance Plan under the subtitle *FY 2002 Capital Improvement Plan.*

Acquisition and Strategic Planning

An Acquisition Review Committee of the PRC has been formed to advise the full Commission and ultimately the Board of Supervisors on potential acquisition opportunities. Acquisition opportunities are evaluated in relation to the Board approved Parks Acquisition Policy and the goals and objectives of the County General Plan, Parks and Recreation Chapter. The Parks and Recreation Chapter provides the blueprint for policies and strategies for the expansion and development of the County's regional park system.

Although the General Plan was recently updated in 1995, the Parks and Recreation Chapter has not had a major revision in over 20 years.

The Board of Supervisors approved $300,000 in the Parks CIP FY 2001 budget for the purpose of preparing a Strategic Plan to help guide the expansion and development of the County park system for the next 10 to 20 years. The Strategic Plan is also envisioned to provide a financial plan for park development, expansion and operations. The Board executed a consultant contract for the Strategic Plan on January 9, 2001. It is anticipated that this planning effort will conclude in two years and will involve significant public outreach throughout the entire process.

Fiscal Year 2002 Improvement Strategies

1. Facilitate and encourage public participation in the establishment of improvement priorities for the Parks Capital Improvement Program (CIP).

Background: The Department's objective is to facilitate and encourage public participation in the preparation, review and approval of the FY 2003 Parks CIP budget. To that end, the Department plans to conduct a minimum of 2 workshops and 1 parkwide tour to provide an open forum for interested citizens and decision-makers.

Cost Impact: $0

Position Impact: None

Performance Impact: The workshops will be held during regularly scheduled PRC meetings and will allow the public the opportunity to recommend potential projects for inclusion in the FY 2003 CIP budget. The parkwide tour will be held on a weekend day to allow the public and decision-makers the opportunity to view and discuss projects under consideration in the FY 2003 CIP budget.

2. Provide leadership for expansion of the County park system.

The Department plans to convene a minimum of 2 meetings in FY 2002 with the Acquisition Review Committee (ARC) of the Parks and Recreation Commission.

Cost Impact: None

Position Impact: None

Performance Impact: The bi-annual ARC meetings will provide a forum for discussing potential acquisition opportunities and formulating recommendations to be forwarded to the full Commission and Board of Supervisors. The opportunities are based on the current County General Plan designation. It should be noted that the regional park system expansion plan included in the General Plan will be reviewed in FY 2002 as part of the Strategic Plan effort. It is anticipated that a revised park expansion plan will be finalized in FY 2003 and will be used in the future to guide acquisition planning.

3. Provide leadership in the development of a county wide Strategic Plan, including a financial component, and encourage public participation throughout the planning process.

Background: The Department plans to conduct an extensive outreach program to involve the community in the preparation of the Strategic Plan. As part of that effort, at least 2 public workshops and 5 focus group interviews will be conducted in FY 2002. Each public workshop will be held in 5 different locations, corresponding to the 5 supervisorial districts. In addition, the PRC, who will be acting as the Steering Committee for the Strategic Plan, will conduct monthly meetings. Each of these meetings will be open to the public. All public workshops and Steering Committee meetings will be noticed on the Department's web site.

Cost Impact: $0 (as noted in the "Background" section, $300,000 has already been allocated in FY 01 for the Strategic Plan preparation)

Position Impact: None

Performance Impact: The discussion at the public workshops and focus groups will be geared toward obtaining input on defining the vision of the park system and then translating that vision into an action plan for policies, strategies, improvements and management. It is important to note that a workshop will be held in each of the 5 supervisorial districts in FY 2001 to provide an opportunity to define the core values and public needs of the regional park system.

Conditions Affecting Performance

- Although highly unlikely, it is possible that other more pressing priorities could potentially shift the PRC's focus and limit the amount of time available for review of the FY 2003 CIP budget.
- Since parkland is acquired by opportunity purchase, it is possible that no lands of interest to the County would be available in FY 2002.
- Given the multitude of topics and issues to be discussed in the Strategic Plan, it is possible that it may take longer to prepare the information for public review, thus requiring an extension of time for the conducting the public workshops, focus group interviews or Steering Committee meetings.

Key Performance Indicators

	Current Measure	FY 2002 Goal
1. Conduct two (2) public workshops and one (1) park-wide tour to review FY 2003 Parks CIP	N/A	100%
2. Convene minimum of two (2) ARC meetings to review acquisition opportunities	N/A	100%
3. Facilitate two (2) public workshops in each of the Supervisorial districts (a total of 10 workshops)	N/A	100%
4. Facilitate five (5) focus group interviews	N/A	100%
5. Facilitate twelve (12) Strategic Plan Steering Committee meetings	N/A	100%
6. Notice all Strategic Plan meetings on Department web site	N/A	100%

Priority Goal Two: Administration Program

To ensure the sustainability of the Department's regional park system.

Background

The mission of the Parks and Recreation Department's Administration Program is to create a vision consistent with the Department's mission to provide, protect and preserve parklands for future generations. In creating and implementing this vision for the County's regional park system of primary importance is the need to provide leadership to employees and stakeholders through communication of this vision in order to facilitate its implementation. Also, as part of this mission, it is vitally important that the Marketing & Fund Development component of the Administration Program ensure the sustainability of the Department's regional park system, as stated in Priority Goal Two.

Grant Funding

In pursuit of this goal the Department is aggressive in the research of and application for grant funding opportunities. In FY 2000 the Parks Department applied for nine (9) grants and received a total of $843,495 in grant funds. In FY 2001 the Department will be applying for at least ten (10) grants, totaling more than $1,000,000. Receiving grants enables the Department to supplement the many programs and services offered to the public that would not ordinarily be provided.

Marketing and Revenue Development

In 1997 the Department developed strategies for revenue enhancement and cost savings. The objective was to provide more service to County residents while enabling the Parks Department to plan for projected revenue shortfalls including a $950,000 to $1,259,000 reduction in Park Charter funding beginning in July 2002.

Currently, the Department is aggressively pursuing marketing strategies such as the marketing of special events like Forest Conservation Days at Sanborn Park and Bicycle Safety Day at Hellyer Park, "Go Outside and Play" Day and the "Fantasy of Lights" holiday light display. These events have brought many new members of the public into our parks, some for the very first time. The Parks Department also conducts targeting mailings of our Department's newsletter to over 10,000 homes in the County and decals displaying the Department's web site are placed on every Department vehicle.

A Marketing and Fund Development Committee was created in 1997 and is led by the Customer and Business Services Program Manager. This committee is comprised of staff from other administrative programs and their focus is the development and implementation of the marketing component of the revenue enhancement plan. A marketing consultant has been retained through June 2002 with a current operating budget of $257,550.

Public Awareness

To gauge awareness of our park programs and services, the Department conducts a year-round Customer Comment Card survey campaign that asks our park visitors how well we're doing and what can be done to improve the services or facilities. As we did in 1999, a Public Opinion Survey will be conducted in FY 2001 to again determine our constituents' knowledge of county parks and the services and programs we provide, and to assess their opinions of our Department and the service we provide.

FY 2002 Improvement Strategies

1. Establish a secure funding base.

Background: Beginning July 1, 2002, the Department must return 5% of its allocation from the Park Charter Fund to the County's General Fund. This action becomes effective in FY 2003 and lasts through the end of the current Park Charter (FY 2009). In order to mitigate the loss of more than $1,000,000 in revenue, the Department will continue to pursue revenue enhancement and cost recovery goals.

Cost Impact: $0

Position Impact: None

Performance Impact: Through continuing efforts to increase revenue, the Department will fully mitigate the return of 5% of its allocation from the Park Charter Fund to the County General Fund. Revenue enhancement efforts will include park user fee adjustments, increase marketing and public awareness, increases in lease and concession revenue, increases in

grant funding (including State park bond funding) and the exploration of alternate funding sources. Cost recovery efforts will include continued evaluation of all expenditures, specifically staffing, services and supplies.

2. Market and promote park facilities and programs.

Background: The Department plans to actively market and promote two specialty parks in FY 2002, Motorcycle Park and Field Sports Park. Both of these parks provide activity and program opportunities to a very specific demographic population. Both parks are currently under-utilized and have the potential for increased use and park user fee revenue. The Department will develop and implement a targeted marketing program for both parks.

Cost Impact: $0 (will be part of existing marketing consultant service agreement)

Position Impact: None

Performance Impact: By developing a marketing and public awareness program which specifically targets the demographic user group for both Motorcycle Park and Field Sports Park, the Department anticipates an increase in park use and park user fee revenue.

3. Maintain quality customer service.

Background: The Department will continue to distribute "Customer Comment Cards" to all park customers and respond to all customer comments, suggestions, complaints and kudos. In addition, the Department will contract for a public opinion survey in FY 2001 that will determine the public's knowledge and awareness of our services and programs and will gauge their opinions of our services and programs.

Cost Impact: $25,000 (in FY 2001)

Position Impact: None

Performance Impact: Each year the Department wishes to increase the public's awareness of our services and programs. In addition, the Department wishes to increase the public's favorable opinion of our services and programs. Both the "Customer Comment Cards" and the public opinion survey will allow us to measure the increase in awareness and favorable opinion.

Conditions Affecting Performance

- Severe weather conditions could limit public use of both Motorcycle Park and Field Sports Park, since activities occurring at these parks are primarily outdoor activities. Limited public use will have a definite effect on park user fee revenue generated by both parks.

Key Performance Indicators	Current Measure	FY 2002 Goal
1. Maintain adequate funding and revenue levels to meet Department budgetary needs for FY 2003	N/A	100%
2. Develop strategic plan to promote Motorcycle Park and Field Sports Park	N/A	100%
3. Conduct one (1) public opinion survey to assess feasibility of various future funding sources	N/A	100%
4. Establish a baseline return rate of Customer Comment Cards	N/A	100%
5. Apply for ten (10) grants in FY 2002	N/A	100%

Priority Goal Three: Public Safety Program

To provide quality customer service, visitor safety and resource protection through public education and patrol.

Background

The mission of the Public Safety Program is to ensure the protection of park visitors, natural resources, and property through comprehensive program of patrol, enforcement, education, interpretation and emergency services that provide for a safe and quality recreational experience.

As land managers we are responsible for public safety and must develop reasonable and professionally competent programs to ensure this. While our staff must be adequately trained to carry out law enforcement and search and rescue activities, these programs must balance the safety of visitors with their level of sophistication, the type of activity, and the potential consequences of a decision. We are cognizant of the fact that users come to outdoor recreation areas to get away from the regimentation and control existing in their urban or suburban communities where they live. Thus, the user's activity within our County Parks should dictate the need for a general safety program. Our law enforcement and safety programs are the minimum necessary under the circumstances and are always carried out with the user's experience in mind. We consistently try to provide a risk-free, enjoyable experience for visitors, but must protect the natural resources and facilities from overuse and abuse.

In light of the above, our program goal for FY 2002 is to provide quality customer service, visitor safety and resource protection through public education and patrol. At baseline funding levels our ranger staff consists of four (4) Park Ranger Supervisors, nine (9) Senior Park Rangers, thirty-eight (38) Park Rangers and eight (8) Seasonal Park Rangers. Park patrol methods include bicycles, vehicles, equestrian, foot and boat. In addition, we staff special facilities like the Field Sports Park and the Motorcycle Park. The Park Rangers of Santa Clara County have a rich and professional reputation known throughout the State of California and Unites States. Our equestrian unit recently participated in the Presidential Inauguration, the only unit of its kind from the state.

Park Rangers have maximum visibility to deter criminal activity within our parks and facilities. We strategically staff our parks to minimize response time to any incident in the County Parks. We pride ourselves on maximum public contact and maximum public service. The Park Ranger provides prompt and professional emergency response to all park incidents by following established Department protocol and procedures. We can provide this service to our residents and park users because of the excellent training received locally in the field or away at state and national training sites.

In fiscal year the Public Safety Program patrolled more than 44,000 land acres, 3,640 lake acres, 66 miles of vehicle roadway, more than 69 miles of bike trails, more than 151 miles of equestrian trails and more than 220 miles of foot trails. We are using this data to assist us in establishing patrol standards and enforcing and maintaining those standards for the safety of our users. We are establishing standards by park unit and type of patrol. This entails reviewing public safety actions taken by park units and Park Rangers to see what level we are currently operating at in FY 2002. This information will allow us to create benchmarks for subsequent measurements.

FY 2002 Improvement Strategies

1. Develop and enforce staffing standards for public contact and park patrol, including bicycle, vehicle, foot, equestrian and boat patrol.

Background: In FY 2002 the Department will develop and enforce staffing standards for public contact and park patrol that includes bike, vehicle, foot, equestrian, and boat. To accomplish our improvement strategy the Department will set standards for appropriate levels of park unit staffing to keep parks open 365 days per year. Standards are to be determined by April 2002. To accomplish the objective of developing and enforcing staffing standards for public contact and park patrol we will measure level of public safety contacts made at each park unit and by park ranger. The baseline contact level will be established in FY 2002.

Cost Impacts: $0 (patrol standards to be developed and measured at current staffing levels)

Position Impacts: None (patrol standards to be developed and measured at current staffing levels; staff will need annual, on-going refresher training for fire, emergency medical response, search-and-rescue, low-angle rescue and legal updates)

Performance Impacts: Development of patrol standards in FY 2002 will identify how and where to patrol to meet minimum levels of public safety within the County park system. This minimum level will be specific to each type of patrol (bicycle, vehicle, foot, boat and equestrian).

Conditions Affecting Performance

- Environmental conditions may affect the ability to keep all parks open every day of the year.
- There may be a requirement for a shift of resources (time, people, and money) to a higher priority within the Department.
- A shift in priorities may warrant the lack of follow-up on standards to insure we are meeting the right standards for the user.

Key Performance Indicators

		Current Measure	FY 2002 Goal
1	Establish standards for appropriate levels of park unit staffing to keep parks open 365 days per year	N/A	April 2002
2	Measure level of public contacts made at each park unit and by park ranger	N/A	100%
3	Establish baseline public contact levels for each park unit	N/A	April 2002

Priority Goal Four: Interpretive Program

To nurture an awareness of historical and cultural resources, natural systems and the relationship between humans and the environment.

Background

The mission of the Parks Department's Interpretive Program is to foster an awareness and appreciation of Santa Clara County's natural, cultural and historical resources through quality interpretive programs, facilities and services, thereby promoting the protection, preservation, and spirit of community pride and ownership of County parks. This mission and Priority Goal #4 can be accomplished by:

- providing educational and enjoyable opportunities for the public and park visitors where they can learn about the County's history and natural diversity, and
- providing a link between the lives of County residents and the value of County historic, cultural and natural resources.

The Department currently operates two interpretive facilities, the Almaden Quicksilver Mining Museum and Chitactac-Adams Heritage County Park. A third facility, the Santa Teresa Historic District's Joice-Bernal Ranch is under development and will open to the public in FY 2001. Park Interpretive Program staff is assigned to each of these sites to provide educational programs to the general public, school groups and other community groups.

In addition to programming at the above-mentioned interpretive sites, a large number of interpretive programs are conducted throughout the park system by Park Ranger and Park Interpreter staff. During calendar year 2000, park staff reached an audience of over 15,000 people by conducting over 300 individual interpretive programs. The interpretive programs included were as follows,

a) Camp fire programs at Mount Madonna, Uvas Canyon, Grant, Coyote and Sanborn County Parks during the peak camping season (spring-summer),

b) Junior Ranger programs for youth ages 9-12 at five parks in spring, summer and fall,

c) In-park programs for park visitors and families scheduled throughout the park system year-round (staff-led hikes and programs, canoe paddles, youth fishing events, etc.), and

d) Outreach programs by request to schools and other community groups.

There are currently four full-time employees (1 Program Coordinator, 3 Park Interpreters) and three extra-help employees assigned to the Interpretive Program. Funding is allocated annually from the Department's operating budget to the Interpretive Program for staff costs, program materials and equipment, facility maintenance and expenses, and office expenses. Additional funding has been allocated from the Capital Improvement Program (CIP) budget for specific projects that support the Department's interpretive mission and goals (ex: exhibit design and fabrication for Almaden Quicksilver Mining Museum). Program funding levels (excluding staff costs) for FY 2000 were $108,861 and for FY 2001 are $106,856.

FY 2002 Improvement Strategies

1. Establish in February 2002 an annual calendar of public interpretive programs and events department wide for calendar year 2002.

Background: It is necessary to establish a calendar of interpretive programs and events that takes into consideration staffing levels, target groups, advertising methods and other Department events. This calendar will help the Department evaluate the resources necessary to provide quality interpretive experiences for County residents and park visitors.

Cost Impact: $0

Position Impact: None

Performance Impact: By establishing a calendar of programs early in the calendar year, Park Interpreters and Park Rangers can adequately prepare for programs and plan around other duties and projects that impact their schedules. Early planning and selection of program calendar dates and times allows for advertising efforts to be successful. If a calendar is not established, programs and staff schedules may become more of a last-minute issue, the quality of programs may suffer, and public attendance will decrease.

2. Develop a comprehensive evaluation process for Interpretive Services.

Background: In order to provide quality interpretive programs and facilities to the public, a comprehensive evaluation process must be established to ensure this objective is achieved. An evaluation process will be implemented that measures adherence to Department Interpretive Program Guidelines (drafted in FY 2001), public feedback, and achievement of Department goals through interpretive services.

Cost Impact: $0

Position Impact: None

Performance Impact: Draft Interpretive Program Guidelines were developed in FY 2001 that identify how to plan and develop interpretive services ranging from staff-conducted programs to exhibits and publications. An evaluation process is needed to ensure that both Department objectives and public expectations are being met by our interpretive program. This process will include establishing standards, evaluation techniques and procedures for evaluating staff, programs, publications, exhibits and facilities.

3. Develop exhibits and program elements for the Santa Teresa Historic District (Santa Teresa Springs and Joice-Bernal Ranch complex).

Background: The Santa Teresa Springs and Joice-Bernal Ranch sites within the Santa Teresa Historic District are currently being developed as the Department's third interpretive facility. This site will be used to interpret the history of the Santa Teresa Springs, the different cultures who lived in proximity to the springs, and the Santa Clara Valley's turn-of-the-century farming and ranch periods. Site construction will be complete in FY 2001. The next phase is to design, fabricate and install interpretive exhibits for the site and to develop on-site interpretive programming for school groups and other target user groups. The exhibit design phase (in progress) is being funded through grants from the County Historical Heritage Commission and will be completed during FY 2002.

Cost Impact: $200,000 (for exhibit fabrication and program implementation [$50,000 in recommended FY 2002 CIP budget; balance to be requested from Historical Heritage Commission grant funds])

Position Impact: None

Performance Impact: The history and cultures interpreted at this site are significant to the history and development of the Santa Clara Valley. In addition to providing an enjoyable and educational experience for Santa Teresa County Park visitors and the general public, this site will provide educational programming for school groups that compliment the California education standards for public schools.

4. Develop and pilot the Junior Ranger II Program.

Background: The Parks Junior Ranger Program began in the summer of 1997 at Hellyer County Park and is now conducted in 5 parks during the spring and fall months. Nearly 600 youth ages 9-12 have successfully completed the program, which focuses on the County's natural resources and human connections to these resources. Program participants and their families have expressed an interest in maintaining their connection to the Department beyond completion of the current Junior Ranger Program. It is the intent of the Interpretive Program staff to develop and offer an expanded "next step" program to these youth entering their teen years.

Cost Impact: $50,000 (for a three-quarter-time (0.75) Park Interpreter positions)

Position Impact: An additional ¾-time Park Interpreter position will be needed to develop and implement the proposed Junior Ranger II, as well as to maintain ongoing program coordination and implementation of the existing Junior Ranger Program in 5 parks.

Performance Impact: Public education is vital to the mission of the Department to provide, protect and preserve parklands for future generations. The Junior Ranger Program provides a way to communicate the value of our natural resources to local youth, the future generations of our County. The proposed Junior Ranger II Program phase will function to maintain the positive connections between County Parks and youth entering their teen years where a variety of less-positive influences compete for their interests.

Conditions Affecting Performance

- Given the varying duties and responsibilities assigned to Park Rangers, it is possible that FY 2002 interpretive program levels will not be able to meet

or expand beyond those established as a baseline in FY 2001. The success of the Interpretive Program relies heavily on the availability of Park Ranger staff to plan, develop and conduct programs throughout the park system. Park Interpreters are primarily assigned to dedicated interpretive facilities such as the Quicksilver Mining Museum and Chitactac-Adams Heritage Park. Park Rangers are responsible for and/or are integrated into nearly all programs outside of these dedicated interpretive facilities.

- If funding is not secured for fabrication and installation of exhibits for the Rancho Santa Teresa Historic District, the site will not be ready to accommodate formal programming, such as for school groups.
- If an additional ¾-time Park Interpreter position is not approved, the Junior Ranger Program cannot be expanded to its proposed Junior Ranger II Program phase (this program will be one of the tasks assigned to this position).

Key Performance Indicators

		Current Measure	FY 2002 Goal
1.	Develop annual calendar of interpretive programs and events	N/A	March 2002
2.	Develop evaluation process for interpretive programs and services	N/A	100%
3.	Complete interpretive facility at Santa Teresa Historic District	N/A	100%
4.	Develop curriculum for Junior Ranger II Program	N/A	FY 2002

Priority Goal Five: Natural Resources Program

To protect and preserve natural systems' diversity and species of special status and restore degraded habitat.

Background

The mission of the Parks and Recreation Department's Natural Resources Program is to insure the protection and preservation of natural systems that will provide a living legacy for this and future generations. The regional park system currently comprises of biologically diverse and unique habitats including rare, threatened, endangered and special status species and habitats. To meet the needs of preserving and protecting biodiversity, special status species and habitats, and restoring and enhancing degraded natural habitats and species, it is important to meet the needs as stated in Priority Goal Five. Tasks to complete this goal include:

a) surveying and mapping of natural habitats,

b) natural resource management planning and monitoring, and

c) natural resource management decision-making and programming based on scientific methodologies.

The Natural Resources Program is a relatively new Program and expanding annually. The program was created in September 1998 with the hiring of the Natural Resources Program Coordinator. Since that time, the Program has grown to include two extra-help and one permanent Natural Resource Management Technicians. Natural resource management personnel, working with other Parks Department personnel, other County departments and outside agencies is asked to manage, preserve and protect; monitor, survey and inventory; and restore natural habitats throughout the regional park system. Currently, the Natural Resource Management Program budget dedicates $94,600.00 to monitoring, surveying and inventorying, $59,025.00 to wildlife and fisheries management, vegetation management and habitat enhancement and restoration, and $182,000.00 toward program personnel.

The Natural Resources Program is currently collecting data on habitat and indication species status and current condition, and developing that information into a GIS-based (geographical information system) software program for better management and long-term monitoring. With a system-wide natural resource inventory scheduled to be completed August 2001, there is a need to have a comprehensive Natural Resource Management Program Plan and Monitoring Program to ensure the protection, restoration and long-term management of natural systems and habitats. The Natural Resource Management Program Plan will accomplish direction, needs analysis, and long-term strategies to ensure the regional park system's protection and preservation of natural systems' diversity and special status species for this and future generations.

FY 2002 Improvement Strategies

1. Develop a comprehensive Natural Resource Management Program Plan and Monitoring Program, with a community-based element.

Background: The Department's objective is to establish a baseline condition of the Department's natural resources, and create an overall Natural Resource Management Program Plan and Monitoring Program to manage the natural resources and promote sound scientifically-based decision and management ideals using a proactive approach. It is the overall Program goal and objective to promote an awareness of natural resources and promote scientifically based strategies. To that end, the Department intends to complete a gap analysis of County natural resources and integrate this information into the current database; develop standards, methodologies, and priorities for planning and programming; and provide training of park staff and interested volunteers for monitoring.

The gap analysis includes an inventory of the natural resources of those areas between County Parks. Currently, the Department is collecting and analyzing data within the County Park system to create a baseline condition and inventory of the natural resources within County Park jurisdiction. The gap analysis will integrate with the Park inventory and provide a reconnaissance-level inventory and status of the natural resources between County Parks. This information will be used to provide information on species and habitats of concern, potential impacts influencing County jurisdictions and provide natural resource priorities for preservation and protection.

Cost Impact: $15,000 data collection and analysis of gap information, $6,500 computer needs (software, plot printer, and hardware), $13,550 addition of an extra-help Natural Resource Management Technician (data management and survey).

Position Impact: Contract management, plan writing, program implementation and on-going data management and updates will put a strain on current staffing levels and on-going programs and projects. The Natural Resource Management Program would need, at minimum, an additional extra-help staff position to implement and manage such a plan and program. Training and recruitment for the monitoring program will be provided in-house (in concert with the Park Training Coordinator and Volunteer Coordinator). An additional extra-help Natural Resource Management Technician will be needed to train volunteers, lead workshops, collect and analyze data and work in concert with other Department staff.

Performance Impact: A comprehensive Natural Resource Program Plan, based on the current inventory and gap data, will be needed to complete priorities, identify needs and potential impacts on County Parklands. The Plan and Monitoring Program will allow the Department to move toward proactive management, based on current scientific information and status. The monitoring recruitment and training will be provided in-house to Park Ranger staff and interested general public and groups. Software needs to be compatible with the type of information needed to be established and managed.

If this action did not occur, the impact would be detrimental to the overall management and health of the natural environment within County parklands. A concerted effort needs to be put in place and based upon current biological information and methodologies in order to be most effective and efficient in outcome and spending. Having a program plan and community-based monitoring program will allow for public involvement and feeling of "ownership" in County Parks. This will enable the Department to recruit volunteers, promote ideologies and promote and affect environmental health within and beyond County Park boundaries. Without this coarse of action, the natural resources health and status would be compromised due to lack of information, lack of overall strategic design (lessening impacts upon habitat fragmentation) and lack of scientific information-based program for efficiency and effectiveness.

2. Establish criteria and make natural resource management decisions and plans using scientific information and methodology.

Background: It is the intention of the Parks Department to make sound natural resource management decisions and plans using current scientific information and methodologies.

Cost Impacts: $15,000 (gap data collection and analysis, as stated above), $13,550 (seasonal, extra-help employee)

Position Impact: Additional seasonal, extra-help employee will be needed for training updates and assistance with data management and collection.

Performance Impact: Basing decisions on the most current scientific data will allow the Parks Department to manage, preserve and protect its natural resources through a proactive management regime. Completion of the gap data collection and integration with GIS-based parks' natural resource inventory allows for current condition and status of natural resources within the Department's jurisdiction and an indication of potential threats, impacts and identification of potential preservation and protection areas for further protection of County natural resources. Development of success criteria will provide targets and provide scientific strategies to monitoring and health of natural habitats within County Park jurisdictions.

If this action did not occur, there would be negative impacts upon the natural resources within the County Park system. Basing programs, plans, and decisions on anything but current, sound scientific information would not be in compliance with proper land stewardship expected of County Parks. Basing decisions on anything, but current data and monitoring impacts would have a detrimental impact on natural habitats and species, including rare, threatened, endangered and special status species and habitats. This could lead to violations of resource laws and regulations.

Conditions Affecting Performance

- If funding levels are not achieved, the lack of data will negatively impact the extent of the Natural Resource Management Program Plan.
- Given magnitude of gap analysis and data collection more time may be needed to analyze data collected and integrate into the current natural resource GIS data layer. This may delay the implementation of a Natural Resource Management Program Plan.
- Although not likely, Department priorities may shift (e.g., endangered and special status species issues, etc.) and the Natural Resource Management staff may have to work toward other priorities indicated by the Department.
- n severe weather conditions, access into remote areas will be impaired and will delay completion of plans (ground verification and field site visits).
- Without compatible, appropriate computer resources, it would not be feasible to collect, manage and update data. It would also hinder the ability to proactively manage the natural resources as well as provide sufficiently for a Natural Resource Management Program Plan.

Key Performance Indicators

		Current Measure	FY 2002 Goal
1	Complete gap analysis and integrate information into current GIS-based natural resource inventory	N/A	100%
2	Complete Natural Resource Management Program Comprehensive Plan	N/A	100%
3	Develop volunteer training standards, methodologies, priorities and recruitment plan	N/A	100%

Priority Goal Six: Park Maintenance Program

To provide clean, safe and attractive facilities and grounds.

Background

The mission of the Parks and Recreation Department's Maintenance Program is to provide clean, safe, and accessible park grounds and facilities that give visitors the opportunity to enjoy their park resources.

Currently, the Park Maintenance Program is responsible for the maintenance of (27) regional county parks covering more than 44,000 acres of open space and developed facilities. Maintenance responsibilities include upkeep of 486 buildings, 66 miles of roads, over 241 miles of trails, tree trimming-hazardous tree removal, general clean up, 88 acres of turf maintenance and weed control. It is the responsibility of each member of the Program's staff to provide the park visitors a clean, safe and accessible park facility at all times.

The Park Maintenance Program currently employs 65 permanent staff members and 11 half-time extra help employees. In addition to paid staff the program also utilizes the assistance of un-paid crews and volunteers. This un-paid assistance consists of 10,000 hours from Juvenile Probation Crews, 10,000 hours from the Department of Corrections and 13,000 hours from the Volunteer Program. With an operating budget of $5.8 million, the program also relies heavily upon other Programs to fulfill its current level of services. The Public Safety, Customer and Business Services and Planning and Development Programs play a significant role in assisting with current services. At current staffing levels, the program will not be able to maintain planned future acquisitions.

The Park Maintenance Program relies upon inspections by lead and supervisory staff, public opinion surveys and customer comment cards to determine if the current level of services meet the park visitors needs. In a recent customer comment card survey conducted by the Department during the summer of 2000, a 93% approval rating of park cleanliness was reported.

FY 2002 Improvement Strategies

1. Establish and implement maintenance standards for the County park system.

Background: The Park Maintenance Program recognizes the importance of establishing consistent and concise maintenance standards that will clearly communicate the expected maintenance and safety standards of park visitors and regulatory agencies. The objective of the Program is to have attainable maintenance standards established in FY 2002.

Cost Impact: $0

Position Impact: None

Performance Impact: In order to meet the goal of establishing maintenance standards in FY 2002, it will be necessary to convene a committee to establish and review standards and prepare these standards for review by the Department's Management Team. It will also be necessary to establish an accurate timeline for each step in the process. The program is committed to an 80% adherence to newly established standards by the end of FY 2002.

2. Assure public safety and accessibility on all existing and new trails.

Background: Our park visitors have come to expect the very best in trail access safety and maintenance. To fulfill this objective, the Program proposes the following actions:

- monitor trail grading contracts to assure completion of all trail grading by June 1, 2002
- Prune vegetation away from graded trails in accordance with current established standards by May 1, 2002
- Establish trail maintenance guidelines in FY 2002

Cost Impact: It is estimated that one (1) additional staff members, an additional vehicle and tools are required to meet this objective. An augmentation to the Program's budget of $106,588 would be required.

Position Impact: The program objective can be met with the addition of one (1) new staff member, a Park Maintenance Lead Worker. The estimated cost of the additional staff is $73,000. In addition to this permanent staff member, meeting this objective will rely heavily upon resources from the Department's Volunteer

Program, California Conservation Corps, San Jose Conservation Corps, Juvenile Probation and the Santa Clara County Department of Corrections.

Performance Impact: To meet this objective, it will be necessary to establish trail maintenance and safety standards to be adopted by the Department. It is proposed to establish a committee to define trail maintenance needs and develop standards.

Conditions Affecting Performance

- Severe weather conditions or natural disaster may prevent the Program from fulfilling the objective.
- Reduced staffing levels or the need to re-prioritize staffing.
- Review process of standards is longer than anticipated.
- Changing regulatory guidelines and standards.

Key Performance Indicators

		Current Measure	FY 2002 Goal
1.	Establish routine maintenance standards for park facilities and grounds.	N/A	100%
2.	Complete trail grading beofre June 1, 2002	N/A	100%
3.	Prune vegetation away from to-be-graded trails by May 1, 2002	N/A	100%
4.	Establish trail maintenance guidelines.	N/A	100%

Priority Goal Seven: Planning and Development Program

To ensure that park and trail development is safe and attractive; meets functional needs; is cost effective; and is consistent with regulatory standards.

Background

The mission of the Planning and Development Program of the County Parks and Recreation Department is to meet community and Department needs for regional recreation and historical preservation by providing planning, environmental and construction services for park and trail development. The County Park system encompasses more than 44,000 acres of parkland contained in 27 parks. The park system is comprised of both park operated and concessionaire/leased facilities offering a wide variety of recreational experiences including over 241 miles of paved and unpaved trails. These facilities are maintained and enhanced with new development utilizing Park Charter funding. The Capital Improvement Plan (CIP), which includes large-scale planning and improvement projects, is recommended by the Department, reviewed by the Parks and Recreation Commission and approved by the Board of Supervisors on an annual basis. It is one of the roles of the Planning and Development Program to implement the CIP and assist the Park Maintenance and Public Safety Programs in planning and construction of other related projects.

One of the objectives of the CIP is to provide new and improved facilities for the recreational enjoyment of the community. Park facilities are used extensively and include amenities such as picnic grounds, restroom facilities and parking, and in some urban areas managed turf. Some of the existing facilities were developed with minimal amenities and are in a deteriorated condition. The CIP has identified two such reservable group picnic areas in Los Gatos Creek County Park in Campbell and Ed Levin County Park near Milpitas. The existing facilities consist of a group of picnic tables (for groups of 100 persons), garbage cans and a large barbecue pit. These facilities typically are underutilized and are the last to be reserved because they do not provide shade and the barbecues are in need of replacement. The Department recently completed a Revenue Enhancement Plan that identified methods to increase revenue throughout the park system. One of the items identified was the development of new and enhanced reservable group picnic facilities. In tandem with the Revenue Enhancement Plan development, the Department's Marketing Program has solicited public comment and evaluation of the Department's services. The Customer Comment Cards distributed and collected at the parks as well as comments received by the Reservations Unit staff indicate a desire and expectation of the public to have available upgraded group picnic facilities at both Levin and Los Gatos Creek County Parks.

FY 2002 Improvement Strategies

1. To ensure that all improvement projects meet objectives of the community and Department, are in full compliance with all codes and permit requirements, and are completed on time and within budget.

Background: The action plan for accomplishing this improvement strategy includes the following tasks:

- develop a checklist identifying all regulatory agencies and typical code requirements for all development projects
- all projects recommended by staff and the public will be presented for consideration by the Parks and Recreation Commission; Housing, Land-Use, Transportation and Environment Committee and Board of Supervisors in the FY 2002 CIP budget
- all develop projects will utilize standard tracking methodology to ensure projects are completed on time

Cost Impact: $0 (Department will be responsible for compensating appropriate agencies and departments for needed plan checking services. Funds have been allocated in the Department's intra-county account for this expenditure.)

Position Impact: None

Performance Impact: There is a need to standardize the process to ensure consistency in regulatory compliance and scheduling for all projects. Each project manager will be expected to follow the guidelines developed for this Improvement Strategy in future years. Staff will need to evaluate all project proposals and prepare detailed estimates in order to provide more accurate

information for the Parks and Recreation Commission during the CIP budget preparation in order to make feasible recommendations to the Board of Supervisors.

2. Prepare plans and specifications and administer the construction of group picnic areas and shelters in Ed Levin and Los Gatos Creek County Parks (these facilities have been incorporated into the current CIP and are scheduled for design development and construction in FY 2002).

Background: For FY 2002, two projects are to meet the PBB goal and the improvement strategy includes the following objectives:

- At completion, Project Manager to ensure that "as built" of construction plans are completed and filed by February 2002
- Projects to be completed and available for reserved use by the public by April 2002

Cost Impact: $200,000 The current budgeted amount (CIP FY 2001) for these projects are $240,000 ($120,000 for each group picnic shelter). A CIP FY 2002 request for an additional $200,000 is being recommended to augment the existing funding in order to provide quality facilities.

Position Impact: None

Performance Impact: The projects identified and tasks associated for completion of the project are currently within the scope of work to be performed by the Project Manager. The objective is to develop a standardized process to ensure consistency in regulatory compliance and record retention. The Project Manager will be responsible for ensuring appropriate and adequate record retention.

Conditions Affecting Performance

- Weather conditions may affect the project schedule for both design and construction. Environmental permitting at times requires biological or hydrological studies, for instance, during specific times of year. Although the construction contract requires contractor to consider an identified number of "rain days" for projects, weather conditions may adversely impact site conditions and access beyond allowance as identified in County's General Conditions.
- The contracting "environment" throughout the Bay Area will affect the number and price level of bids received on contracted projects. The large volume of work areawide recently has resulted in fewer bids and higher prices.
- Some regulatory permits allow for a limited window for completion of work. Timely issuance of permits is at the discretion of the permitting agency.
- The Parks and Recreation Commission (PRC) reviews the entire CIP on an annual basis. Project funding may be reallocated at the discretion of the PRC.
- Changing regulatory guidelines and standards.

Key Performance Indicators

		Current Measure	FY 2002 Goal
1.	Develop checklist of regulatory requirements	N/A	100%
2.	Present all staff-recommended CIP projects to Parks and Recreation Commission	N/A	Feb. 2002
3.	Develop standard CIP project tracking methodology	N/A	100%
4.	Comlete "record drawings" for Los Gatos Creek Park and Levin Park group picnic shelters	N/A	Feb 2002
5	Los Gatos Creek Park and Levin Park Group picnic shelters available for public use	N/A	April 2002

Parks Administration

Fantasy of Lights Event

An increase in funding is recommended to meet the need for generators and fuel as a result of the energy crisis. Additional lighting/displays are also purchased each year. This annual event generates positive exposure and revenue for the Department.

Total Cost: $56,900

Long-Range Planning and Property Management

Add 1.0 FTE GIS Technician and delete Temporary Help

The Parks and Recreation Department's programs utilize the Geographical Information System (GIS) on a regular basis. This recommended position will provide technical assistance to the Planning, Natural Resource management and Maintenance staffs. The GIS "layers" are currently being developed independently by the various programs with little coordination. The recommended position will also assist the Natural Resource Management Program in creating inventory GIS layers of natural resources for the management and preservation of critical and endangered species habitats. The Planning Program is involved in the development of Master Plans, which are now developed utilizing GIS technology. Additionally, the Countywide Trails Master Plan database was created in an electronic format, which was converted to a GIS format but is incomplete. Many organizations request information and offer information in GIS formats. In order to have the ability to exchange and access the information, the Department needs to organize, develop and manage GIS system for Parks use.

The Department is in the process of preparing a Strategic Plan for the Santa Clara county Parks and Recreation system which will provide direction for current and future regional recreational and historical preservation needs. Additionally, the Department is preparing a master plan for the Bear Ranch/Coyote lake county park properties. Consultants for these projects will be gathering baseline inventories, assessing needs and classifying park lands utilizing a GIS format. The Countywide Trails Master Plan adopted by the Board of Supervisors identifies trail alignments and includes an inventory of dedicated easements which are to be tracked using GIS. As noted above, the layer is incomplete and not fully functional.

The Department currently employs a half-time extra help Engineering Technician to assist staff in the development of electronic mapping of park resources and facilities. The Geographical Information System (GIS) is a tool that is increasingly being used by other agencies, organizations and County departments. Access to these GIS resources, the ability of staff to utilize the information as well as the creation of park GIS information is critical to future planning, real estate, operational and maintenance functions of the Department. This recommendation will convert the currently funded half-time extra help position into a permanent full-time position.

Total Cost: $72,972

Partially offset by a reduction in extra-help costs of $16,389.

Two Administration Modular Units

This recommendation will centralize the Park Ranger Supervisors and support staff in order to provide better services to the public and provide for better planning, communications and execution of duties between Operations Division staff and other department divisions.

In order to provide quality services and facilities to the public, the Department must provide adequate work space for its employees. In addition, the Department must also look to centralizing work functions wherever possible to maximize efficiency of resources and improved communication between divisions.

Total One-time Cost: $55,000

Customer and Business Services

Two-percent Contingency Reserve for Park Operations

This recommedation appropriates funds to meet the two-percent contingency reserve for Parks Operations, which is re-established annually and is used for an emergency or unanticipated situations requiring a budget augmentation.

Total One-time Cost: $360,000

Windows 2000 and Communication Lines Upgrades
This recommendation provides for computer communication line upgrades between its local area network and 27 computer locations. In addition, the Department's computer software operation system will be upgraded to Windows 2000, at the request of ISD.

This upgrade will allow the Department to continue to receive technical support from ISD staff. It also minimize incompatibilities in department's computer operating system and will reduce the complexity of future system upgrades. The computer communication line upgrades will provide a more efficient communication link between the Department's LAN system and the 27 field site computer locations. Upgrades will include faster phone lines, microwave and fiber optic connections.

Total One-time Cost: $93,275

Add 1.0 FTE Office Management Coordinator
This recommended position will supervise a clerical support staff of eigth ACTs and 1 Receptionist. In addition to supervisor responsibilities, the OMC will be responsible for maintaining and improving work methods and procedures of both the Reservation Area and Clerical Pool Area. This position will supervise both the Reservations Area and the Clerical Pool in the Department.

This position will spend a significant portion of time in planning and coordinating ongoing and new work projects, controlling and projecting various budget accounts, and actively participating in program budget preparation and implementation.

Total Cost: $71,697

Add 1.0 FTE Account Clerk II/I position
This recommended Account Clerk II/I position will augment existing accounting staff to maintain workload demand of processing vendor payments and affidavits of deposit.

The mission of the Business Services Program of the Parks Department is to provide quality fiscal, personnel, training and information services to Department staff and other customers to assure maximum efficiency throughout the organization. This position will provide clerical support to both the Accounting Unit and the Personnel Unit in the department.

The Account Clerk II/I position will assist both the Department's Senior Accountant and the Accountant II in processing vendor payments and affidavits of deposit. In addition, this position will provide clerical support for the Department's Personnel Services Clerk (PSC), assisting the PSC in the provision of timely and accurate personnel and payroll services.

Total Cost: $50,220

Park Operations

Add 1.0 FTE Interpretive Program Supervisor
Add one Interpretive Program Supervisor, a new classification that will need to be established by County personnel, to provide supervisory authority over the Parks Interpretive Program's staff and budget. Since it was created in 1994, the program has expanded to the extent that a full supervisory level position is required. The .

Total Cost: $81,500

Add a Three-quarter FTE Parks Interpreter
The recommended position will develop and implement the 'next-step' program, as well as to maintain ongoing program coordination and implementation of the existing Jr. Ranger Program in five parks.

Total Cost: $48,951
Cost are fully offset by a reduction of 2,870 temporary help hours

Add/Delete 1.5 FTE Unclassified Range Master I positions to Classified
Add/Delete one and one-half Unclassified Range Master I positions to classified to meet the need for permanent staffing at the Field Sports Park.

The recommended permanent positions for Field Speorts Park will be responsible for the day-to-day operations of the facility. In December 1999, the Department recommended that the Board of Supervisors return the Park to a full-range firearms sporting facility. Field Sports Park is the county's only publicly owned firing ranges and provides opportunities for trap and skeet, as well as rifle and pistol shooting. The 1.5 unclassified Range Master positions were approved at that time to allow the Department to evaluate and assess the feasibility and cost effectiveness

of continuing the operation on a permanent basis. Based on the evaluation and assessment performed as part of the budget FY 2002 process, conversion of these positions to permanent status is being recommended.

Total Cost: $0

Add 1.5 FTE Range Master II/I Positions
This action recommends one full-time equivalent Range Master II and one-half Range Master I positions for the Parks Department to provide additional staffing at the Field Sports Park. These positions will reduce service hours being provided by hired extra-help staff and will assist the department in meeting its goal to provide quality customer service and ensuring safety for park's staff and visitors

Total Cost: $91,650
Partially offset by a reduction of 2,080 temporary help hours.

Add 1.0 FTE Parks Natural Resource Management Supervisor
Since it was originally created in 1998, the Parks Natural Resource Management Program has expanded become a department-wide program. The recommended position is a new classification that will need to be established by County personnel. The new classification will have full supervisory responsibilities over the program's staff and budget. The position will provide technical direction for natural resources issues and programming.

The Park Natural Resource Management Supervisor will provide technical direction to the Program. Currently, the Natural Resource Program has two full-time and two extra-help employees. It is the goal of the Park's Department to expand the program to promote best management practices to the public; protect, preserve and restore habitats; protect, preserve, and enhance special status species and their habitats; and inventory, survey, and monitor the status of the parks natural resources. The recommended position will have full supervisory authority over the program staff, budget, natural resource issues and programming. This position will report to the Manager of the Park Ranger Operations.

Total Cost: $81,500

Two Double Target Launchers
One-time funds are recommended for the purchase of two double target launchers to replace two of the eight traps and skeet machines currently being used. The curent machines are 25 years-old and require high maintenance for parts and labor. The new machines are more cost-effective and will improve customer service and staff safety.

Total One-time Cost: $17,000

One Honda Off-road Motorcycle
One-time funds are recommended to purchase one Honda off-road motorcycle to patrol park trails and tracks at the Motorcycle Park. This motorcycle will replace a current 1993 model which requires costly maintenance.

Total One-time Cost: $5,000

Park Maintenance

Add 1.0 FTE Park Maintenance Supervisor
At the time of the last Department restructure three years ago, two Maintenance Supervisor positions were created. Their responsibilities were split both functionally and geographically. Since that time it has become evident that workload levels have significantly increased requiring the augmentation of an additional Park Maintenance Supervisor.

Total Cost: $66,410

Add 1.0 FTE Park Maintenance Worker-Lead (Roving Crew)
This position will be used as a Roving Crew Lead utilizing the labor provided by the Department of Corrections at no cost to the Department. This crew will perform routine clean up of parks including trail work, brushing, litter clean up and weed control. It is estimated the department will be able to take advantage of approximately 9,400 hours of labor, which would be a FTE of 4.5 full time staff members.

Total Cost: $63,600

Add 1.0 FTE Park Maintenance Worker-Lead (Trail Crew)
This recommendation is directly linked to the Department's Performance Based Budget. The Department currently maintains approximately 250 miles of trails of which 60 miles are single-track trails.

This position would be responsible for the tracking and maintenance of trails using crews from the Conversation Corps.

Total Cost: $63,600

Add 1.0 FTE Park Maintenance Worker-Lead (Anderson, Coyote Creek, Motorcycle and Field Sports Park)
This acquisition of additional park lands around the Coyote Lake area will require the addition of responsibilities to the existing Lead Worker position at Coyote Lake. This position would be responsible for Anderson Lake, Coyote Creek to Metcalf Road, Motorcycle and Field Sports Parks.

Total Cost: $63,600

Add 1.0 FTE Park Maintenance Worker-Lead (Joseph D. Grant)
The current Park Maintenance Lead for Grant Park is also responsible for the maintenance at three other parks. Because of its unique geographic location, it is difficult for the current Lead assigned to Grant to adequately fulfill the maintenance requirements at Grant. This lead position would be assigned exclusively to Grant to perform the needed maintenance.

Total Cost: $63,600

John Deere Lawnmower - Equipment
This recommended equipment will replace two aging and much smaller mower units. The wide swath of this mower will permit efficient use of staff time and also improve the quality of mowing.

Total One-time Cost: $42,500

Two Vermeer Brush Chippers - Equipment
Add two Vermeer 1230 bush chippers to trim trees, shrubs and bushes at a significant lower cost. By using wood chips as much, it off-sets the cost for trash removal.

Currently the Department disposes of green waste generated by trimming trees, shrubs and bushes at a cost to the department of approximately $20,600 per year. The use of the chippers would eliminate this expense and permit staff to use the wood chips as much.

Total One-time Cost: $40,000

One Utility Trailer - Equipment
Add one utility trailer for tools and to provide portable restrooms to crews working in remote sites.

The Department currently uses many different labor sources at no cost to the Department. The Department is required to provide restroom facilities for crews and staff when working in remote sites. The trailer with restroom facility will enable staff to carry tools, materials and restroom facilities to remote sites reducing time taking crew members to the restroom.

Total One-time Cost: $7,500

Turf Management Program
This recommendation provides for top dressing for Turf Areas at Hellyer and Vasona Parks - the top dressing of turf areas is part of the ongoing Department effort to provide attractive and safe turf for park users. The cost of top dressing for turf areas is estimated at $25,000 for each park.

Total One-time Cost: $50,000

FY 2002 Capital Improvement Plan

Consistent with prior years, the Department's Capital Improvement Plan budget recommendation for FY 2002 is developed and recommended through the Parks and Recreation Commission CIP review process, which consists of various public workshops. Following is a listing of CIP capital projects endorsed by the Commission for FY 2002, with funding to be provided by Park Charter Fund balance. A detailed listing will be presented to the Board of Supervisors via a separate Board Transmittal at the June Budget Hearings. The total one-time cost of the CIP is estimated at $2,505,000.

Mt. Madonna Blackhawk Trail/Erosion Control
This recommendation provides the Department withthe ability to meet the regulatory request from the Natural Resources Conservation Services (NRCS) to restore the hillside adjacent to the Blackhawk trail. Restoration work is needed to control erosion and sedimentation into the creek. Work includes technical analysis of the problem. NRCS will be conducting the study with our participation. Additional costs may be required for implementation after study is complete.

Total One-time Cost: $100,000

Sanborn Water System Repair and Upgrade
Work includes $100,000 upgrade to the water treatment system, pump and pump housing that services the Youth Hostel, Maintenance Facility and Walden West. Also includes $50,000 to extend a line and replace a tank to provide a safe water source for the Christensen life estate. The requested work is in addition to the existing $100,000 CIP project related to the upgrade water system serving the day use and campground areas.

Note: The County is seeking a 70% cost share from Walden West for the $100,000 upgrade, as per an agreement between both entities related to water use.

Total One-time Cost: $150,000

Coyote Creek - Madrone Landfill Characterization - Phase I
This recommendation will allow the Department to positively respond to the regulatory request from the State Regional Water Quality Control Board (RWQCB) to remediate old landfill site located on the east and west sides of Hwy 101, near the Burnett site. Work includes: ground water investigation and monitoring and landfill closure workplan and analyze method for completing landfill remediation. $125,000 allocated in FY 2001 CIP - need additional $75,000 to complete Phase I work as per RWQCB requests.

Note: Phase II will include final capping and creek bank restoration - costs unknown at this time.

Total One-time Cost: $75,000

FY 2002 Paving Management
Includes $150,000 for routine slurry sealing at various parks; $300,000 for overlay or reconstruction work at Rancho, Stevens Creek and Field Sports Park; and $100,000 for repairs to Coyote Creek Trail/Litton to hellyer section.

Note: Coyote Creek Trail repairs are an interim solution. Option of realigning trail out of creek zone is not viable at this point in time.

Total One-time Cost: $550,000

Penitencial Creek Landscaping Rehabilitation Project
Restore the landscaped areas damaged by 1997 flooding. Parks staff is pursuing a reimbursement grant from FEMA for a portion of the repair costs for this project.

Total One-time Cost: $325,000

FY 2002 Roof Management
Includes replacement of 6 restroom roofs and addition of skylight along roof ridgelines at the following parks: Vasona (2), Grant (2), and Coyote Lake (2).

Total One-time Cost: $60,000

Hellyer Velodrome Embankment Repair - Phase I
First phase includes preparing construction documents for the purpose of shoring up the embankment that rings the Velodrome track. The embankment is showing signs of slippage. Phase II costs are unknown at this time.

Total One-time Cost: $30,000

Vasona Circle Group Area Reahabilitation
This recommendation adds funds for the refurbishment of the Circle Group Area in Vasona Park.

Total One-time Cost: $75,000

AQ Trails Master Plan Implementation - Phase II
Work includes restoration of the Deep Gulch Trail and supplemental funding for the Hicks Road Parking Lot. The recommended funding would supplement the existing $150,000 CIP funds for the Hicks Road parking and reroute of the Virl Norton and hacienda trails.

Total One-time Cost: $160,000

Stevens Creek Residence Repair
This recommendation provides funds for the repair of the residence adjacent to the park office. Upon completion of repairs, house is recommended to be included in park residence program.

Total One-time Cost: $50,000

Los Gatos Creek/Levin Group Picnic Facilities
This recommendation adds prefabricated group picnic facilities, landscaping/irrigation, and access improvements at Los Gatos Creek and Ed Levin. An appropriation of $100,000 is recommended for each

picnic facility. The recommended funding would supplement the existing $240,000 CIP funds for the facilities.

Total One-time Cost: $200,000

Los Gatos Creek Flycasting Facility Upgrade
This recommendation provides for the installation of a reinforced concrete floor for both ponds in the Los Gatos Creek Flycasting Facility.

Total One-time Cost: $100,000

Los Gatos Creek Trail Widening - Grant Match
This recommendation provides matching grant funds to reconstruct and widen the trail between Camden Avenue and Charter Oaks (1.87 miles). The Department applied for a $200,000 RTP grant and is still awaiting a decision. If the grant application is successful the Department will need to provide an $80,000 match.

Total One-time Cost: $80,000

Santa Teresa Joice Bernal Interpretive Improvements
This recommendation provides matching funds for a Historical Heritage Commission (HHC) Grant which will design and install interpretive elements to give complete visitor services for the Joice Bernal Complex. The Department applied for a $200,000 HHC grant - $80,000 recommended by HHC on 02/15/01. This Grant will required approval by the Board of Supervisors.

Note: HHC has already granted $140,000 for project.

Total One-time Cost: $50,000
Await for Board action

Capital Project Contingency Reserve
Appropriate a contingency reserve for capital projects for unanticipated costs or underestimated needs.

Total One-time Cost: $500,000

Historical Heritage Preservation Project

Appropriate $500,000 for annual Historical Heritage Preservation project funding to be allocated by the Historical Heritage Commission and approved by the Board of Supervisors at a later date.

Total One-time Cost: $500,000

Land Acquisitions

Appropriate $821,617 for general parkland acquisitions to be determined as the opportunity arises. All general parkland acquisitions will require Board approval.

Total One-time Cost: $821,617

County Parks And Recreation — Budget Unit 0710
Expenditures by Cost Center

CC	Cost Center Name	FY 2000 Actual	FY 2001 Appropriations Approved	FY 2001 Appropriations Adjusted	FY 2002 Recommended	Amount Chg From FY 2001 Approved	% Chg From FY 2001 Approved
5904	Administration	819,353	1,357,518	1,357,518	1,803,072	445,554	33
5907	Long-Range Planning And Property Management	674,049	995,513	995,513	1,149,756	154,243	15
5909	Customer and Business Services	22,935,964	22,570,628	22,570,628	26,514,574	3,943,946	17
	39 County Parks & Recreation Fund	1,725,343	2,127,352	2,127,352	2,187,025	59,673	3
	56 County Park Fund-Discretionary	14,633,131	15,470,828	15,470,828	19,020,619	3,549,791	23
	65 Historical Heritage Projects	419,822	500,000	500,000	500,000		
	66 County Park Fund - Acquisition	4,569,569	4,472,448	4,472,448	4,806,930	334,482	7
	67 County Park Fund - Grants	413,099					
	68 County Park Fund - Interest	1,175,000					
5910	Park Operations	5,580,797	6,661,657	6,661,657	7,263,988	602,331	9
5911	Park Maintenance	5,389,051	5,678,226	5,680,362	6,481,224	802,998	14
	Total Expenditures	35,399,214	37,263,542	37,265,678	43,212,614	5,949,072	16%

County Parks And Recreation — Budget Unit 0710
Revenues by Cost Center

CC	Cost Center Name	FY 2000 Actual	FY 2001 Appropriations Approved	FY 2001 Appropriations Adjusted	FY 2002 Recommended	Amount Chg From FY 2001 Approved	% Chg From FY 2001 Approved
5907	Long-Range Planning And Property Management	1,438,259	1,346,830	1,346,830	1,535,410	188,580	14
5909	Customer and Business Services	35,491,192	39,087,186	39,087,186	42,645,114	3,557,928	9
	39 County Parks & Recreation Fund	13,093,394	15,473,436	15,473,436	17,360,489	1,887,053	12
	56 County Park Fund-Discretionary	14,996,425	17,891,000	17,891,000	19,227,695	1,336,695	7
	65 Historical Heritage Projects	500,000	500,000	500,000	500,000		0
	66 County Park Fund - Acquisition	4,904,761	4,472,750	4,472,750	4,806,930	334,180	7
	67 County Park Fund - Grants	643,213					0
	68 County Park Fund - Interest	1,353,399	750,000	750,000	750,000		0
5910	Park Operations	2,535,226					0
5911	Park Maintenance	6					0
	Total Revenues	39,464,683	40,434,016	40,434,016	44,180,524	3,746,508	9%

Administration — Cost Center 5904
Major Changes to the Budget

	Positions	Appropriations	Revenues
County Parks & Recreation Fund (Fund Number 0039)			
FY 2001 Approved Budget	9.0	1,357,518	
Board Approved Adjustments During FY 2001			
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	2.5	244,223	
Internal Service Funds Adjustment		63,925	
Other Required Adjustments		80,506	0
Subtotal	11.5	1,746,172	
Recommended Changes for FY 2002			
1. Fantasy of Lights Funding Request		56,900	
This action augments the funding for the Fantasy of Lights event. Fantasy of Lights is a special annual event that presents an animated holiday light display show to the community for forty nights. The increase in funding is due to the need for generators and to cover fuel cost increases expected as a result of higher energy prices and additional lighting displays.			
Subtotal	0.0	56,900	0
Total Recommendation	11.5	1,803,072	

Long-Range Planning And Property Management — Cost Center 5907
Major Changes to the Budget

	Positions	Appropriations	Revenues
County Parks & Recreation Fund (Fund Number 0039)			
FY 2001 Approved Budget	9.0	995,513	1,346,830
Board Approved Adjustments During FY 2001			
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments		63,591	
Internal Service Funds Adjustment			
Other Required Adjustments		(37,320)	188,580
Subtotal	9.0	1,021,784	1,535,410
Recommended Changes for FY 2002			
1. Two Administrative Modular Units		55,000	
This recommendation provides funds for two administration modular units. This action includes $35,000 for the on-going expenditure for the annual lease payments and $20,000 for a one-time set-up cost. Currently, the Park Ranger Supervisors and their support staff are spread throughout the parks system. In order to foster team communication and maximize efficient use of office resources, there is a need to centralize them. The modular units are an economical alternative to provide the needed office space.			
2. Add One Geographic Info System Tech Position	1.0	72,972	
This recommendation adds one Geographic Information System (GIS) Technician I/II (K79) position to provide consistency and continuity in the GIS functions in the Parks Planning and Development Unit. The costs of this new position will be partially offset by the reduction in extra help costs ($16,389) reflected in Index Code 5885. Geographical Information Systems is a tool that provides staff the ability to utilize information critical to future planning, real estate, operational and maintenance functions of the Department.			
Subtotal	1.0	127,972	0
Total Recommendation	10.0	1,149,756	1,535,410

Customer and Business Services — Cost Center 5909
Major Changes to the Budget

	Positions	Appropriations	Revenues
County Parks & Recreation Fund (Fund Number 0039)			
FY 2001 Approved Budget	20.3	2,127,352	15,473,436
Board Approved Adjustments During FY 2001			
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	-1.3	(35,607)	
Internal Service Funds Adjustment		102,538	2,307,591
Other Required Adjustments		(584,450)	(420,538)
Subtotal	19.0	1,609,833	17,360,489
Recommended Changes for FY 2002			
Internal Service Fund Adjustments		2,000	0
1. Two Percent Contingency Reserves for Park Operations		360,000	
One-time funds are recommended for the 2% contingency reserve for Parks' operations. This reserve is re-established annually and is used for emergency or unanticipated situations requiring a budget augmentation.			
2. Windows 2000 Software and Communication Line Upgrades		93,275	
This action appropriates funding for computer communication line upgrades ($27,000) and Windows 2000 upgrades ($66,275) for the Department. The communication line upgrades will provide more efficient communication links between the Department's Local Area Network and the 27 field offsite computer locations. Upgrades will include faster phone lines (T1, DSL, BRI), microwave and fiber optic connections. The Department's computer operating system will be upgraded from Windows NT to Windows 2000, at the request of Information Systems Department (ISD). This upgrade will allow the Department to continue to receive technical support from ISD staff.			
3. Add One Office Mgmt. Coordinator position	1.0	71,697	
Add one Office Management Coordinator (C76) position to Customer and Business Services Unit. This position will supervise a clerical support staff of eight Advanced Clerical Typist positions and one receptionist position. In addition to supervision responsibilities, this position will maintain and improve work methods and procedures of both the Reservation Area and Clerical Pool staff.			
4. Add One Account Clerk II/I	1.0	50,220	
Add one Account Clerk II/I (D97) position for the Customer and Business Services Unit.			
Subtotal	2.0	577,192	0
Fund Subtotal	21.0	2,187,025	17,360,489
County Park Fund-Discretionary (Fund Number 0056)			
FY 2001 Approved Budget		15,470,828	17,891,000
Board Approved Adjustments During FY 2001			
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments			
Internal Service Funds Adjustment		2,427,791	
Other Required Adjustments		(1,235,000)	1,336,695
Subtotal		16,663,619	19,227,695
Recommended Changes for FY 2002			
Internal Service Fund Adjustments		(148,000)	0
1. Capital Improvement Program		2,505,000	
This action includes the Parks Capital Improvement Program (CIP) projects as recommended by the Parks and Recreation Commission. This recommendation also includes a $500,000 contingency reserve project (budgeted annually) for unanticipated or underestimated needs. Other funding for support services and overhead costs for the Parks CIP are already included in the current level budget and have been adjusted to reflect projected costs for Fiscal Year 2002.			
Subtotal	0.0	2,357,000	0
Fund Subtotal	0.0	19,020,619	19,227,695
Historical Heritage Projects (Fund Number 0065)			
FY 2001 Approved Budget		500,000	500,000
Board Approved Adjustments During FY 2001			

Customer and Business Services — Cost Center 5909
Major Changes to the Budget (Continued)

	Positions	Appropriations	Revenues
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments			
Internal Service Funds Adjustment			
Other Required Adjustments		(500,000)	0
Subtotal			500,000
Recommended Changes for FY 2002			
1. Historical Heritage Preservation Project Funding		500,000	
The action provides for the annual allocation of $500,000 for Historical Heritage Preservation project funding.			
Subtotal	0.0	500,000	0
Fund Subtotal	0.0	500,000	500,000
County Park Fund - Acquisition (Fund Number 0066)			
FY 2001 Approved Budget		4,472,448	4,472,750
Board Approved Adjustments During FY 2001			
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments			
Internal Service Funds Adjustment		22,609	
Other Required Adjustments		(509,744)	334,180
Subtotal		3,985,313	4,806,930
Recommended Changes for FY 2002			
1. General Land Acquisition		821,617	
This action is necessary for land acquisition to be identified later. Acquisition funding in the current level budget also includes $3.68 million for partial repayment of a loan to the Worker's Compensation Fund for the prior Bear Ranch acquisition.			
Subtotal	0.0	821,617	0
Fund Subtotal	0.0	4,806,930	4,806,930
County Park Fund - Interest (Fund Number 0068)			
FY 2001 Approved Budget			750,000
Board Approved Adjustments During FY 2001			
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments			
Internal Service Funds Adjustment			
Other Required Adjustments			0
Subtotal			750,000
Recommended Changes for FY 2002			
Fund Subtotal	0.0	0	750,000
Total Recommendation	21.0	26,514,574	42,645,114

Park Operations — Cost Center 5910
Major Changes to the Budget

	Positions	Appropriations	Revenues
County Parks & Recreation Fund (Fund Number 0039)			
FY 2001 Approved Budget	65.0	6,661,657	
Board Approved Adjustments During FY 2001			
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments		154,758	
Internal Service Funds Adjustment		112,219	

Park Operations — Cost Center 5910
Major Changes to the Budget (Continued)

	Positions	Appropriations	Revenues
Other Required Adjustments		110,714	0
Subtotal	64.5	7,039,348	
Recommended Changes for FY 2002			
1. Add One Interpretive Program Supervisor		81,500	
Add one Park Interpretive Program Supervisor (new classification) position to the Park Operation Unit. The Interpretive Program provides educational and enjoyable opportunities for the public and visitors where they can learn about the County's history and natural diversity and provides a link between the lives of County residents and the value of County historic cultural and natural resources. The Parks Interpretive Program has expanded since it was originally created in 1994 to become a Department-wide program with an identified mission, goals, objectives, budget and dedicated staff of four full-time employees. The requested position will have a full supervisory authority over the program staff and budget and will report to the Manager of Park Ranger Operations.			
2. Add a Three-Quarter Park Interpreter Position	0.75	48,951	
Add a Three-quarter Parks Interpreter (T31) position to the Interpretive Program (Index Code 5852). This appropriation will be mostly offset from a reduction in extra help hours (2,870) in the Park Operation Administration (Index Code 5885). The requested position is needed for the new interpretive programs and services including development and implementation of the "next step" for the Jr. Ranger program and community programs that focus on County natural resource protection within and beyond park boundaries.			
3. Add One and One-half Range Master II/I Positions	1.5	91,650	
One additional Ranger Master II (T10) and one halftime Ranger Master I (T11) positions are recommended for the Park Operations Unit. The cost of these positions is partially offset by a reduction of 2,080 hours of extra help reflected in Index Code 5885.			
4. Classify One and One-half Unclassified Range Master I positions			
This recommendation has no net county cost and deletes one and one-half Unclassified Range Master I positions and adds one and one-half Classified Range Master I positions. In December 1999, the Department recommended that the Board of Supervisor return the Field Sports Park to a full-range firearm sporting facility. At this time 1.5 unclassified Ranger Master I positions were approved. The Department evaluated the feasibility and cost effectiveness of continuing the operation on a permanent basis. Based on the evaluation and assessment performed as part of the FY 2002 budget process, conversion of these positions to permanent status is being recommended.			
5. Add One Park Natural Resource Mgmt Supervisor		81,500	
Add one Park Natural Resource Management Supervisor (new classification) position to the Park Operation Unit. The Park Natural Resource Management Program protects, preserves, and restores habitats; protects, preserves and enhances special status species and their habitats; and inventories, surveys and monitors the status of the parks natural resources. Since the Natural Resource Program was originally created in 1998, the program has expanded to the extent that a full supervisory level position is required. The requested position will report to the Manager of Park Ranger Operations.			
6. Cost Offsets with Extra-help		(100,961)	
This action reduces 2,870 hours of extra-help in the Park Operations Administration to offset the cost of the addition of one Parks Interpreter (T31) position reflected in Index Code 5852. In addition it reduces 2,080 hours of extra-help to offset the cost of the One and one-half Range Master II/I (T10/T11) positions reflected in Index Code 5881.			
7. Two Double Target Launchers		17,000	
One-time funds are recommended for the purchase of two Beomat, American Trap Double Target Launchers, model MTD600. The recommended new machines will replace two of the eight traps and skeet machines currently being used. The current machines are 25 years old and require high maintenance for parts and labor. The new machines will have the capacity to throw double targets, which is currently done by hand on the old machines. The new machines will not only improve customer services by reducing down time, but also reduce maintenance costs and increase staff safety.			
8. One Honda XR200 Off-road Motorcycle		5,000	
One-time funds are recommended to purchase one Honda XR200 off-road motorcycle. This new purchase will replace a current 1993 XR200 model, which requires extensive maintenance costs. The motorcycles are used by the park rangers to patrol the trails and tracks at the Motorcycle Park. The Motorcycle Park is 75% funded by the State Off Highway Vehicle Grant.			
Subtotal	2.25	224,640	0
Total Recommendation	66.75	7,263,988	

Park Maintenance — Cost Center 5911
Major Changes to the Budget

	Positions	Appropriations	Revenues
County Parks & Recreation Fund (Fund Number 0039)			
FY 2001 Approved Budget	61.9	5,678,226	
Board Approved Adjustments During FY 2001		2,136	
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	-0.6	192,923	
Internal Service Funds Adjustment		129,572	
Other Required Adjustments		(3,443)	0
Subtotal	61.3	5,999,414	
Recommended Changes for FY 2002			
1. Add One Park Maintenance Supervisor	1.0	66,410	
Add one Park Maintenance Supervisor (T30) to the Park Maintenance Unit. This position will be responsible for the maintenance supervision of a newly created region. At the time of the last Department restructure three years ago, two Maintenance Supervisor positions were created. Their responsibilities were split both functionally and geographically. Since that time, it has been identified by the Department that the workload levels and that geographic distances between parks does not permit the existing two supervisors adequate time to supervise and plan the work for parks under their responsibility.			
2. Add Four Park Mainatenance Lead Positions	4.0	254,400	
Add four Park Maintenance Lead Worker positions to the Park Maintenance Unit. These positions will be utilized to provide direct leadership to park maintenance staff, volunteers, crews and contractors. The action is focused in four areas: 1) One Roving Crew Lead, 2) One Trail Crew Lead, 3) One Maintenance Lead Worker for Anderson Park and 4) One Maintenance Lead Worker for Grant.			
3. One John Deere Lawn Mower		42,500	
One-time funds are recommended for the purchase of one John Deere 1600 Wide Area Mower to replace two older model and much smaller mower units. The wide swath of this mower and its hydrostatic drive will improve staff's productivity and the quality of mowing.			
4. Two Vermeer Brush Chippers		40,000	
One-time funds are recommended for the purchase of two Vermeer 1230 brush chippers. The green waste generated by trimming trees, shrubs, and bushes equates to about 25% of the solid waste at Hellyer and Vasona Parks. The use of chippers will allow staff to use the wood chips as mulch thereby reducing the solid waste and its associated disposition costs.			
5. One Utility Trailer		7,500	
One-time funds are recommended for the purchase of one utility trailer for tools and a portable restroom. The department is required to provide restroom facilities for crews and staff when working in remote sites. The trailer will enable staff to carry tools, materials and restroom facilities to remote sites.			
6. Turf Management Programs		50,000	
This action recommends an increase in on-going appropriations for the turf management programs at Vasona and Hellyer Parks. Turf management assures healthy, safe and attractive turf areas by re-conditioning and top-dressing. It is a part of the on-going departmental effort to provide clean, safe and accessible park grounds and facilities that give visitors the opportunity to enjoy park resources.			
Subtotal	5.0	481,810	0
Total Recommendation	66.3	6,481,224	

Roads Department

Mission

The mission of the Roads Department is to preserve, operate, and enhance the County's expressways and unincorporated roads in a safe, timely, and cost-effective manner in order to meet the needs of the traveling public.

Goals

- Maintain, repair and replace paved surfaces, bridges, traffic signals, signage, guardrails, street lights and other road features to ensure the safety of the traveling public and to minimize life cycle costs.
- Provide roadway monitoring, traffic engineering, signal sychronization and accident prevention services to ensure the safety of the traveling public and to mitigate traffic congestion.
- Plan and execute projects to increase the capacity and to optimize the efficiency of the existing roadway, expressway, pedestrian way and bike path network.
- Provide land development, survey, inspection, permit and environmental services to our customers in a responsive and cost-effective manner.

Cost: $52,940,749

Staff: 288

Roads and Airports Department

Director
Michael Murdter

Budget Unit 0603

Administrative & Financial Services
6410/Tony Arata
(23 Positions)

- Fiscal Management
- Budget Analysis & Control
- General Accounting
- Cost Accounting

- Administrative Services
- Personnel
- Budget Coordination
- Administrative Support
- Management Information Systems

Road Operations
4000/4001/4002/Alan Jones
(154 Positions)

- Roads Operations
- Roads Engineering
- County Roads Maintenance
- East Yard/South Yard/West Yard
- Environmental Health & Safety

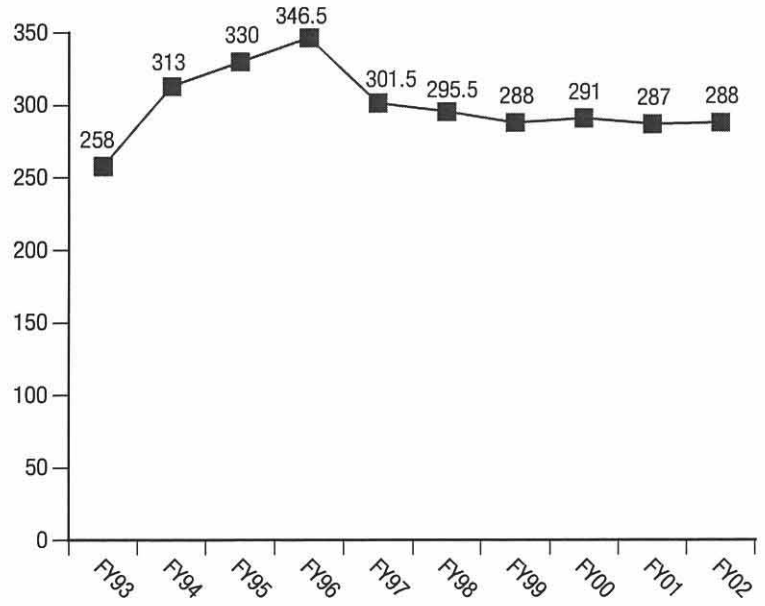
Traffic and Electrical Operations
4005/John Elson
(42 Positions)

- Traffic Engineering
- Signal/Electrical Design
- Traffic Signal Operations
- Traffic Signal Maintenance
- Electrical Inspection Services
- IVHS Planning & Development

Design & Construction Operations
6470/6435/6411/6413/Rollo Parsons
(69 Positions)

- Highway Design
- Bridge Design
- Construction Services
- Engineering Services
- Survey & Property
- Land Development & Permits

10-Year Staffing Trend



Roads Department

Overview

Santa Clara County is the only county in the State of California that operates and maintains its own expressway system. The Roads Department has 287 employees and an annual budget of approximately $43 million dollars. In addition to the approximately 65 miles of expressways, the Department's programs cover almost 650 miles of County roadways. There are three separate corporation maintenance yards which are located in the south, east and west parts of the County. The County of Santa Clara Roads Department is comprised of the following divisions: Road and Fleet Operations, Design & Construction Operations, Traffic & Electrical Operations and Department Administration. Responsibilities by division are as follows:

Road and Fleet Operations: Includes Road Maintenance, which performs repairs and scheduled maintenance of the County roads network based on a Pavement Management System that is certified by the Metropolitan Transportation Commission; and Roads Engineering, which supports maintenance activities through design work.

Traffic & Electrical Operations: Provides traffic engineering functions such as signal synchronization; design, maintenance and inspection of county traffic lights; and the maintenance of the electrical facilities.

Design and Construction Operations: Work performed by this division includes surveying, land development services, engineering, contract administration and inspection for road, bridge and expressway projects.

Administration: Provides support services for both Roads and Airports departments in the areas of fiscal, budget, management information systems, personnel management, and grant coordination.

The Roads Department is funded primarily by the Road Fund, which is a special revenue fund whose main source of funds is the State gasoline tax. Approximately $25 million dollars are received annually from gasoline taxes and are supplemented with special Federal, State and Local funding for capital improvement projects. In addition to design, maintenance and safety of the County's roadways, the Roads Department oversees and operates the County Lighting Service Area, the Overlook Road Maintenance District, the El Matador Drive Maintenance District and Casa Loma/Loma Chiquita Maintenance District.

The County of Santa Clara is one of two counties in the State which have been certified by Caltrans to be a lead agency for bridge seismic retrofit projects. There are over 200 County-owned bridges with a number of retrofits in process.

The expressway system contains over 120 signalized intersections which are operated on individual Expressway synchronized systems. Funding for Expressway System improvements (resurfacing, level of service, and signal synchronization) has resulted from the passage of Measures A/B.

Capital project funding will also increase substantially due to local Measure A/B, the one-half cent sales tax increase targeted for transportation projects. This funding will provide a projected $59 million dollars to the Roads Fund over the life of the tax for Pavement Management Program (PMP) projects, intersection Level-of-Service (LOS) improvements, and Intelligent Transportation Systems (ITS) signal coordination.

Roads Department Performance Plan

The Performance Plan for the Roads Department advances the Board of Supervisors' priority to reduce traffic congestion by securing funding for projects such as the Silicon Valley Smart Corridor, the Montague Expressway, and the implementation of Measures A and B. The Department also strives to enhance the County's fiscal integrity by improving buildings, systems and the support-service infrastructure required for efficient and effective County operations.

Summary of Improvement Strategies and Recommendations

No.	Description	Positions	FY 2001 Costs[a]
	Priority Goals		
1	Pavement Management - To maintain, repair and rehabilitate paved surfaces to ensure the safety of the travelling public and minimize deferred treatment costs.		$12,725,000
2	Disaster Repairs and Prevention - Complete repairs to all sites damaged during the 1995, 1997 and 1998 storms and improve substandard or high-risk locations subject to damage from adverse weather.		$7,065,000
3	Traveler Safety and Convenience - Ensure safe and efficient operation of the County road system by installing and maintaining traffic control deveices that provide clear direction and information to roadway users.		$2,075,000
4	Intelligent Transportation Systems (ITS) - Reduce congestion and improve safety on the County Expressway system by implementing ITS technology through the design and construction of signalized intersections, street lighting and the use of innovative technology.		$4,000,000
5	Traffic Engineering - Perform timely traffic engineering studies and respond to traffic related concerns from the traveling public to promote safe and efficient roads.		$288,000
6	Land Development Services - Provide safe and high quality road improvements by reviewing environmental documents and private land development applications for impact on County roads, and provide land development permit conditions.		$1,352,000
7	**Signal Synchronization - Achieve roadway efficiencies for general use lanes. High Occupancy Vehicle (HOV) lanes and increase average vehicle occupancy on County expressways during peak hours.**		$698,000
8	Intersection Level-of-Service Improvements - Improve the overall operational conditions on the intersections in the current master plan.		$2,100,000
	Subtotal Costs for Priority Goals		**$30,303,000**
	Other Required Appropriations		
1	Add/Delete an Administrative Services Manager II to an Administrative Services Manager III	0.0	$0
2	Storm Damage Contingency Funding		$120,000
3	Computer Software/Hardware Upgrades		$89,000
4	Vehicle Funding		$964,337
5	Fixed Assets/Equipmentt		$105,000
6	Traffic and Electrical Capital Projects		$7,600,000
7	Highway Capital Projects		$15,875,000
8	Bridge Improvement Capital Projects		$1,840,000
	Subtotal for Other Required Appropriations		$26,593,337
	Total Recommendation	**0.0**	**$56,896,337**

a. FY 2002 Costs for improvement strategies related to Priority Goals 1-6 include unspent balances from FY 2001 appropriations that will be reappropriated by the Department for FY 2002. Priority Goal 4 includes sophisticated expressway signal synchronization and ITS system upgrades, such as fiber optics. For Priority Goal 7, the amount is the expressway signal monitoring, analytical and adjustment cost not funded by Measure B. Costs for improvement strategy related to Priority Goal 8 reflect expected expenditures for FY 2002 based on project schedules which include balances that will be rolled-over from FY 2001 (base budget).

Priority Goal One: Pavement Management

To maintain, repair and rehabilitate paved surfaces to ensure the safety of the travelling public and minimize deferred treatment costs.

Background

The County's road system is comprised of some 636 miles of unincorporated roads and a 62-mile expressway system that carries over 500,000 vehicles daily. The County expressway system is unique since Santa Clara County is the only county in the state that solely maintains an expressway system. Maintenance strategies employed by the department include resurfacing, rehabilitation, preventive and stopgap maintenance. A Pavement Condition Index (PCI) is calculated for each roadway in the system utilizing a Pavement Management System (PMS). The Department's PMS database classifies county roads into four categories: expressways, arterial/collector, residential and rural/mountain. Minimum acceptable PCIs have been established for each category of roadway in the system. (Expressways: 80, Unincorporated: 70)

Measure B, the one-half cent sales tax increase targeted for transportation projects, will provide a projected $27 million to the Road Fund over the life of the tax for Pavement Management Projects. The Department expended $4 million in related projects in FY 2000. The department also anticipates allocating $12 million total in additional Measure B dollars exchanged for funding from the federal transportation bill, the Transportation Equity Act for the 21st Century (TEA-21) in FY 2000 to 2003. Measure B exchange dollars will be used toward pavement management and disaster repair and mitigation, which is discussed in Priority Goal Two. All pavement projects to be funded by first cycle TEA-21 were scheduled for execution in the calendar year 2000 construction season. Since the construction season straddles two fiscal years some of these funds were rolled over and expended in FY 2001.

Assembly Bill 2928, the Traffic Congestion Relief Act, signed by the Governor in July 2000, shifts the sales tax on gasoline toward transportation and allocates a large portion of this revenue to the Department under a formula involving registered vehicles and maintained miles. The Department received $8.6 million of this during fiscal 2001 and will apply a portion of this toward pavement maintenance and rehabilitation through FY 2002. Also new in FY 2001, the Revenue Aligned Budget Act (RABA) provision of TEA-21 allocated $1.4 million in pavement management funds to the Road Fund. This will also be substituted with Measure B dollars. The Department has programmed $950,000 of these exchanged RABA funds toward roadway rehabilitation.

The Department spends $3.2 million in labor and materials from Gas Tax revenues to finance pavement activities. At baseline funding levels (the revenue stream allocated from the Gas Tax to fund this program), the department allocates between $900,000 and $1 million in materials and 24% of the maintenance staff (an estimated $2.0 million in labor costs) to performing pavement management activities. This baseline level allows for unincorporated roadways to receive a preventive maintenance treatment every 18 years or 40 miles of roadway per year. In addition, an estimated 14,000 tons of asphalt products are used to perform other pavement maintenance activities, such as small overlays, removal & replacement, patching, crack sealing. The baseline also includes funding for one contracted pavement repair project funded at approximately $200,000.

Current Performance Levels (FY 2001)

1. In FY 2001, the department increased its resources by $500,000 from AB 2928 funding to surface treat an additional 20 miles of unincorporated roads and to increase its other pavement maintenance activities (i.e., dig outs, small overlays) by about 45%.
2. In FY 2001, the Department exceeded its submitted improvement strategy utilizing Measure B funds. Last year we planned on spending $6.1 million. We are now projecting spending $7.9 million to design and build 62 lane miles of expressway improvement.
3. As a FY 2001 improvement strategy, we planned to spend $3 million of TEA 21 funds for the rehabilitation of unincorporated roadways. Since that time, the funding stream changed to Measure B funding. The Department completed those projects in FY 2001, within the targeted expenditure level. The work performed, in combination with the pavement work utilizing AB 2928 funds, increased the percentage of unincorporated roads with a PCI level of 70 from 42% to 46%.
4. $3.2 million gas tax baseline for 40 miles of roadway preventative maintenance per year, 14,000

tons of asphalt products for other pavement maintenance activities, such as small overlays, removal & replacement, patching, and crack sealing and funding for one contracted pavement repair project.

5. In FY 2001 the department completed the purchase of a pavement grinder and paving machine contributing to the enhanced pavement maintenance activities.

FY 2002 Improvement Strategies

1. It is proposed to supplement the Road Fund baseline budget utilizing AB 2928 and Measure B funding, including amounts exchanged with TEA-21 and RABA.

- Total amount of money in FY 2002 from all sources:
  - AB 2928 $4.7 million (redirected sales tax on gasoline)
  - Measure B $2.7 million (excluding exchange dollars)
  - Baseline and local supplemental funding $4.4 million (gasoline tax)
  - TEA-21 and RABA $1.0 million (Measure B exchange)
- $5.6 million will perform additional pavement rehabilitation and will enhance the preventive and stopgap maintenance program on unincorporated County roadways. These will use the new RABA and AB 2928 funds that were not previously budgeted. The Department recognized these funds as an addendum to the FY 2001 budget and subsequently began planning and designing the rehabilitation projects during 2001. The work performed will increase the percentage of unincorporated roads with a PCI level of 70 from 46% to 56%.
- For FY 2002, the Department plans to augment its base line funding with $2.7 million of Measure B dollars to plan and design the resurfacing and rehabilitation of an estimated 56 lane miles of the expressway system, with construction slated for 2003. This reflects the planned expenditures from the Measure B program previously authorized by the Board.
- Redirect staff labor resources to Department priorities.
- By implementing the additional 20 lane miles of preventive maintenance and additional pavement repairs identified above, the Department will continue to redirect staff from non-critical (but desirable) programs. (i.e. landscape maintenance, trash pickup, and reimbursable services to other jurisdictions).
- By implementing the additional resurfacing and rehabilitation of the expressways and unincorporated county roads, the Department will utilize contracted services.
- Use longer life pavement materials such as rubberized asphalt consistent with the Board's policy.

2. Review project processes to streamline delivery and improve the efficiency of the Department.

- Continue to take advantage of inter-jurisdictional cooperative agreements.

Conditions Affecting Performance

- Weather conditions. Adverse or abnormal weather conditions may require the Department to defer scheduled maintenance activities in order to focus efforts on emergency situations caused by such weather.
- Changes in traffic flow. Increased traffic results in accelerated deterioration of the roads.
- Ability of the Department to redirect staff and other resources to higher priority programs from other programs such as landscape maintenance, trash pickup, and cooperative services to other jurisdictions
- The contracting environment throughout the Bay Area will affect the number and price level of bids received on contracted projects. The large volume of work area-wide is expected to result in fewer bids and higher prices. In addition to its impact on bids, unanticipated cost increases for pavement maintenance materials will directly affect the amount of in-house work that can be accomplished.
- Timely receipt of funds other than Gas Tax will allow projects to be accomplished during the calendar year 2001 construction season. Delays in receiving these funds could postpone projects to the calendar year 2002 construction season.

Key Performance Indicators

USES OF FUNDS	FY 2000 Actual	FY 2001 Estimated	FY 2002 Goal
Program Budget ($000s)			
Unincorporated Roadway Preventive Maintenance Treatment Budget	$106	$1,550	$1,600
Unincorporated Roadway Rehabilitation Budget	$502	$4,060	$4,775
Unincorporated Roadway Stopgap Maintenance Budget	$3,078	$3,400	$3,500
Expressway Budget	$4,107	$7,900	$2,850
Total Uses of Funds:	**$7,793**	**$16,910**	**$12,725**
Accomplishments			
% unincorporated roadways maintained at or above the 70 PCI level	42%	46%	56%
% expressways maintained at or above 80 PCI levels	38%	44%	68%
Lane miles of Expressways receiving preventive maintenance treatment	N/A	62 miles[a]	56 miles[b]
Centerline miles of unincorporated roads receiving preventive maintenance treatments	5 miles	60 miles	60 miles
SOURCES OF FUNDS			
Resources ($000s)			
Measure B	$3,949	$7,500	$2,700
TEA-21[c]	$293	$2,700	$90
AB 2928[d]	-	$775	$4,715
RABA	-	$100	$850
District Infrastructure and Other Agencies	-	$485	-
Gas Tax	$3,551	$5,350	$4,370
Total Sources of Funds:	**$7,793**	**$16,910**	**$12,725**

a. Design and construction of expressway projects.
b. Design only of expressway projects.
c. Measure B funds will be exchange for Transportation Equity Act for the 21st Century (TEA-21) funds.
d. Measure B funds will be exchange for Revenue Aligned Budget Act (RABA) funds.

Priority Goal Two: Disaster Repairs and Prevention

Complete repairs to all sites damaged during the 1995, 1997 and 1998 storms and improve substandard or high-risk locations subject to damage from adverse weather.

Background

There are 8 remaining storm damage projects caused by the severe winter weather of 1995, 1997 and 1998. Since 1995, the Department has completed 145 storm damage repair projects at a cost of over $14 million. Fifty-seven (57) sites were repaired in FY 1999 and 6 sites were repaired in FY 2000. The Department anticipates addressing 7 of the 8 remaining sites during FY 2001 and FY 2002.

The estimated repair cost of these 7 projects is $5.1 million, $4.3 million of which is over and above the eligible amount approved by the Federal Emergency Management Agency (FEMA) and the National Disaster Assistance Act (NDAA). The AB 2928 legislation and Measure B/TEA 21 funding mechanism described in Priority Goal One provides the primary funding source for these projects.

Current Performance Levels (FY 2001)

In FY 2001, the Roads Department is repairing 5 damaged sites and is performing work to protect a sixth property located on Highland Drive.

In addition, the Board has directed the Department to develop a Disaster Prevention plan to address high-risk areas prone to erosion, flooding and other conditions that contribute to the interruption of service on the county road system. The Department, identifying high-risk areas throughout the County needing improvements has developed a 5-year Disaster Prevention Plan. Five projects identified in the plan are being repaired in 2001. The other projects will be considered as funding becomes available.

Improvement Strategies for FY 2002

- Perform repairs to one additional storm damage site.
- Add $1.7 million for storm damage repairs in FY 2002 from Measure B funding. This money is over and above the amount of approved reimbursements from FEMA.
- Add $2.8 million in AB 2928 and Measure B funding to help prevent future disasters at several sites. Major projects are (1) Stevens Canyon Road drainage improvements; (2) Bohlman Road retaining wall installation and pavement repair; (3) Drainage improvements on various roadside ditches; (4) Replace dry wells with drainage system; (5) Central and Fair Oaks modification of pump station and sub-drain system; and (6) Miguelita Road retaining wall repair.
- Continue to identify funding sources and prioritize further candidate projects for disaster prevention and develop a multi-year Disaster Prevention Plan.
- Inspect the County road system for damage within 24 hours of a potentially damaging event.
- Winterize potential or existing landslide areas before the rainy season to prevent the intrusion of excess water in these areas.

Conditions Affecting Performance

- Weather conditions, geologic and other events.
- The contracting environment throughout the Bay Area will affect the number and price level of bids received on contracted projects. The large volume of work area-wide is expected to result in fewer bids and higher prices. In addition, unanticipated cost increases for construction materials for in-house repair projects will directly affect the amount of work that can be accomplished.
- Timely receipt of Measure B funds from the Valley Transportation Congestion Management Program (CMP) will allow projects to be accomplished during the calendar year 2000 construction season. Delays in receiving these funds could postpone projects to the calendar year 2001 construction season.
- In some areas, the schedule can be affected due to delay in permit process or the lack of cooperation from other agencies such as local governments, other regulatory agencies such as Santa Clara Valley Water District, State Fish and Game, Corps of Engineers, Regional Water Quality Control Board and opposition by local residents.

Key Performance Indicators

	FY2000 Actual	FY2001 Estimated	FY2002 Goal
USES OF FUNDS			
Program Budget ($000s)			
Disaster Repair and Prevention Budget	$1,338	$2,519	$7,065
Accomplishments			
% of County road system inspected within 24 hours of a potentially damaging event.	70%	70%	70%
Number of storm damaged sites repaired	6	6	1
Number of roads closed due to storm related events	2	2	1
Number of unincorporated roads with restricted use due to storm damage	5	4	3
Sources of Funds ($000s)			
Measure B	$828	$1,096	$4,780
AB 2928	-	-	$1,060
Sale of Excess Land	-	-	$390
FEMA/NDAA	$470	$813	-
Gas Tax	$40	$610	$835
Total Sources of Funds	**$1,338**	**$2,519**	**$7,065**

Priority Goal Three: Traveler Safety and Convenience

Ensure safe and efficient operation of the County road system by installing and maintaining traffic control devices that provide clear direction and information to roadway users.

Background

The County roadway system incorporates the use of traffic signs, guardrails, and reflectorized pavement markings. The installation and maintenance of these devices including new traffic signs, the maintenance of existing appurtenances, the refurbishing of road and expressway pavement markings and the replacement and repair of damaged or vandalized signs contribute to a safer roadway system. In addition to the traffic signs, pavement markers, and guardrails, this program also installs and maintains roadway appurtenances for compliance with the Americans with Disabilities Act (ADA).

In FY 2000, the Department completed a $295,000 project to replace 205 substandard traffic signs on the expressway system. The project was funded with a $200,000 Hazard Elimination Safety (HES) grant and $95,000 in local funds. Other contracted services utilizing $166,000 in Road funds included installation of 86 pedestrian ramps and ADA facilities, 16 miles of pavement markers, and thermoplastic pavement markings at 9 expressway intersections.

Current Performance Levels (FY 2001)

The Traveler Safety and Convenience Program baseline effort consists of approximately $1.5 million in Road Fund revenues (Gas Tax). Funding includes $250,000 in contracted services for spot safety, and nine staff members dedicated to maintaining pavement markings. Four staff members are dedicated to maintaining traffic signs and additional staff as needed to maintain guardrails, and ADA appurtenances as described above on the unincorporated County roads and expressways.

In FY 2001, the Department plans to complete the following projects that are funded via Hazard Elimination Safety (HES) grants:

- A $250,000 Metal Beam Guardrail (MBGR) project which will install guardrails at an estimated 30 new locations throughout the County.
- A $250,000 project which will widen White Road between Madeline and Barleta, providing more orderly movement of vehicular, bicycle, and pedestrian traffic.
- Installation of two overhead directional signs on Montague and Capitol Expressways at a cost of $120,000.
- Other contracted services utilizing Road Fund money include a $75,000 ADA Compliance/pedestrian facilities project and $100,000 for the installation of thermoplastic pavement markers.
- The Department incorporated the use of Thermo Plastic Pavement Markings, which provide a longer life, in projects completed under Measure B.

Improvement Strategies for FY 2002

1. Two new HES grants for FY 2002 in the amount of $400,000 have been received to install metal beam guardrail and replace substandard traffic signs on the unincorporated County roads. These grants will fund 3,500 feet of guardrail and replace over 700 traffic signs.
2. Regularly seek outside funding sources to augment the Road Fund budget for Traveler Safety and Convenience activities.
3. The Department is converting from a latex type striping material to an Acrylic emulsion that will provide greater visibility and durability. This material will help to reduce the need to refurbish painted markings annually.
4. Investigate the potential for replacement of existing traffic control devices with longer-life and higher visibility materials.

Conditions Affecting Performance

- Weather conditions throughout the year will affect the daily assignments of the various work crews in response to possible weather related disasters. Weather conditions will also affect the long-term performance of the materials being installed in this program.
- Grant funding or the lack thereof will affect the quantity of planned contract work in this program.

- The contracting environment throughout the Bay Area will affect the number and price level of bids received on contracted projects. The large volume of work area-wide is expected to result in fewer bids and higher prices.

Key Performance Indicators

	FY 2000 Actual	FY 2001 Estimated	FY 2002 Goal
USES OF FUNDS			
Program Budget ($x000)			
Pavement Markings Budget	$467	$628	$935
Replacement Sign Budget	$434	$493	$790
ADA appurtenances Budget	$109	$75	$75
Street Widening Budget [a]	-	$250	-
Guard Rail Budget	$117	$300	$275
Total Uses of Funds	**$1,127**	**$1,746**	**$2,075**
Accomplishments			
% of damaged stop signs repaired within 24 hours	100%	100%	100%
Number of installations at new guardrail locations			30
% of Roads and Expressway pavement markings refurbished	98%	100%	90%[b]
Number of damaged/vandalized/inadequate signs replaced or repaired	N/A	1,170	1,700
SOURCES OF FUNDS ($000)			
HES	$200	$620	$400
General Fund Augmentation	$50	-	-
Gas Tax	$877	1,126	$1,675
Total Sources of Funds	**$1,127**	**$1,746**	**$2,075**

a. White Road between Madeline and Barleta.
b. A percentage reduction from the prior year due to the use of longer lasting thermoplastic pavement markers.

Priority Goal Four: Intelligent Transportation Systems (ITS)

Reduce congestion and improve safety on the County expressway system by implementing ITS technology through the design and construction of signalized intersections, street lighting and the use of innovative technology.

Background

Measure B, the one-half cent sales tax increase targeted for transportation projects, will provide a projected $22 million to the Road Fund over the life of the tax for Intelligent Transportation Systems. This program will fund the tools (video, software, central systems) and infrastructure (fiber-optics, etc.) needed to operate the County's Traffic Operation System, which will provide much needed congestion relief on the expressway system. The program is identified as "TSS-00 - Traffic Signal Synchronization Program" in the Measure B Base Case Implementation Plan. This plan was approved and adopted by the Board of Supervisors on June 29, 1999.

Measure A identified several projects to comprise the next phase of the Signal Synchronization Program. The purpose of these projects is to implement Advanced Traffic Management Techniques (ATMS) on all of the expressways and to coordinate the traffic signals on the cross-streets. The elements listed in the Measure documentation are:

1. Fiber-optic Cable Backbone for the Expressway System
2. Video Detection and Surveillance systems
3. Interconnect or coordinate the adjacent (cross-street) signals

The overall size of the Intelligent Transportation Systems (ITS) program will require multiple construction projects over a number of years in order to complete the program with available resources. The Department decided to use a General Design Consultant (GDC) to assist with the overall design of the system. The ITS program has been established as a five-year program starting in FY 2000. Approximately 7 to 10 major design documents will be completed over the life of the GDC program including the Master Specifications, Master Schedule, 30% project plans and a Master Project procedures guide. Each of these documents serves to lay the foundation for the construction contracts that will physically install the ITS infrastructure.

The Department is committed to the expeditious implementation of the Measure B projects. It is anticipated that the second year (FY 2001) will see the first construction contracts issued for the fiber-optic cable backbone on the expressway system. The Department will be seeking outside funding, such as the Transportation Fund for Clean Air (TFCA), as a means to supplement and expand the effectiveness of the Measure B program.

Due to the extensive use of fiber-optic cable by the Telecommunication industry and the heavy demand for their construction contracts, the delivery time being experienced for cable is now from 18 to 24 months. This condition will impact the schedule and delay the Traffic Operations Systems projects in the coming year.

Current Performance Levels

- There are 8 to 12 Roads personnel who are involved with this program. Their involvement consists of design document review, project inspection, and product compliance with County Specifications. Five personnel monitor the program on a regular basis for compliance with schedule and established budget.
- Through FY 2001, $1,500,000 of Measure B funds are being utilized with a planned result of the selection of a general design consultant to define the full ITS plan, prepare 30% PS&E (Plans, Specifications, & Estimates), and to identify all ITS projects to be included in the five-year plan.

Improvement Strategies for FY 2002

- The General Design Consultant (GDC) will develop a five-year schedule for the entire Traffic Operation System, determine existing field conditions, develop standardized plans and prepare a guide specification. With this information, the GDC will define project limits that will be used to develop the ITS infrastructure construction contracts.
- Implement the County's Traffic Operation System Plan to the extent possible with Measure B funds.

- Through the Design process, the GDC, in consultation with Department staff, will seek the latest technology that can be implemented with this Program.
- Pre-purchase Fiber-optic Cable.
- Augment the Measure B funds with available grant programs, such as TFCA funding.

Conditions Affecting Performance

- The technology used in Intelligent Transportation Systems parallels the Computer industry in product development, pricing, and capability. Because of this, the design and choice of equipment truly is a moving target and the capability specified in any particular project during design may or may not be achievable during the construction and implementation phase.
- Level of cooperation received from neighboring jurisdictions in insuring the cross street signals are coordinated with the expressway signals and their willingness to contribute towards shared technology.
- Once the ITS infrastructure is in place on the County right-of-way, protection of that infrastructure becomes the responsibility of the maintenance staff and is subject to damage when encroachment permits are issued as part of new developments. When damage does occur as a result of construction, interim or permanent repairs are not always timely and can affect the overall performance of the ITS system.
- Availability of the Fiber-optic Cable necessary for construction to proceed. The communications industry is experiencing 9 to 18 months delay in the delivery of Fiber-optic Cable

Key Performance Indicators

USES OF FUNDS	FY 2000 Actual	FY 2001 Estimated	FY 2002 Goal
Program Budget($000s)			
Traffic Operations System Budget	$350[a]	$1,214[b]	$4,000
Accomplishments			
Number of design contracts awarded	1	3	3
Number of ITS infrastructure construction contracts awarded	N/A	1	2
Number of design contracts completed	1	2	3
Number of ITS infrastructure contracts completed	N/A	N/A	TBD[c]
Reduction in Peak Hour Delays	N/A	N/A	TBD[d]
Average daily traffic on Expressways	N/A	N/A	TBD[e]
SOURCES OF FUNDS ($000)			
Measure B	$350	$1,214	$4,000

a. Measure B funds utilized in FY 2000 for the general design consultant. Remaining portion of $3 million budget rolled-over into the new fiscal year.
b. $4 million of the FY 2001 will be rolled over to new fiscal years.
c. This is an accomplishment measure to be used in FY 2002 when data is available.
d. This is an accomplishment measure to be used in FY 2002 when data is available.
e. This is an accomplishment measure to be used in FY 2002 when data is available.

Priority Goal Five: Traffic Engineering

Perform timely traffic engineering studies and respond to traffic related concerns from the traveling public to promote safe and efficient roads.

Background

The traffic engineering services include monitoring roadway conditions, mitigating existing deficiencies, and identifying future improvement needs. The Roads Department staff reviews the county roadways for serviceability of signs, striping, and signals and identifies any potential operational problems.

The referrals for this program are normally initiated by the public, law enforcement agencies, county maintenance forces, other cities and school districts either directly to the department or to the Board of Supervisors. Upon receiving a traffic-related referral, the Traffic Engineering Section schedules an engineering study. The department provides an initial response that establishes a schedule for a final response. The final resolution may result in changes to the traffic control devices, speed limits or a future construction project to address an identified deficiency.

The Traffic Engineering and Operations Division has 10 permanent staff of which an equivalent of 3 positions are dedicated to traffic studies. Depending on the level of complexity of the engineering study dictated by the referral, additional staff might be required from time to time to investigate and identify a solution.

Current Performance Levels

- In FY 2001, the Roads Department responded to over 300 engineering study requests, of which 60% were successfully completed within 8 to 14 weeks from the date of receipt of the request. The remaining 40% of the requests required further follow-up and/or additional funding in order to complete successfully.
- In FY 2001, the Roads Department plans to respond to over 400 written traffic-related inquiries, of which 70% are acknowledged within two weeks of receipt.

Improvement Strategies

- Respond to 80% of written traffic related public concerns within ten working days of initial receipt and follow with the final response within the 8 to 14 week resolution period by filling vacant position codes.
- Expand the outreach program that provides traffic safety education in schools, community groups and that will publicize the department's web site. This proactive action is anticipated to reduce the number of traffic related inquires by increasing public awareness.

Conditions Affecting Performance

- The traffic demand on the county roads.
- Changes in the number of land development and construction permit requests.
- Any changes in the funding of this program will affect the department's ability to respond in a timely manner.
- Unusual weather conditions can generate additional referrals. In addition to weather conditions, special events and seasonal conditions (i.e., the opening of school, time change, etc.) can also generate additional referrals.

Key Performance Indicators

USES OF FUNDS	FY 2000 Actual	FY 2001 Estimated	FY 2002 Goal
Program Budget($000s)			
Engineering Studies Budget	$231	$274	$288
Accomplishments[a]			
% engineering studies resulting in an improvement action	N/A	60%	60%
% written inquiries resulting in an improvement action	N/A	40%	40%
% of engineering study requests completed to within 8 – 14 weeks	N/A	60%	80%
% of written inquiries acknowledged to within two weeks	N/A	70%	80%
Number of written inquiries responded to	N/A	400	400

Key Performance Indicators

Number of engineering studies performed	N/A	300	400
SOURCES OF FUNDS ($000)			
Gas Tax	$231	$274	$288

a. Actual statistics are pending an implementation of a measurement system.

Priority Goal Six: Land Development Services

Provide safe and high quality road improvements by reviewing environmental documents and private land development applications for impacts on County roads, and provide land development permit conditions.

Background

Land Development Services unit provides customers with efficient and effective services in engineering review, permit issuance and inspection for private Land Development projects.

The Land Development Services unit reviews, comments upon, and conditions private land developments where there may be an impact on County roads. Typical development conditioning may require dedication for road right of way, constructing another traffic lane to mitigate project traffic impacts, or installing new driveways according to County construction standards. The Department, working jointly with the land developers, ensures that County roads will be constructed safely and to a high quality standard that will minimize future maintenance requirements.

Performance in the Land Development Services unit is measured two ways:

1. Customer satisfaction: The developers or individuals who apply for permits expect the permit will be processed in a timely manner, which will allow them to proceed with the desired improvements in a timely manner.
2. Safe and high quality improvements made to the County road system. The construction resulting from the thorough permit requirements and inspection ensures that safe, low maintenance, high quality improvements are made to public rights-of-way at no cost to the County.

Thirteen employees currently staff this function. The annual budget is approximately $1,200,000. The fee structure for permits varies depending upon the value of the improvements to be made. It is estimated that $3 million in improvements are made to the County road system by private developers annually.

The quantity of work is driven by customer demand. In turn, our customers desire and deserve a timely response to their requests.

- In FY 2000, the Roads Department received and completed the review of 55 environmental document review requests. Ninety-one percent (91%) of these were completed within 30 days of receipt.
- In FY 2000, the Roads Department received and completed the review of 471 land development applications. Eighty-one percent (81%) of these were completed within 15 days of receipt.
- In FY 2000, the Roads Department issued 685 encroachments permits.
- In FY 2000, the Roads Department conducted 4,845 permit inspections.

Current Performance Levels for FY 2001

- It is estimated that the workload for FY 2001 will increase slightly as shown in the summary table.

Improvement Strategies for FY 2002

- Investigate and apply as appropriate additional technology for permit issuance and tracking (e.g. internet-based permit issuance and create new data base with a new software program).
- Provide educational opportunities for staff to be introduced to and apply new technology.
- Develop/revise fee schedules in order to recover the costs of providing various services including the need for a policy to waive or reduce certain fees.

Conditions Affecting Performance

- Availability of technology to automate permit, payment, and plan filing processes.
- Application of FileMaker Pro software to the permit process.
- Customer acceptance of specific technology processes for permit applications.

Key Performance Indicators

	FY 2000 Actual	FY 2001 Estimate	FY 2002 Goal
Resources ($000s)			
Permit and Inspection Budget	$981	$1,241	$1,352
Staffing Levels	13	15	15
Accomplishments			
% of Environmental Document reviews completed within 30 days	91%[a]	85%	85%
% of Land Development Applications completed within 15 days	81%	80%	80%
% of Inspections completed within 24 hours of request	70% [b]	80%	80%
Number of Environmental Document reviews completed	55	40	42
Number of Land Development applications reviewed	471	400	410
Number of Inspections conducted	4,845	5,000	5,150
Number of Encroachment Permits issued	685	705	725
Number of Improvement Plans reviewed	197 [c]	350	360
SOURCES OF FUNDS ($000s)			
Gas Tax	$283	$741	$852
Fees	$698	$500	$500
Total Sources of Funds	**$981**	**$1,241**	**$1,352**

a. The Land Development Services Unit exceeded their goal of 85% in FY 2000.
b. The percentage of inspections completed within 24 hours or request is estimated for FY 2000.
c. The number of plans reviewed is estimated for FY 2000

Priority Goal Seven: Signal Synchronization

Achieve roadway efficiencies for general use lanes, High Occupancy Vehicle (HOV) lanes and increase average vehicle occupancy on County expressways during peak hours.

Background

Santa Clara County owns and operates nine expressways covering 62 miles of roadway and 130 signalized intersections. In 1986, the County embarked on a program to synchronize the expressway signals by upgrading control equipment, installing telemetry cables, and adding voice and data communications to the traffic control system.

The ongoing operation of the traffic control and synchronization systems involve constant monitoring of traffic volumes, speeds and travel conditions on all of the expressways. When a traffic condition change is noticed, signal operation is adjusted to accommodate the change. The data gathered on a routine basis is input for a traffic model to analyze the operation for efficiency and potential time delays. Any changes in the traffic timing parameters are then verified by measurements in the field and new data is then gathered for input to the next modeling effort.

The data gathered will not only help in determining the optimum signal timing for the expressways, it also helps determine the efficiency and effectiveness of the High Occupancy Vehicle (HOV) lanes that are on several of the expressways. There are generally three average speeds measured and reported to give an indication of the effectiveness of the HOV lanes:

- Average Travel Speed for General Use lanes on all expressways during peak hours.
- Average Travel Speed for General Use lanes on all expressways with HOV lanes during peak hours.
- Average Travel Speed for HOV lanes during peak hours.

In addition to the speeds, the vehicle occupancy is determined in both the general use and HOV lanes. The data helps draw a picture of how many people are being served by the expressways and helps plan for the future. The overall picture of the expressways shows that there are over 500,000 vehicles per day on a system-wide basis traveling at an average speed of 25 miles per hour (MPH) during peak hours. If the average vehicle occupancy of 1.19 persons is factored in, approximately 595,000 passengers are using and being served by the expressway system on a daily basis.

In addition to the Expressway signals, there are 33 signalized intersections in the County's unincorporated area that are monitored for efficiency and traffic delay.

Current Performance Levels (FY 2001)

- Provided periodic traffic delay studies of volumes and travel speeds on each expressway and performed approximately 300 adjustments to intersection signals.
- Achieved expressway average vehicle occupancy of 1.19 persons per vehicle.
- Measured a general-use lane speed of 25 miles per hour on all expressways during peak hours.
- Measured a general-use lane speed of 21 miles per hour on expressways with HOV lanes during peak hours.
- Measured a HOV lane average speed of 30 miles per hour during peak hours.

FY 2002 Improvement Strategies

- Monitor the roadways for seasonal demands and adjust signal timing accordingly.
- Monitor the non-expressway signals for traffic demand and adjust the timing on 35 signals accordingly.
- The ITS systems on San Tomas Expressway and Montague Expressway will allow for improved monitoring of traffic conditions which are dynamic in nature. The signal operational changes implemented as a result will be more efficient and timely to address the needs of the public.

Conditions Affecting Performance

- Changes in the economy in Silicon Valley will change traffic demand on the Expressway system. Higher employment rates create higher traffic demands that, in turn, cause a need for signal operation changes. Seasonal changes have the same effect.

- Lands being developed throughout the County for residential, commercial or industrial uses will cause changes in traffic demands on the expressways. The rate of development can affect the number of times the signal operations are adjusted throughout the year.
- The amount of data needed to implement signal timing changes appropriately is voluminous and can be time consuming to obtain. The staffing level dedicated to obtaining this data can affect the ability to implement the additional timing changes requested and/or needed.

Key Performance Indicators

	FY 2000 Actual	FY 2001 Estimated	FY 2002 Goal
USES OF FUNDS			
Program Budget ($000)			
Roadway Efficiency Budget	$630	$665	$698
Staffing Levels (See narrative)			
Accomplishments			
Average Vehicle Occupancy on Expressways during peak hours	N/A	1.19	1.25
Average Travel Speed for General Use lanes on all expressways during peak hours	N/A	25 mph	25 mph
Average Travel Speed for General Use lanes on all expressways with HOV lanes during peak hours		21mph	21 mph
Average Travel Speed for HOV lanes during peak hours	N/A	30 mph	30 mph
Number of signal timing adjustments on non-expressways		25	35
Number of signal timing adjustments on expressway signals	N/A	300	300
SOURCES OF FUNDS ($000)			
Gas Tax	$630	$665	$698

Priority Goal Eight: Intersection Level-of-Service Improvements

Improve the overall operational conditions on the intersections in the current master plan.

Background:

The capacity of the County expressway system reflects its ability to accommodate a moving stream of people or vehicles and in turn, illustrates the relative number of vehicles that can be carried on a roadway segment or passed through an intersection. The Level of Service (A through F) assigned to a roadway or intersection provides a qualitative measure that will characterize operational conditions within a traffic stream and their perception by the motorists and/or passengers. The descriptions of individual levels of service characterize these conditions in terms of such factors as speed, travel time, freedom to maneuver, traffic interruptions, comfort, and convenience.

There are six Levels of Service (LOS) defined qualitatively and designated by letters A through F. Level of service for signalized intersections is defined in terms of delay, which is a measure of driver discomfort and frustration, fuel consumption, and lost travel time. Specifically, level of service is stated in terms of average stopped delay per vehicle for a given analysis period. The qualitative definition of Level of Service is as follows:

- LOS A describes operation with very low delay, up to 5 seconds per vehicle. This level occurs when progression is extremely favorable and most vehicles arrive during the green phase. Most vehicles do not stop at all.
- LOS B describes operations with delay greater than 5 and up to 15 seconds per vehicle. This level generally occurs with good progression, short cycle lengths, or both. More vehicles stop than with LOS A, causing higher levels of average delay.
- LOS C describes operations with delay greater than 15 and up to 25 seconds per vehicle. These higher delays may result from fair progression, longer cycle lengths, or both. Individual cycle failures may begin to appear at this level. The number of vehicles stopping is significant at this level, though many still pass through the intersection without stopping.
- LOS D describes operations with delay greater than 25 and up to 40 seconds per vehicle. At level D, the influence of congestion becomes more noticeable. Longer delays may result from some combination of unfavorable progression, long cycle lengths, or high v/c ratios. Many vehicles stop, and the proportion of vehicles not stopping declines. Individual cycle failures are noticeable.
- LOS E describes operations with delay greater than 40 and up to 60 seconds per vehicle. This level is considered by many agencies to be the limit of acceptable delay. These high delay values generally indicate poor progression, long cycle lengths, and high v/c ratios. Individual cycle failures are frequent occurrences.
- LOS F describes operations with delay in excess of 60 seconds per vehicle. This level, considered unacceptable to most drivers, often occurs when arrival flow rates exceed the capacity of the intersection. It may also occur at high v/c ratios below 1.0 with many individual cycle failures. Poor progression and long cycle lengths may also be major contributing causes to such delay levels.

The Roads and Airports Department has set LOS D as the goal for the operation of the intersections on the Expressway system. As part of the County's congestion management program, major intersections are monitored on an annual basis and a list of "deficient" intersections is prepared for consideration of potential capital or operational projects. From this list, projects are selected for minor or major modifications to raise the LOS from the level of E or F to LOS D.

Funding sources for Capital projects that address the Level of Service concerns primarily consist of State and Federal Grant programs. Due to the limitations placed on the grant programs, there generally is enough funding to address 3 to 5 projects per year. Measure B will provide $10 million dedicated for Intersection Level-of-Service projects over and above the normal grant sources.

Current Performance Levels

- 80 of the 130 expressway intersections are at level of service "D" or above.
- 50 of the 130 expressway intersections are operating at a level of service "E" or "F".

Improvement Strategies

- Execute the intersection level-of-service projects in the Measure B transportation program, two projects per year over the next five years.
- Identify inter-jurisdictional projects.
- Accelerate funding of Montague Expressway widening project that will result in improvements at 8 of the deficient intersections.
- Maximize funding opportunities from eligible grant programs.

Conditions Affecting Performance

- Limitations of the state and federal grant funding programs.
- Number of personnel dedicated to the design and construction effort of LOS Intersections
- Continued traffic growth impacting the effectiveness of capital improvement projects.

Key Performance Indicators

	FY 2000 Actual	FY 2001 Estimated	FY 2002 Goal
USES OF FUNDS			
Program Budget ($000s)			
Level of Service Budget	$124	$766	$2,100
Accomplishments			
Level of Service Index on targeted interections (post-construction)	E/F	D	D
Number of improved intersections[a]	-	2	3
Number of design projects started[b]	-	1	3
SOURCES OF FUNDS ($000s)			
Measure B	$124	$766	$1,900
City Cost Share	-	-	$200
Total Sources of Funds	**$124**	**$766**	**$2,100**

a. Projects under construction or completed.
b. Projects in the design process but not advertised.

Other Required Appropriations

The County Executive recommendations include the following additional appropriations in the Roads Department budget.

These appropriations are necessary to complete previously Board-approved business strategies, fulfill grant obligations or meet departmental operational needs.

Staffing Changes

Add/Delete One Administrative Services Manager II to One Administrative Services Manager III

This action recommends the reclassification of one Administrative Services Manager II (B2J) position to one Administrative Services Manager III (B2K) position for the administration and management of the Financial and Administrative Division of the Roads and Airports Department. The Administrative Services Manager III position will be responsible for the management of Administrative Services, Budget Analysis and Coordination, Administrative Support, General Accounting Services, Management Information Systems, Grants Management and

Personnel Services. This action is recommended by the Employee Services Agency and is reflected in the FY 2002 Master Salary Ordinance.

Total Cost: $0

Fixed Asset Funding

Add and Replace Light Vehicles and Heavy Equipment

One-time funds are recommended for Road Fleet Operations to add/replace of twelve light vehicles and nine heavy equipment/vehicles for a cost of $242,337 and $722,000, respectively. The Department utilizes vehicle replacement criteria similar to those of the General Services Agency (GSA) to evaluate its motor pool's useful life.

Total One-Time Cost: $964,337

Computer Hardware/Software Upgrades

One-time funds for computer hardware and software upgrades.

Total One-Time Cost: $89,000

FY 2002 Capital Projects

The Roads Department receives numerous grants which, in most cases, are tied to specific projects. The approval of these grants requires a Board of Supervisors resolution. The Road Fund is used only when there is a local match requirement and/or part of the project is not eligible for reimbursement.

For Measure B funded projects, the Base Case approved by the Board of Supervisors in June, 1999 identified three program areas: Pavement Management Program (PMP), Intelligent Transportation Systems (ITS), and Level of Service (LOS). Measure B revenues and appropriations included in the annual budget are estimates. They will be modified at mid-year or at other times to identify the variance. All projects are specifically identified in master calendars approved by the Board of Supervisors or Board Committee.

In addition, the Roads Department may need to supplement Measure B projects with other funding sources such as TEA-21, contributions from other jurisdictions, and Road Fund Gas Tax revenue. The Roads Department also sets aside funding for unforeseen grant opportunities that may require a local match of some kind. The Board of Supervisors is required to provide approval to all capital project proposals before implementation.

Traffic and Electrical Capital Projects

The additional funds recommended for Traffic and Electrical Capital projects total $7,600,000 in one-time funds.

Spot Safety - Hazard Elimination Safety

One-time funding for the on-going hazard elimination program, which is funded primarily with federal funds. This action covers the costs for metal beams, guard rails and traffic sign replacements.

Total One-time Cost: $500,000

Highway Signal Improvements

One-time funds for signal light projects to improve operations and safety at highway intersections and minimize travel delays on County roadways by instituting effective signal coordination.

Total One-time Cost: $100,000

Intelligent Transportation Systems

One-time funds for projects that are part of an on-going program to plan and implement appropriate improvements to traffic operations.

Total One-time Cost: $3,000,000

Measure B - Expressway Signal Synchronization Program

One-time funds for signal light improvements in the county expressways to improve intersection capacity and operations.

Total One-time Cost: $4,000,000

Highway Capital Projects

The additional funds recommended for Traffic and Electrical Capital projects total $15,875,000 in one-time funds.

Rural Road Improvements
One-time funds for roadway improvements to enhance circulation and safety through alignments, roadway width adjustments, structural sections and highway turn lanes.

Total One-time Cost: $750,000

Bicycle and Pedestrian Path Improvements
One-time funds for the on-going program to implement safety improvements to bicycle and pedestrian paths.

Total One-time Cost: $150,000

Measure B - Pavement Management Program:
One-time funds to provide large-scale pavement management projects typically implemented through construction contracts with private contractors.

Total One-time Cost: $8,150,000

Measure B: Level of Service
One-time funds for the Level of Service (LOS) program which is funded by Measure B. The LOS program provides for capacity improvements on the expressway system to relieve intersection congestion and reduce travel delays. The Board-approved LOS master calendar provides detailed project information on estimated costs and program schedule.

Total One-time Cost: $6,825,000

Bridge Capital Programs

The additional funds for the Bridge Capital Program total $1,840,000 of one-time funds.

Bridge Rehabilitation and Replacement Program
One time funds to replace and rehabilitate structurally inadequate and functionally deficient bridges using federally allocated funds in order to comply with transportation standards.

Total One-time Cost: $1,245,000

Bridge Spot Safety Program
One-time funds to update bridge and approach railings to meet acceptable design standards using available federal funds.

Total One-time Cost: $560,000

Bridge Repair and Maintenance Program
One-time funds to perform inspection and preventive maintenance work on county bridges which are required as a result of the federally mandated bi-annual inspection.

Total One-time Cost: $35,000

Roads Operations — Budget Unit 0603
Expenditures by Cost Center

CC	Cost Center Name	FY 2000 Actual	FY 2001 Appropriations Approved	FY 2001 Appropriations Adjusted	FY 2002 Recommended	Amount Chg From FY 2001 Approved	% Chg From FY 2001 Approved
4000	Roads Operations	2,569,370	3,146,924	3,146,780	3,543,794	396,870	13
4001	Road Maintenance	9,332,575	10,475,743	10,475,743	11,189,887	714,144	7
	23 Road Fund	9,293,534	10,331,743	10,331,743	11,010,887	679,144	7
	1618 Overlook Road District	27,552	40,000	40,000	61,000	21,000	53
	1620 El Matador Drive Maint	1,081	70,000	70,000	90,000	20,000	29
	1622 Casa Loma-Loma Chiquita	10,408	34,000	34,000	28,000	(6,000)	-18
4002	Road Engineering	1,706,400	143,318	143,318	249,611	106,293	74
4005	Road Traffic And Electrical	3,878,173	3,843,083	3,865,799	3,446,740	(396,343)	-10
4101	Road Fleet	1,978,368	1,950,596	1,950,596	2,413,019	462,423	24
6410	Roads And Airports Administration	3,109,932	4,815,860	4,824,488	4,711,222	(104,638)	-2
6411	Land Development	1,312,806	1,416,367	1,416,367	1,512,795	96,428	7
	23 Road Fund	980,987	1,085,188	1,085,188	1,178,616	93,428	9
	1528 County Lighting Service Fund	331,819	331,179	331,179	334,179	3,000	1
6413	Survey and Property	881,819	808,207	808,207	739,529	(68,678)	-8
6435	Highway And Bridge Design	1,262,089	59,336	59,336	319,687	260,351	439
6470	Roads Construction	548,922	(286,793)	(286,793)	(500,535)	(213,742)	75
6474	Roads Capital Projects-Traffic and Electrical	1,479,145	5,381,000	5,381,000	7,600,000	2,219,000	41
6476	Roads Capital Projects-Highways & Bridges		11,455,000	11,455,000	17,715,000	6,260,000	55
	Total Expenditures	29,491,864	43,208,641	43,239,841	52,940,749	9,732,108	23%

Roads Operations — Budget Unit 0603
Revenues by Cost Center

CC	Cost Center Name	FY 2000 Actual	FY 2001 Appropriations Approved	FY 2001 Appropriations Adjusted	FY 2002 Recommended	Amount Chg From FY 2001 Approved	% Chg From FY 2001 Approved
4000	Roads Operations	806,998	538,500	538,500	553,500	15,000	3
4001	Road Maintenance	266,478	382,000	382,000	390,250	8,250	2
	23 Road Fund	239,906	335,000	335,000	212,000	(123,000)	-37
	1618 Overlook Road District	21,385	20,500	20,500	62,050	41,550	203
	1620 El Matador Drive Maint	4,903	2,000	2,000	91,000	89,000	4,450
	1622 Casa Loma-Loma Chiquita	284	24,500	24,500	25,200	700	3
4002	Road Engineering	890,125	75,000	75,000	75,000		0
4005	Road Traffic And Electrical	86,970	60,000	60,000	50,000	(10,000)	-17
4101	Road Fleet	158,687	62,000	62,000	25,000	(37,000)	-60
6410	Roads And Airports Administration	26,659,041	26,323,711	26,323,711	27,598,500	1,274,789	5
6411	Land Development	1,067,959	624,000	624,000	824,000	200,000	32
	23 Road Fund	738,277	300,000	300,000	500,000	200,000	67
	1528 County Lighting Service Fund	329,682	324,000	324,000	324,000		0
6413	Survey and Property	343,745	251,000	251,000	151,000	(100,000)	-40
6435	Highway And Bridge Design	910,410					0
6470	Roads Construction	83,302	180,000	180,000	50,000	(130,000)	-72
6474	Roads Capital Projects-Traffic and Electrical	1,308,909	4,827,500	4,827,500	7,400,000	2,572,500	53
6476	Roads Capital Projects-Highways & Bridges		9,885,750	9,885,750	15,875,500	5,989,750	61
	Total Revenues	33,237,327	43,209,461	43,209,461	52,992,750	9,783,289	23%

Roads Operations — Cost Center 4000
Major Changes to the Budget

	Positions	Appropriations	Revenues
Road Fund (Fund Number 0023)			
FY 2001 Approved Budget	13.7	3,146,924	538,500
Board Approved Adjustments During FY 2001		(144)	
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	1.3	115,532	
Internal Service Funds Adjustment		71,430	
Other Required Adjustments		210,052	15,000
Subtotal	15.0	3,543,794	553,500
Recommended Changes for FY 2002			
Total Recommendation	15.0	3,543,794	553,500

Road Maintenance — Cost Center 4001
Major Changes to the Budget

	Positions	Appropriations	Revenues
Road Fund (Fund Number 0023)			
FY 2001 Approved Budget	137.0	10,331,743	335,000
Board Approved Adjustments During FY 2001			
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments		433,154	
Internal Service Funds Adjustment		(3,213)	
Other Required Adjustments		248,876	(123,000)
Subtotal	137.0	11,010,560	212,000
Recommended Changes for FY 2002			
Internal Service Fund Adjustments		–	–
Rate Increase		327	0
Subtotal	0.0	327	0
Fund Subtotal	137.0	11,010,887	212,000
Overlook Road District (Fund Number 1618)			
FY 2001 Approved Budget		40,000	20,500
Board Approved Adjustments During FY 2001			
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments			
Internal Service Funds Adjustment			
Other Required Adjustments		21,000	41,550
Subtotal		61,000	62,050
Recommended Changes for FY 2002			
Fund Subtotal	0.0	61,000	62,050
El Matador Drive Maint (Fund Number 1620)			
FY 2001 Approved Budget		70,000	2,000
Board Approved Adjustments During FY 2001			
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments			
Internal Service Funds Adjustment			
Other Required Adjustments		20,000	89,000
Subtotal		90,000	91,000
Recommended Changes for FY 2002			
Fund Subtotal	0.0	90,000	91,000
Casa Loma-Loma Chiquita (Fund Number 1622)			
FY 2001 Approved Budget		34,000	24,500
Board Approved Adjustments During FY 2001			
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments			
Internal Service Funds Adjustment			
Other Required Adjustments		(6,000)	700
Subtotal		28,000	25,200
Recommended Changes for FY 2002			
Fund Subtotal	0.0	28,000	25,200
Total Recommendation	137.0	11,189,887	390,250

Road Engineering — Cost Center 4002
Major Changes to the Budget

	Positions	Appropriations	Revenues
Road Fund (Fund Number 0023)			
FY 2001 Approved Budget	3.0	143,318	75,000
Board Approved Adjustments During FY 2001			
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments		24,793	
Internal Service Funds Adjustment			
Other Required Adjustments		191,500	0
Subtotal	3.0	359,611	75,000
Recommended Changes for FY 2002			
1. Storm Damage Contingency		120,000	
One-time funds to budget for contingency funds for unanticipated disasters.			
2. Capital Project Reimbursements		(230,000)	
This recommendation reflects reimbursable costs for in-house labor associated with Road Engineering capital projects.			
Subtotal	0.0	(110,000)	0
Total Recommendation	3.0	249,611	75,000

Road Traffic And Electrical — Cost Center 4005
Major Changes to the Budget

	Positions	Appropriations	Revenues
Road Fund (Fund Number 0023)			
FY 2001 Approved Budget	42.0	3,843,083	60,000
Board Approved Adjustments During FY 2001		22,716	
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments		212,676	
Internal Service Funds Adjustment		(44,200)	
Other Required Adjustments		560,465	(10,000)
Subtotal	42.0	4,594,740	50,000
Recommended Changes for FY 2002			
1. Computers and Peripherals		89,500	
One-time funds for computer hardware and software upgrades.			
2. Lot of Equipment		105,000	
This equipment recommendation reflects two conflict monitoring testers, one small truck boom and one energy back-up portable generator for uninterrupted power supply for the department's computer systems.			
3. Capital Project Reimbursements		(1,342,500)	
This recommendation reflects reimbursable costs for in-house labor associated with Road Traffic and Electrical capital projects.			
Subtotal	0.0	(1,148,000)	0
Total Recommendation	42.0	3,446,740	50,000

Road Fleet — Cost Center 4101
Major Changes to the Budget

	Positions	Appropriations	Revenues
Road Fund (Fund Number 0023)			
FY 2001 Approved Budget		1,950,596	62,000
Board Approved Adjustments During FY 2001			
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments			
Internal Service Funds Adjustment		525,720	
Other Required Adjustments		(1,027,634)	(37,000)
Subtotal		1,448,682	25,000
Recommended Changes for FY 2002			
1. Fleet Vehicle Replacements		964,337	
One-time funds for the replacement of twelve light vehicles ($242,337) and nine heavy vehicles/equipment ($722,000). The Roads and Airports Department utilizes light vehicle replacement criteria similar to those of the General Services Agency to evaluate its motor pool's useful life.			
Subtotal	0.0	964,337	0
Total Recommendation		2,413,019	25,000

Roads And Airports Administration — Cost Center 6410
Major Changes to the Budget

	Positions	Appropriations	Revenues
Road Fund (Fund Number 0023)			
FY 2001 Approved Budget	22.2	4,815,860	26,323,711
Board Approved Adjustments During FY 2001		8,628	
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	0.8	214,841	
Internal Service Funds Adjustment		(280,714)	
Other Required Adjustments		(47,393)	1,274,789
Subtotal	23.0	4,711,222	27,598,500
Recommended Changes for FY 2002			
1. Add/Delete from ASM II (B2J) to ASM III (B2K)			
This action recommends the reclassification of one Administrative Services Manager II (B2J) position to one Administrative Services Manager III (B2K) position for the administration and management of the Financial and Administrative Divisions of the Roads and Airports Department. The Administrative Services Manager III position will be responsible for the management of Administrative Services, Budget Analysis and Coordination, Administrative Support, General Accounting Services, Management Information Systems, Grants Management and Personnel Services. This action is recommended by the Employee Services Agency and is reflected in the FY2002 Master Salary Ordinance.			
Subtotal	0.0	0	0
Total Recommendation	23.0	4,711,222	27,598,500

Land Development — Cost Center 6411
Major Changes to the Budget

	Positions	Appropriations	Revenues
Road Fund (Fund Number 0023)			
FY 2001 Approved Budget	13.0	1,085,188	300,000
Board Approved Adjustments During FY 2001			
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments		77,916	
Internal Service Funds Adjustment		18,012	
Other Required Adjustments		(2,500)	200,000
Subtotal	13.0	1,178,616	500,000
Recommended Changes for FY 2002			
Fund Subtotal	13.0	1,178,616	500,000
County Lighting Service Fund (Fund Number 1528)			
FY 2001 Approved Budget		331,179	324,000
Board Approved Adjustments During FY 2001			
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments			
Internal Service Funds Adjustment		3,000	
Other Required Adjustments			0
Subtotal		334,179	324,000
Recommended Changes for FY 2002			
Fund Subtotal	0.0	334,179	324,000
Total Recommendation	13.0	1,512,795	824,000

Survey and Property — Cost Center 6413
Major Changes to the Budget

	Positions	Appropriations	Revenues
Road Fund (Fund Number 0023)			
FY 2001 Approved Budget	15.0	808,207	251,000
Board Approved Adjustments During FY 2001			
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments		70,508	
Internal Service Funds Adjustment		14	
Other Required Adjustments		365,800	(100,000)
Subtotal	15.0	1,244,529	151,000
Recommended Changes for FY 2002			
1. Capital Project Reimbursements		(505,000)	
This recommendation reflects reimbursable costs for in-house labor associated with Survey and Property capital projects.			
Subtotal	0.0	(505,000)	0
Total Recommendation	15.0	739,529	151,000

Highway And Bridge Design — Cost Center 6435
Major Changes to the Budget

		Positions	Appropriations	Revenues
Road Fund (Fund Number 0023)				
FY 2001 Approved Budget		19.0	59,336	
Board Approved Adjustments During FY 2001				
Cost to Maintain Current Program Services				
Salary and Benefit Adjustments		-1.0	75,351	
Internal Service Funds Adjustment				
Other Required Adjustments			1,635,000	0
	Subtotal	18.0	1,769,687	
Recommended Changes for FY 2002				
	Subtotal	0.0	(1,450,000)	0
Total Recommendation		18.0	319,687	

Roads Construction — Cost Center 6470
Major Changes to the Budget

		Positions	Appropriations	Revenues
Road Fund (Fund Number 0023)				
FY 2001 Approved Budget		22.0	(286,793)	180,000
Board Approved Adjustments During FY 2001				
Cost to Maintain Current Program Services				
Salary and Benefit Adjustments			89,486	
Internal Service Funds Adjustment			(228)	
Other Required Adjustments			1,934,000	(130,000)
	Subtotal	22.0	1,736,465	50,000
Recommended Changes for FY 2002				
1. Capital Project Reimbursements			(2,237,000)	
This recommendation reflects reimbursable costs for in-house labor associated with Roads Construction capital projects.				
	Subtotal	0.0	(2,237,000)	0
Total Recommendation		22.0	(500,535)	50,000

Roads Capital Projects-Traffic and Electrical — Cost Center 6474
Major Changes to the Budget

	Positions	Appropriations	Revenues
Road Fund (Fund Number 0023)			
FY 2001 Approved Budget		5,381,000	4,827,500
Board Approved Adjustments During FY 2001			
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments			
Internal Service Funds Adjustment			
Other Required Adjustments		(5,381,000)	2,572,500
Subtotal			7,400,000
Recommended Changes for FY 2002			
1. Traffic & Electrical Capital Projects		7,600,000	
The Roads Department plans on implementing various Traffic and Electrical Capital Projects as follows, ◆ Spot Safety: One-time funds for the Hazardous Elimination Safety projects. The additional funds are recommended for metal beam guardrails and to replace traffic signs. ◆ Highway Signals: One-time funds for signal light projects to improve operations and safety at highway intersections and minimize travel delays on County roadways. ◆ Intelligent Transportation Systems: One-time funds for projects that are part of an on-going program to plan and implement appropriate improvements to traffic operations. ◆ Measure B - Expressway Signal Synchronization Program: One-time funds for signal light improvements in the county expressways to improve intersection capacity and operations.			
Subtotal	0.0	7,600,000	0
Total Recommendation		7,600,000	7,400,000

Roads Capital Projects-Highways & Bridges — Cost Center 6476
Major Changes to the Budget

	Positions	Appropriations	Revenues
Road Fund (Fund Number 0023)			
FY 2001 Approved Budget		11,455,000	9,885,750
Board Approved Adjustments During FY 2001			
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments			
Internal Service Funds Adjustment			
Other Required Adjustments		(11,455,000)	5,989,750
Subtotal			15,875,500
Recommended Changes for FY 2002			
1. Highway Capital Projects		15,875,000	
The Roads Department plans on implementing various Highway Capital Projects as follows, ◆ Bicycle and Pedestrian Routes: One-time funds are recommended to make safety improvements to bicycle and pedestrian paths. ◆ Rural Roads: One-time funds for roadway improvements such as alignments, roadway width adjustments and highway turn lanes. ◆ Measure B - Pavement Management Program: One-time funds are recommended to provide large-scale pavement management projects typically implemented through construction contracts with private contractors. ◆ Measure B - Level of Service: One-time funds for the level of service program, which provides for capacity improvements on the expressway system to relieve intersection congestion and reduce travel delays.			
2. Bridge Capitall Projects		1,840,000	
The Roads Department plans on implementing various Bridge Capital Projects as follows, ◆ Bridge Rehabilitation and Replacement: One-time funds to replace and rehabilitate structurally inadequate and functionally deficient bridges using federally allocated funds in order to comply with transportation standards. ◆ Bridge Spot Safety: One-time funds to update bridge and approach railings to meet current acceptable design standards using available federal fund allocations. ◆ Bridge Repair: One-time funds to perform inspections and preventive maintenance work for County bridges which are required as a result of the federally mandated bi-annual inspection.			
Subtotal	0.0	17,715,000	0
Total Recommendation		17,715,000	15,875,500

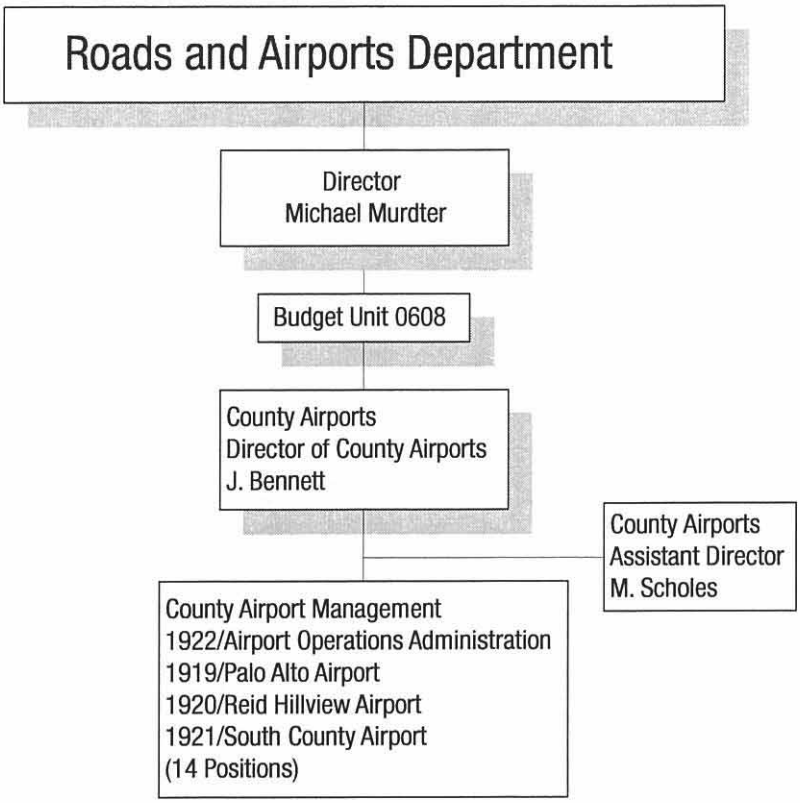
Airports Department

Mission

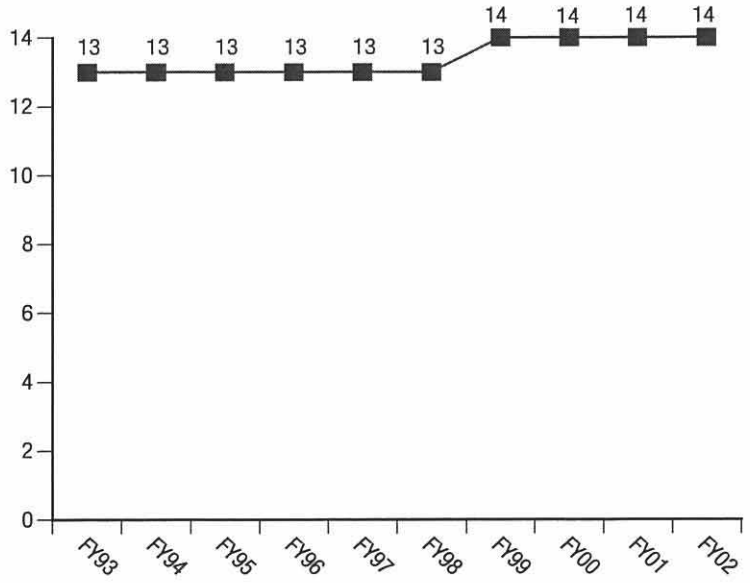
The mission of the Airports Department is to enhance the economic and social vitality of the community by providing safe and efficiently operated airports that meet the needs of the traveling public and the general aviation commuity by preserving, operating and enhancing the County's airports consistent with federal and state aviation regulations and County requirements.

Cost: $2,468,224

Staff: 14



10-Year Staffing Trend



Airports Department

Overview

The Airports Department is authorized by the Santa Clara County Code (Section A13-13 (c)) to "Plan, design, construct, maintain and operate County airports." The Board of Supervisors determines the level of service to be provided at the airports and the Santa Clara County Airports Commission provides advice, studies and recommendations to the Board on airport issues.

The Airport Department is operated as an enterprise fund. All expenditures are covered by the revenues generated from airport fees and from Federal Aviation Administration (FAA) and State grants for capital improvement projects. The Airports Department has approximately a $2.47 million budget and 14 staff members to manage three county airports, Palo Alto Airport, Reid-Hillview Airport and South County

Airports Department Performance Plan

Advancement of Board Priorities

The County Executive's recommended Performance Plan for the Airports Department advances the Board of Supervisors' priorities by enhancing the County's fiscal integrity. The Performance Plan for the Airports Department reflects only one priority goal.

Priority Goal:

To meet the needs of the travelling public and the general aviation community.

Background

The primary goal of the Airports Department is to meet the needs of the traveling public and the general aviation community. In order to meet these needs, the Airport Department strives to maintain airport safety, enhance community relations and provide a financially self-sufficient airport.

Airport safety is critical. The Airport Department endeavors to prevent runway incursions, maintain infrastructure integrity, reduce aircraft incidents and protect tangible property in order to maintain a safe environment for the traveling public and the general aviation community.

The Airport Department strives to enhance community relations by minimizing disturbances to neighbors and reducing related complaints. By comparing the number of neighborhood complaints, aircraft accident and incidents, and pilot feedback relating to aircraft operations, the Department has the ability to assess how effective it is at meeting their primary goal.

Maintaining a financially self-sufficient airport is paramount to continued successful operations. The Airports Department is operated as an enterprise fund. All expenditures are covered by the revenues generated from airport fees and from Federal Aviation Administration (FAA) and State grants for capital improvement projects. The income derived from the leases, licenses, rental agreements, and aircraft storage is used to support the daily operations of the three County airports. In addition, these funds are used for capital projects that enhance the safety of the airports and work to minimize the impact on the surrounding neighborhood.

Services, Strategies and Funding

In order to meet the needs of the traveling public and the general aviation community, the Airports Department provides services to manage the operations and maintenance of the airports, manage airport properties and improve the airport capital plant.

Airports Management

Of the many services the Airports Division provides, the most obvious and continuous, Airport Management, oversees the daily operations and maintenance services of the three airports. This service includes preventive maintenance and repair, runway & taxiway maintenance, stormwater pollution prevention, aircraft storage, and the twice-daily airfield safety inspections. In addition, Airports Management provides community and educational services, business planning, noise abatement and special event services, as well as support to the Airport Commission.

In order to improve airport management, the Department intends to implement the following improvement strategies in FY2002:

Update the three airports master plan and business plan.
These documents are updated every twenty years, will help to shape the future of each of the airports.

Total Cost: $807,000
Funds will be included in the FY2002 Roll-over budget.

Conduct a FAA sponsored Part 150 Noise Study.
This study will analyze the aircraft generated noise in the local neighborhood. After several community meetings with the local neighbors, the study will propose steps the airport may take to reduce any impact.

Total Cost: $316,000
Funds were included in the FY2001 Approved Budget. Unexpended funds will be included in the FY 2002 rolled-over budget.

Property Management

Property Management, a second service area, develops and oversees license, lease, and rental agreements along with monitoring the Fixed Based Operators (FBO) agreements.

In order to maintain Financial Self-Sufficiency, the Department intends to implement the following improvement strategies in FY 2002:

FBO for the South County Airport
Airport staff is currently working on the development of a Request for Proposal (RFP) for a second FBO for the South County airport. It is anticipated that the increased demand for aircraft storage will boost the desirability of South County as an aircraft storage location. The development of a second FBO will boost the appeal of the airport and increase the economic and social vitality of the South County while contributing more money to the Airport Enterprise Fund (AEF).

Total Cost: $0
Increase in revenue generated from additional FBO expected in FY2003.

Fuel Flowage Fee Audits
Airport staff also plans to continue fuel flowage fee audits in order to maximize airport revenues and recover costs.

Total Cost: $0
Audits could result in revenue increase in FY2002.

Airport Improvement Projects

Another key service the Airports Division provides is the initiation and oversight of airport improvement projects. This service area includes project planning, project design, project engineering and grant applications.

In order to maintain airport safety, the Airports Department plans to implement the following strategies in FY2002:

Reid-Hillview Airport Hangar Electrical Improvements and Complete Phase II of a Two-phase Drainage Project.
One-time funds are recommended for drainage and electrical improvements to existing hangars.

Implement a hangar electrical project. The objective of the hangar electrical project is to eliminate the reliance on gasoline powered electricity generators and the gasoline storage required to operate them. Additionally, the installation of electricity will enhance security at the airport and help to eliminate costly aircraft damage that occurs while moving aircraft within a dark hangar.

Whereas, the drainage project is to enhance pavement life by properly channeling rainwater runoff into appropriate drains. Correct drainage may also increase the life of the hangars by reducing their prolonged contact with wet pavement.

Total One-time Cost: $263,721

Other Required Appropriations

FAA Matching Funds for the Palo Alto and South County Airports
One-time funds are recommended to provide each airport with the required 10% match for the annual Federal Aviation Agency Improvement Program entitlement. A total of $15,000 is recommended for each airport.

Total One-time Cost: $30,000

300 Gallon Sprayer
One-time funds are recommended for the Palo Alto Airport to acquire a 300 gallon sprayer for taxiway and runway weed abatement. This equipment will enable staff to keep the runways and taxiways open and safe for airport users.

Total One-time Cost: $3,000

Equipment Shed
One-time funds are recommended for the Palo Alto Airport to build a maintenance shed for secured storage of equipment.

Total One-time Cost: $8,976

Principal Payment on the Loan from the General Fund
One-time funds are recommended for the accelerated repayment of General Fund loans by the Airport Enterprise Fund. As per the Harvey-Rose Management Audit, the Airports Department is striving to meet the request to begin to make additional payments of the loan principal out of the Reid-Hillview FY 2002 Recommended Budget This recommended amount is in addition to the $170,000 (includes principal plus interest) annual payment already made by the Ariport Enterprise Fund.

Total One-time Cost: $25,000

Airports Operations — Budget Unit 0608
Expenditures by Cost Center

CC	Cost Center Name	FY 2000 Actual	FY 2001 Appropriations Approved	FY 2001 Appropriations Adjusted	FY 2002 Recommended	Amount Chg From FY 2001 Approved	% Chg From FY 2001 Approved
1919	Palo Alto Airport	2,878,801	325,992	325,992	407,415	81,423	25
	54 Palo Alto Special Aviation Fund	2,446,496					
	61 Airport Enterprise Fund	432,305	325,992	325,992	407,415	81,423	25
1920	Reid Hillview Airport	1,028,289	896,637	896,637	1,208,721	312,084	35
	53 Reid Hillview Special Aviation Fund	190,910					
	61 Airport Enterprise Fund	837,379	896,637	896,637	1,208,721	312,084	35
1921	South County Airport	44,800	57,936	57,936	95,266	37,330	64
1922	Airports Operations Administration	1,446,680	866,675	866,675	756,822	(109,853)	-13
	Total Expenditures	5,398,570	2,147,240	2,147,240	2,468,224	320,984	15%

Airports Operations — Budget Unit 0608
Revenues by Cost Center

CC	Cost Center Name	FY 2000 Actual	FY 2001 Appropriations Approved	FY 2001 Appropriations Adjusted	FY 2002 Recommended	Amount Chg From FY 2001 Approved	% Chg From FY 2001 Approved
1919	Palo Alto Airport	3,061,994	496,554	496,554	632,696	136,142	27
	54 Palo Alto Special Aviation Fund	2,569,313					0
	61 Airport Enterprise Fund	492,681	496,554	496,554	632,696	136,142	27
1920	Reid Hillview Airport	1,560,694	1,229,983	1,229,983	1,572,047	342,064	28
	53 Reid Hillview Special Aviation Fund	281,251					0
	61 Airport Enterprise Fund	1,279,443	1,229,983	1,229,983	1,572,047	342,064	28
1921	South County Airport	153,518	128,819	137,746	179,445	50,626	39
1922	Airports Operations Administration	113,547	261,292	261,292	270,267	8,975	3
	Total Revenues	4,889,753	2,116,648	2,125,575	2,654,455	537,807	25%

Palo Alto Airport — Cost Center 1919
Major Changes to the Budget

	Positions	Appropriations	Revenues
Airport Enterprise Fund (Fund Number 0061)			
FY 2001 Approved Budget	4.0	325,992	496,554
Board Approved Adjustments During FY 2001			
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments		14,199	
Internal Service Funds Adjustment		11,022	
Other Required Adjustments		29,226	136,142
Subtotal	4.0	380,439	632,696
Recommended Changes for FY 2002			
1. FAA Matching Funds (PAA)		15,000	
This is a request for the 10% match required for the annual FAA Airport Improvement Program entitlement (for the Palo Alto Airport).			
2. 300 Gallon Sprayer		3,000	
One-time funds to acquire a 300 gallon sprayer for the runway and taxiway for weed abatement. This will keep the runway open and safe for airport users.			
Subtotal	0.0	26,976	0
Total Recommendation	4.0	407,415	632,696

Reid Hillview Airport — Cost Center 1920
Major Changes to the Budget

	Positions	Appropriations	Revenues
Airport Enterprise Fund (Fund Number 0061)			
FY 2001 Approved Budget	6.0	896,637	1,229,983
Board Approved Adjustments During FY 2001			
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments		9,592	
Internal Service Funds Adjustment		65,318	
Other Required Adjustments		(51,547)	342,064
Subtotal	6.0	920,000	1,572,047
Recommended Changes for FY 2002			
Internal Service Fund Adjustments		–	–
Increased Principal Payment on Loan from General Fund to Airports		25,000	0
1. Reid-Hillview Airport Hangar Improvements		263,721	
One-time funds for drainage and/or electrical improvements to existing hangars. The improvements are for the Reid-Hillview Airport hangars.			
Subtotal	0.0	288,721	0
Total Recommendation	6.0	1,208,721	1,572,047

South County Airport — Cost Center 1921
Major Changes to the Budget

	Positions	Appropriations	Revenues
Airport Enterprise Fund (Fund Number 0061)			
FY 2001 Approved Budget		57,936	128,819
Board Approved Adjustments During FY 2001			8,927
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments			
Internal Service Funds Adjustment		3,870	
Other Required Adjustments		18,460	41,699
Subtotal		80,266	179,445
Recommended Changes for FY 2002			
1. FAA Matching Funds SCA		15,000	
This is a request for the 10% match required for the annual FAA Airport Improvement Program entitlement (for the South County Airport).			
Subtotal	0.0	15,000	0
Total Recommendation		95,266	179,445

Airports Operations Administration — Cost Center 1922
Major Changes to the Budget

	Positions	Appropriations	Revenues
Airport Enterprise Fund (Fund Number 0061)			
FY 2001 Approved Budget	4.0	866,675	261,292
Board Approved Adjustments During FY 2001			
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments		18,755	
Internal Service Funds Adjustment		(48,179)	9,000
Other Required Adjustments		(80,429)	(25)
Subtotal	4.0	756,822	270,267
Recommended Changes for FY 2002			
Total Recommendation	4.0	756,822	270,267

County Fire Districts

Overview

Pursuant to the state and local Health and Safety Code-related legislation, the residents of Santa Clara County are served by four fire protection districts: the Santa Clara County Fire Department (also known as Central Fire Protection District), Los Altos Hills Fire Protection District, South Santa Clara County Fire Protection District, and Saratoga Fire District.

The districts are empowered to establish, equip, and maintain a fire department. Each district may operate rescue and first-aid services; and may provide and maintain all functions necessary for the prevention of fire, and for the protection of life and property from fire.

Santa Clara County Fire Department

The Santa Clara County Fire Department (also known as the Santa Clara County Central Fire Protection District) provides service to the communities of Campbell, Cupertino, Los Altos, Monte Sereno, Morgan Hill, half of Saratoga, The Town of Los Gatos, and the Town of Los Altos Hills and unincorporated areas generally west of these cities. The Santa Clara County Board of Supervisors, sitting as the Board of Directors, hear all concerns at the regular meetings of the Board of Supervisors.

Health and Safety Code Section 13862 empowers the Department to provide fire protection services, rescue services, emergency medical services, hazardous materials emergency response services, and other services relating to the protection of lives and property.

The organization is structured around five (5) distinct service divisions:

- the Fire Prevention Division, providing public fire education, inspection services and code enforcement;
- the Operations Division, coordinating resources for emergency response;
- the Training Division, coordinating and delivering training to District employees;
- the Administrative Services Division, comprised of general management and administrative support units; and
- the Support Services Division, comprised of supply, apparatus maintenance and facility maintenance personnel.

Prior to 1978, the Santa Clara County Fire Marshal's Office operated as a stand-alone agency reporting to the Board of Supervisors. Following Proposition 13, the agency was eliminated and Central Fire began its own Fire Prevention Division. In 1987, the Santa Clara County Fire Department began providing fire marshal services to County facilities and unincorporated County areas under a contract administered by the Environmental Resources Agency.

Revenues include local property taxes; contract revenues; Homeowners Property Tax Replacement (HOPTR); supplemental property taxes and miscellaneous revenues.

Saratoga Fire District

The Saratoga Fire District operates pursuant to California Health and Safety Code Section 140001 et. seq. and is governed by a three member Board of Fire Commissioners elected to four year terms by the voters of the district. Vacancies are filled by appointment of the remaining directors.

The District may establish, equip and maintain a fire department, may enter into contracts for the purpose of fire protection and may perform any or all activities necessary for the prevention of fires.

The District provides fire protection for one half of the City of Saratoga, comprising the central, western, and southerly sections, and serves approximately 20,000 people.

Revenues include local property taxes, Homeowners Property Tax Replacement (HOPTR), 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 Santa Clara County Board of Supervisors, as the governing body, appoints seven district commissioners for four-year terms.

The District provides fire protection to the unincorporated area adjacent to the City of Los Altos and approximately 12.1 square miles in the Town of Los Altos Hills bounded by Arastradero Road, Permanente Creek, the City of Palo Alto, and the Mid-Peninsula Regional Park District and Permanente properties. The district serves approximately 13,000 people.

Revenues include local property taxes; contract revenues; Homeowners Property Tax Replacement (HOPTR); supplemental property taxes and miscellaneous revenues.

South Santa Clara County Fire District

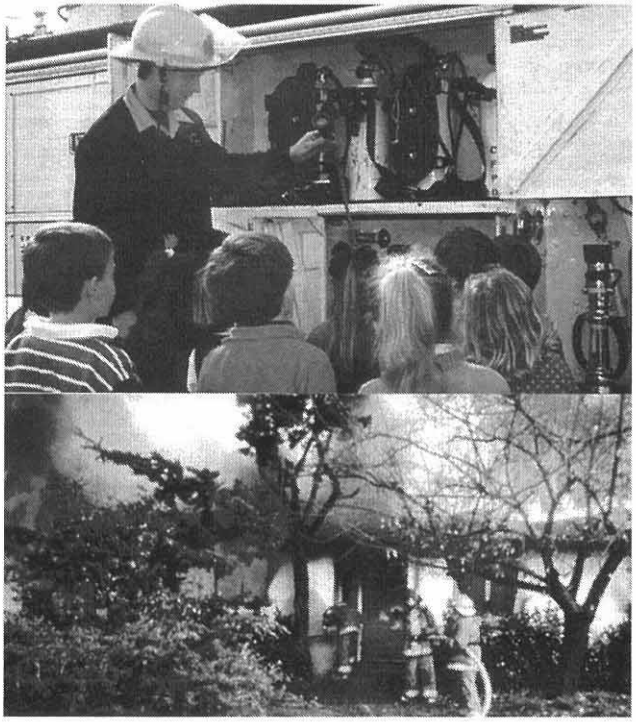
The South Santa Clara County Fire District operates under the provisions of the California Health and Safety Code commencing at Section 13801. The County Board of Supervisors, as the governing body, appoints seven district commissioners to four year terms.

The District is empowered to establish, equip and maintain a fire department, enter into contracts for the purpose of fire protection and may perform any and all activities necessary for the prevention of fires. The District provides fire protection, first responder defibrillator medical services, and advanced life support (paramedics) to the unincorporated rural areas of South Santa Clara County.

The District includes unincorporated County area south of Metcalf Road and serves approximately 35,000 county residents.

The District employs nineteen full-time staff, one half-time employee, and seventeen "paid call" firefighters. The full-time employees and one 3/4 time employee are California Department of Forestry and Fire Protection personnel whose salaries and wages are reimbursed to the State by the district through a contractual arrangement. The district currently maintains three fire stations: one on Highway 152 west of Gilroy, one near San Martin, and one in Morgan Hill.

Revenues include local property taxes, Homeowners Property Tax Replacement (HOPTR), supplemental property taxes, and miscellaneous revenues.



Cost: $59,985,447

Santa Clara County Fire Department — Budget Unit 9104
Expenditures by Cost Center

CC	Cost Center Name	FY 2000 Actual	FY 2001 Appropriations Approved	FY 2001 Appropriations Adjusted	FY 2002 Recommended	Amount Chg From FY 2001 Approved	% Chg From FY 2001 Approved
9104	Santa Clara County Fire Dept	41,789,789	41,454,262	41,454,262	46,238,128	4,783,866	12
	Total Expenditures	41,789,789	41,454,262	41,454,262	46,238,128	4,783,866	12%

Santa Clara County Fire Department— Budget Unit 9104
Revenues by Cost Center

CC	Cost Center Name	FY 2000 Actual	FY 2001 Appropriations Approved	FY 2001 Appropriations Adjusted	FY 2002 Recommended	Amount Chg From FY 2001 Approved	% Chg From FY 2001 Approved
9104	Santa Clara County Fire Dept	40,499,175	38,884,314	38,884,314	42,943,960	4,059,646	10
	Total Revenues	40,499,175	38,884,314	38,884,314	42,943,960	4,059,646	10%

Santa Clara County Fire Department — Cost Center 9104
Major Changes to the Budget

	Positions	Appropriations	Revenues
Santa Clara County Fire Dept (Fund Number 1524)			
FY 2001 Approved Budget		41,454,262	38,884,314
Board Approved Adjustments During FY 2001			
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments		(3,245,000)	
Internal Service Funds Adjustment		19,334	
Other Required Adjustments		4,609,532	4,059,646
Subtotal		42,838,128	42,943,960
Recommended Changes for FY 2002			
1. Minor Remodeling Projects		700,000	
This action provides funding for six small remodeling projects to comply with the American with Disabilities Act and provide staff with privacy in designated areas.			
2. Add Vehicles, Two Engines and Four Sedans		1,675,000	
This action provides for one aerial truck, two engines and four smaller units.			
3. Add Equipment		1,025,000	
This action provides SCBA upgrades, two copy machines and fitness equipment for staff.			
Subtotal	0.0	3,400,000	0
Total Recommendation		46,238,128	42,943,960

Los Altos Hills County Fire District — Budget Unit 9114
Expenditures by Cost Center

CC	Cost Center Name	FY 2000 Actual	FY 2001 Appropriations Approved	FY 2001 Appropriations Adjusted	FY 2002 Recommended	Amount Chg From FY 2001 Approved	% Chg From FY 2001 Approved
9114	Los Altos Hills County Fire District	2,470,190	7,125,423	7,125,423	8,352,397	1,226,974	17
	Total Expenditures	2,470,190	7,125,423	7,125,423	8,352,397	1,226,974	17%

Los Altos Hills County Fire District — Budget Unit 9114
Revenues by Cost Center

CC	Cost Center Name	FY 2000 Actual	FY 2001 Appropriations Approved	FY 2001 Appropriations Adjusted	FY 2002 Recommended	Amount Chg From FY 2001 Approved	% Chg From FY 2001 Approved
9114	Los AltosHills County Fire District	3,279,875	3,247,776	3,247,776	3,532,776	285,000	9
	Total Revenues	3,279,875	3,247,776	3,247,776	3,532,776	285,000	9%

Los Altos Hills County Fire District — Cost Center 9114
Major Changes to the Budget

	Positions	Appropriations	Revenues
Los Altos Hills County Fire District (Fund Number 1606)			
FY 2001 Approved Budget		7,125,423	3,247,776
Board Approved Adjustments During FY 2001			
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments			
Internal Service Funds Adjustment		(734)	
Other Required Adjustments		(4,672,292)	285,000
Subtotal		2,452,397	3,532,776
Recommended Changes for FY 2002			
1. Fire Hydrant Installation		1,400,000	
The Los Altos Hills Fire District plans to continue with two capital projects installation of fire hydrants (Purrisima and California locations).			
2. FY 2002 Appropriated Reserves		4,500,000	
This action provides for contingency reserves for FY 2002 as follows: ◆ Building and Maintenance Fund - $1,000,000 ◆ Equipment Reserve - $500,000 ◆ Insurance Reserve - $1,000,000 ◆ Emergency Operations Reserve - $2,000,000.			
Subtotal	0.0	5,900,000	0
Total Recommendation		8,352,397	3,532,776

So. Santa Clara Co. Fire District — Budget Unit 9118
Expenditures by Cost Center

CC	Cost Center Name	FY 2000 Actual	FY 2001 Appropriations Approved	FY 2001 Appropriations Adjusted	FY 2002 Recommended	Amount Chg From FY 2001 Approved	% Chg From FY 2001 Approved
9118	South Santa Clara County Fire District	1,984,926	2,177,218	2,177,218	2,320,322	143,104	7
	Total Expenditures	1,984,926	2,177,218	2,177,218	2,320,322	143,104	7%

So. Santa Clara Co. Fire District — Budget Unit 9118
Revenues by Cost Center

CC	Cost Center Name	FY 2000 Actual	FY 2001 Appropriations Approved	FY 2001 Appropriations Adjusted	FY 2002 Recommended	Amount Chg From FY 2001 Approved	% Chg From FY 2001 Approved
9118	South Santa Clara County Fire District	2,182,947	1,851,528	1,851,528	1,851,528		0
	Total Revenues	2,182,947	1,851,528	1,851,528	1,851,528		0%

South Santa Clara County Fire District — Cost Center 9118
Major Changes to the Budget

	Positions	Appropriations	Revenues
So. Santa Clara County Fire (Fund Number 1574)			
FY 2001 Approved Budget		2,177,218	1,851,528
Board Approved Adjustments During FY 2001			
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments			
Internal Service Funds Adjustment		(4,310)	
Other Required Adjustments		147,414	0
Subtotal		2,320,322	1,851,528
Recommended Changes for FY 2002			
Total Recommendation		2,320,322	1,851,528

Saratoga Fire District — Budget Unit 9250
Expenditures by Cost Center

CC	Cost Center Name	FY 2000 Actual	FY 2001 Appropriations Approved	FY 2001 Appropriations Adjusted	FY 2002 Recommended	Amount Chg From FY 2001 Approved	% Chg From FY 2001 Approved
9250	Saratoga Fire District	2,381,324	3,012,415	3,012,415	3,074,600	62,185	2
	Total Expenditures	2,381,324	3,012,415	3,012,415	3,074,600	62,185	2%

Saratoga Fire District — Budget Unit 9250
Revenues by Cost Center

CC	Cost Center Name	FY 2000 Actual	FY 2001 Appropriations Approved	FY 2001 Appropriations Adjusted	FY 2002 Recommended	Amount Chg From FY 2001 Approved	% Chg From FY 2001 Approved
9250	Saratoga Fire District	2,539,566	2,671,100	2,671,100	3,037,000	365,900	14
	Total Revenues	2,539,566	2,671,100	2,671,100	3,037,000	365,900	14%

Saratoga Fire District — Cost Center 9250
Major Changes to the Budget

	Positions	Appropriations	Revenues
Saratoga Fire District (Fund Number 1894)			
FY 2001 Approved Budget		3,012,415	2,671,100
Board Approved Adjustments During FY 2001			
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments			
Internal Service Funds Adjustment			
Other Required Adjustments		(7,815)	365,900
Subtotal		3,004,600	3,037,000
Recommended Changes for FY 2002			
1. Equipment		70,000	
This action provides funding for the purchase of one defibrilator, one truck and turn-out gear.			
Subtotal	0.0	70,000	0
Total Recommendation		3,074,600	3,037,000

appendix

Appendix

FY 2002 Recommended Budget Position Detail Report

County Wide Positions

Committee Name	FY 2001 Positions Approved	FY 2001 Positions Adjusted	FY 2002 Recommended	Amount Chg from FY 2001 Approved
Finance and Government Operations	2036.9	2059.9	2112.7	75.8
Public Safety and Justice	3974.1	4076.4	4182.4	208.3
Children and Families - Social Services Agency	2880.7	2910.7	2945.5	64.8
Santa Clara Valley Health and Hospital System	5200.9	5263.4	5610.9	410.0
Housing, Land Use, Environment and Transportation	772.4	775.9	796.5	24.1
Total Positions	14865.0	15086.2	15648.0	783.0

Finance and Government Operations Position Detail

Budget Unit	Department Name	FY 2001 Positions Approved	FY 2001 Positions Adjusted	FY 2002 Recommended	Amount Chg from FY 2001 Approved
0101	Supervisorial District 1	7.0	8.0	8.0	1.0
0102	Supervisorial District 2	7.0	8.0	8.0	1.0
0103	Supervisorial District 3	7.0	8.0	8.0	1.0
0104	Supervisorial District 4	7.0	8.0	8.0	1.0
0105	Supervisorial District 5	7.0	8.0	8.0	1.0
0106	Clerk Of The Board	36.0	36.0	37.0	1.0
0107	County Executive	69.0	69.0	68.0	-1.0
0113	LAFCO	0.0	0.0	2.0	2.0
0115	Assessor	274.0	274.0	276.0	2.0
0117	Measure B Trans Improvement Pgm	2.0	3.0	3.0	1.0
0120	County Counsel	127.0	132.0	139.5	12.5
0140	Registrar Of Voters	35.0	35.0	40.0	5.0
0145	Information Services Department	219.3	222.3	223.0	3.7
0610	County Library	218.5	218.0	219.2	0.7
0118	Purchasing	28.5	27.5	27.5	-1.0
0135	GSA Intragovernmental Services	98.5	114.5	121.0	22.5
0190	GSA Communications	115.0	115.0	117.0	2.0
0263	Facilities Department	290.3	272.3	297.0	6.6
0130	HR, LR, and EOED	122.3	127.3	127.5	5.2
0132	Department of Risk Management	66.5	66.5	67.0	0.5
0110	Controller Treasurer	85.0	92.0	92.0	7.0
0112	Tax Collector	63.0	63.0	63.0	-0.0
0114	County Clerk/Recorder	81.2	81.7	82.0	0.8
0148	Department Of Revenue	70.8	70.8	71.0	0.2
	Total Positions	2036.9	2059.9	2112.7	75.8

Public Safety and Justice Position Detail

Budget Unit	Department Name	FY 2001 Positions Approved	FY 2001 Positions Adjusted	FY 2002 Recommended	Amount Chg from FY 2001 Approved
0200	District Attorney Family Support	406.7	417.7	472.0	65.3
0202	District Attorney Administration	477.1	482.1	487.5	10.4
0203	District Attorney Crime Laboratory	49.6	53.6	56.0	6.4
0204	Public Defender	230.5	231.5	232.0	1.5
0210	Office Of Pretrial Services	39.3	39.3	39.0	-0.3
0217	Criminal Justice System-Wide Costs	0.0	0.0	0.0	0.0
0230	Sheriff Services	642.8	705.0	731.0	88.3
0231	Court/Custody Operations	117.0	117.0	117.0	0.0
0235	DOC Contract	713.5	713.5	713.5	0.0
0240	Department Of Correction	402.0	403.0	404.0	2.0
0246	Probation Department	872.7	890.7	907.5	34.8
0293	Medical Examiner-Coroner	23.0	23.0	23.0	0.0
	Total Positions	3974.1	4076.4	4182.4	208.3

Children and Families - Social Services Agency Position Detail

Budget Unit	Department Name	FY 2001 Positions Approved	FY 2001 Positions Adjusted	FY 2002 Recommended	Amount Chg from FY 2001 Approved
0501	Social Services Administration	2872.7	2902.7	2937.5	64.8
0509	SSA Nutrition Services To The Aged	8.0	8.0	8.0	0.0
	Total Positions	2880.7	2910.7	2945.5	64.8

Santa Clara Valley Health and Hospital System Position Detail

Budget Unit	Department Name	FY 2001 Positions Approved	FY 2001 Positions Adjusted	FY 2002 Recommended	Amount Chg from FY 2001 Approved
0410	Public Health	654.8	687.3	688.0	33.2
0412	Mental Health	423.2	435.2	447.5	24.2
0414	Children's Shelter & Custody Health Services	219.8	219.8	224.5	4.8
0417	Bureau Of Drug And Alcohol Programs	185.6	195.6	201.9	16.3
0418	Community Outreach Programs	84.8	91.8	106.0	21.3
0725	Valley Health Plan	45.7	46.7	47.0	1.3
0921	Valley Medical Center	3587.0	3587.0	3896.0	309.0
	Total Positions	5200.9	5263.4	5610.9	410.0

Housing, Land Use, Environment and Transportation Position Detail

Budget Unit	Department Name	FY 2001 Positions Approved	FY 2001 Positions Adjusted	FY 2002 Recommended	Amount Chg from FY 2001 Approved
0168	Housing And Community Development	11.0	11.0	11.0	0.0
0260	Planning and Development/ERA Admin	107.1	108.6	109.0	1.9
0261	Environmental Health	115.4	117.4	119.0	3.6
0262	Dept of Agric, Wts & Meas, and Animal Cntrl	44.0	44.0	51.5	7.5
0411	Vector Control District	29.0	29.0	29.0	0.0
0710	County Parks And Recreation	165.1	165.1	175.0	9.9
0603	Roads Operations	286.8	286.8	288.0	1.1
0608	Airports Operations	14.0	14.0	14.0	0.0
	Total Positions	772.4	775.9	796.5	24.1

List of General-Funded Community-Based Organizations

Contract Name	Responsible Department	FY 1999 Approved	FY 2000 Approved	FY 2001 Approved	Amount as of April 2001
Adult and Child Guidance Center	Alcohol/Drug	318,270	331,001	344,241	357,677
Alcohol Recovery Homes	Alcohol/Drug	2,466,361	2,632,736	3,036,971	3,209,473
Asian Amer Community Involvement	Alcohol/Drug	76,385	79,440	82,617	87,560
Asian American Recovery Services	Alcohol/Drug	300,301	341,432	355,089	369,348
Bill Wilson Center	Alcohol/Drug	26,523	27,584	28,687	28,687
Catholic Charities	Alcohol/Drug	24,000	724,960	254,758	265,026
Combined Addicts & Prof. Svcs. (CAPS)	Alcohol/Drug	144,751	262,826	279,230	273,759
Community Hlth Awareness Cncl (CHAC)	Alcohol/Drug	117,527	122,229	127,118	127,118
Community Solutions	Alcohol/Drug	453,083	504,486	440,894	458,182
Countywide Alcohol and Drug Services, Inc.	Alcohol/Drug	144,000	149,760	155,750	211,750
Crossroads	Alcohol/Drug	127,891	133,007	187,576	187,576
Eastfield Ming Quong	Alcohol/Drug	137,917	143,434	149,171	161,211
Economic and Social Opportunities (ESO)	Alcohol/Drug	277,356	317,570	330,273	342,768
Gardner Family Care Corporation	Alcohol/Drug	813,297	1,512,772	1,047,511	1,030,176
Horizon Services Inc.	Alcohol/Drug	621,570	464,433	672,290	687,859
InnVision	Alcohol/Drug	60,898	63,334	108,175	108,175
National Council on Alcohol and Drug Dependence	Alcohol/Drug	281,669	322,186	304,654	304,654
Pate House	Alcohol/Drug	43,200	44,928	46,725	49,725
Pathway Society	Alcohol/Drug	427,510	1,064,875	998,270	1,000,269
Rainbow Recovery	Alcohol/Drug	153,000	273,000	542,880	542,880
Ujima	Alcohol/Drug	26,523	27,584	57,807	78,687
National Guard	Clerk of the Board	1,979	2,058	2,140	2,542
Santa Clara Arts Council	Clerk of the Board	324,000	283,802	312,140	312,140
United Veterans Parade	Clerk of the Board	5,000	5,200	10,608	10,000
Emergency Housing Consortium	County Executive	299,112	311,076	323,519	321,000
Victim Witness-HOJ Advoc.	District Attorney	83,372	86,707	52,747	35,165
Center for Training and Careers (CTC)	DOC	453,112	467,000	485,680	503,580
Hands On Services	Employee Service Agency	7,983	8,302	8,632	1,885
Silicon Valley Independent Living Center	Employee Service Agency	273,980	284,939	296,336	258,916

List of General-Funded Community-Based Organizations

Contract Name	Responsible Department	FY 1999 Approved	FY 2000 Approved	FY 2001 Approved	Amount as of April 2001
Clara-Mateo Alliance	Housing and Community Development	0	25,000	25,907	0
Achieve	Mental Health	503,811	581,796	854,575	870,575
Adult and Child Guidance	Mental Health	462,107	480,592	506,365	528,365
Alliance for Community Care	Mental Health	7,733,799	9,987,769	10,512,976	10,564,292
Alum Rock Counseling Center	Mental Health	44,027	50,586	89,438	119,438
Asian Amer Community Involvement	Mental Health	736,676	1,194,533	1,256,354	1,276,354
Catholic Charities	Mental Health	419,351	348,625	398,167	422,167
Chamberlain's	Mental Health	303,976	391,136	450,286	450,286
Children's Health Council	Mental Health	143,237	148,966	220,057	220,057
City of San Jose/Grace Baptist	Mental Health	200,000	208,000	216,320	216,320
Community Solutions	Mental Health	1,113,420	1,157,959	1,244,530	1,253,530
Eastfield Ming Quong	Mental Health	2,554,652	2,714,691	4,442,860	4,506,861
Emergency Housing Consortium	Mental Health	53,370	161,821	167,100	167,100
Gardner Community Health Center	Mental Health	1,486,104	2,034,513	2,664,349	2,708,349
HOPE Rehabilitation Services	Mental Health	319,151	366,426	444,094	444,094
Indian Health Center	Mental Health	92,916	218,804	227,556	227,556
InnVision	Mental Health	491,167	473,785	493,966	528,752
Mekong Community Center	Mental Health	197,772	255,653	236,114	236,114
MH Advocacy Project - SC Co Bar Assoc	Mental Health	437,310	290,868	302,503	363,888
Rebekah Children's Services	Mental Health	267,632	478,659	565,542	565,542
Seneca Center	Mental Health	180,261	75,408	63,742	63,742
Ujima Adult & Family Services	Mental Health	361,843	378,322	444,040	444,040
Alum Rock Counseling Center	Probation	0	0	0	41,000
Asian American Recovery Services	Probation	175,000	185,000	185,000	185,000
California Youth Outreach	Probation	86,200	139,500	140,000	140,000
Catholic Charities	Probation	0	325,200	145,000	190,000
CHD Professional Training and Education	Probation	5,000	5,000	9,500	9,500
Community Health Awareness Council	Probation	0	0	110,418	110,418
Community Solutions	Probation	0	0	0	140,000
Eastfield Ming Quong	Probation	31,000	37,320	37,320	98,408
Foster Grandparents	Probation	7,716	7,344	7,660	0
Gardner Family Care Corporation	Probation	0	0	0	205,000
Legal Aide Society	Probation	80,240	63,500	74,320	74,320
MACSA	Probation	0	0	140,000	140,000
Morissey/Compton Educational Center	Probation	27,600	21,500	30,060	30,360
Parents Helping Parents	Probation	44,700	44,700	80,010	80,010
Pathways Society	Probation	175,000	183,750	229,672	229,472
Sentencing Alternatives	Probation	222,940	190,983	190,983	190,983
Sera Learning Technologies	Probation	0	0	0	10,000
Social Advocates for Youth	Probation	0	175,000	0	0
YMCA	Probation	25,500	15,834	38,000	38,000
Aris	Public Health	289,726	376,904	376,904	420,749
Asian Amer Community Involvement	Public Health	0	0	150,000	0
Billy deFrank	Public Health	127,968	127,968	0	0
Billy deFrank	Public Health	105,000	105,949	0	0
Columbia Neighborhood Center	Public Health	0	98,000	98,000	0
Gardner Family Health Network	Public Health	0	933,943	971,301	971,301

List of General-Funded Community-Based Organizations

Contract Name	Responsible Department	FY 1999 Approved	FY 2000 Approved	FY 2001 Approved	Amount as of April 2001
Gardner Family Health Network	Public Health	0	0	440,000	0
Indian Health Center	Public Health	0	60,000	150,000	0
May View Community Health Center	Public Health	414,462	511,840	572,314	572,314
Planned Parenhood Mar Monte	Public Health	0	558,097	580,421	580,421
Women's Health Alliance	Public Health	0	67,000	67,000	67,000
African American Community Service Agency - At Risk Children	Social Svcs Gen Fund Contracts	0	0	20,000	20,000
AIDS Resources Information & Svcs (ARIS) Housing Program	Social Svcs Gen Fund Contracts	20,000	20,800	21,632	21,632
AIDS Resources Information Svcs (ARIS) Food and Nutrition	Social Svcs Gen Fund Contracts	50,000	52,000	67,258	67,258
Asian Americans for Community Involvement - All Stars (Children)	Social Svcs Gen Fund Contracts	0	0	45,000	45,000
Asian Americans for Community Involvement - Domestic Violence Prgm	Social Svcs Gen Fund Contracts	25,260	26,270	18,536	18,536
Asian Americans for Community Involvement - Senior Svcs Case Mgmt	Social Svcs Gen Fund Contracts	37,000	38,480	0	0
Avenidas	Social Svcs Gen Fund Contracts	53,750	55,900	60,290	60,290
Bill Wilson Drop-in Center (Children)	Social Svcs Gen Fund Contracts	0	0	40,000	40,000
Billy De Frank Lesbian and Gay Community Center (Adult Services)	Social Svcs Gen Fund Contracts	0	0	60,000	60,000
Billy De Frank Lesbian and Gay Community Center (Youth Services)	Social Svcs Gen Fund Contracts	0	0	20,000	20,000
Camp Fire Boys & Girls - Teen Leadership Corps	Social Svcs Gen Fund Contracts	25,072	26,075	25,000	25,000
Catholic Charities - Grandparent Caregiver Program	Social Svcs Gen Fund Contracts	40,000	41,600	30,000	30,000
Catholic Charities - Immigration Legal Services Program	Social Svcs Gen Fund Contracts	140,000	145,600	151,424	151,424
Catholic Charities - Shared Housing Program	Social Svcs Gen Fund Contracts	20,795	21,627	31,533	31,533
Catholic Charities - The Job Market	Social Svcs Gen Fund Contracts	100,000	52,000	0	0
Catholic Charities - YES (LEAP Project)	Social Svcs Gen Fund Contracts	65,671	68,298	75,000	75,000
Catholic Charities - YES (Truancy Outreach & Support Project	Social Svcs Gen Fund Contracts	60,357	62,771	73,000	73,000
City Year San Jose/ Silicon Valley - Project CAST (Children)	Social Svcs Gen Fund Contracts	0	0	75,000	75,000
Community Health Awareness Council	Social Svcs Gen Fund Contracts	46,110	47,954	60,000	60,000
Community Kids to Camp	Social Svcs Gen Fund Contracts	20,000	20,800	0	0
Community Solutions - La Isle Pacific Shelter	Social Svcs Gen Fund Contracts	27,069	28,152	29,279	29,279
Community Solutions - Senior Caregiver Support	Social Svcs Gen Fund Contracts	0	0	40,000	40,000
Community Solutions-Domestic Violence Support Services	Social Svcs Gen Fund Contracts	60,000	62,400	0	0

List of General-Funded Community-Based Organizations

Contract Name	Responsible Department	FY 1999 Approved	FY 2000 Approved	FY 2001 Approved	Amount as of April 2001
Community Svcs Agency of Mtn. View & Los Altos-Alpha Omega Shelter	Social Svcs Gen Fund Contracts	5,000	5,200	15,000	15,000
Community Svcs Agency of Mtn. View & Los Altos-Emergency Assistance	Social Svcs Gen Fund Contracts	25,317	26,330	25,070	25,070
Community Svcs Agency of Mtn. View & Los Altos-Senior Case Mgmt.	Social Svcs Gen Fund Contracts	17,000	17,680	18,210	18,210
Community Technology Alliance	Social Svcs Gen Fund Contracts	20,400	21,216	27,000	27,000
Concern for the Poor	Social Svcs Gen Fund Contracts	12,240	12,730	0	0
Court Designated Child Advocates	Social Svcs Gen Fund Contracts	48,300	50,232	61,323	61,323
Creative Family Connections	Social Svcs Gen Fund Contracts	4,474	0	0	0
Crosscultural Community Services Center	Social Svcs Gen Fund Contracts	29,777	0	0	0
Cupertino Senior Day Services	Social Svcs Gen Fund Contracts	31,000	32,240	0	0
Eastfield - Family Partnership	Social Svcs Gen Fund Contracts	20,528	21,349	0	0
Economic & Social Opportunities - Project CIE	Social Svcs Gen Fund Contracts	20,000	20,800	0	0
Emergency Housing Consortium (Reception Center)	Social Svcs Gen Fund Contracts	40,686	42,313	44,006	44,006
Emergency Housing Consortium (South County)	Social Svcs Gen Fund Contracts	50,550	52,572	54,675	54,675
Ethiopian Community Services	Social Svcs Gen Fund Contracts	33,427	34,764	36,155	36,155
Family Svc Mid-Peninsula-Domestic Violence Offenderís Treatment	Social Svcs Gen Fund Contracts	25,100	26,104	0	0
Friends Outside in Santa Clara County - Project Crime Stop (Children)	Social Svcs Gen Fund Contracts	0	0	63,727	63,727
Gardner Children's Center Campership Program	Social Svcs Gen Fund Contracts	0	0	21,632	21,632
Gardner Family Care Corporation - Family Wellness Classes	Social Svcs Gen Fund Contracts	0	0	20,000	20,000
Homeless Care Force	Social Svcs Gen Fund Contracts	35,000	36,400	25,600	25,600
HOPE Rehabilitation Services - Childcare	Social Svcs Gen Fund Contracts	0	0	25,000	25,000
Indian Health Center - Family Support Project	Social Svcs Gen Fund Contracts	50,000	52,000	0	0
Indian Health Center - Family Support Systems Project	Social Svcs Gen Fund Contracts	28,500	29,640	0	0
Indochinese Resettlement & Cultural Center-Children, Youth, Families	Social Svcs Gen Fund Contracts	50,000	52,000	0	0
Indochinese Resettlement & Cultural Center-Welfare Hotline Svcs	Social Svcs Gen Fund Contracts	40,000	20,800	41,600	41,600
Information and Referral Svcs.	Social Svcs Gen Fund Contracts	15,300	15,912	0	0

List of General-Funded Community-Based Organizations

Contract Name	Responsible Department	FY 1999 Approved	FY 2000 Approved	FY 2001 Approved	Amount as of April 2001
Inn Vision- Family Place	Social Svcs Gen Fund Contracts	23,000	23,920	24,877	24,877
Inn Vision- Montgomery Shelter	Social Svcs Gen Fund Contracts	45,000	46,800	50,000	50,000
Inn Vision-Commercial Street	Social Svcs Gen Fund Contracts	25,000	26,000	31,500	31,500
InnVision - Safe Haven II for Homeless Mentally Ill	Social Svcs Gen Fund Contracts	0	0	28,000	28,000
International Rescue Committee - Citizen and Immigration Legal Services	Social Svcs Gen Fund Contracts	0	0	15,000	15,000
Jewish Family Service of Santa Clara	Social Svcs Gen Fund Contracts	69,345	72,119	0	0
Live Oak Adult Day Care	Social Svcs Gen Fund Contracts	80,000	83,200	85,360	85,360
Loaves and Fishes Family Kitchen	Social Svcs Gen Fund Contracts	40,000	41,600	46,000	46,000
MATCH - Senior In-home Work Exchange	Social Svcs Gen Fund Contracts	15,000	15,600	15,600	15,600
Mexican American Community Services	Social Svcs Gen Fund Contracts	91,555	95,217	95,217	95,217
Next Door - Child Counseling Services	Social Svcs Gen Fund Contracts	0	0	15,000	15,000
Next Door - The Shelter Next Door	Social Svcs Gen Fund Contracts	0	0	15,000	15,000
Occupational Training Institute Foothill-De Anza Community Colleges	Social Svcs Gen Fund Contracts	87,200	45,344	0	0
Odd Fellow-Rebekah Childrenís Home	Social Svcs Gen Fund Contracts	34,000	35,360	0	0
Outreach & Escort (Immigration)	Social Svcs Gen Fund Contracts	76,500	79,560	0	0
Outreach & Escort (Senior Program)	Social Svcs Gen Fund Contracts	188,000	195,520	203,340	203,340
Parents Helping Parents	Social Svcs Gen Fund Contracts	16,858	0	0	0
Peninsula Center for the Blind and Visually Impaired	Social Svcs Gen Fund Contracts	20,000	20,800	21,632	21,632
Planned Parenthood Mar Monte	Social Svcs Gen Fund Contracts	42,462	44,161	45,484	45,484
Respite & Research for Alzheimer's Disease	Social Svcs Gen Fund Contracts	33,720	35,069	45,069	45,069
Sacred Heart Community Services (At-Risk Youth Education)	Social Svcs Gen Fund Contracts	0	0	25,000	25,000
Sacred Heart Community Services (Community Food Program)	Social Svcs Gen Fund Contracts	25,000	26,000	41,250	41,250
Sacred Heart Community Services (Families First Program)	Social Svcs Gen Fund Contracts	20,000	20,800	25,000	25,000
Sacred Heart Community Services (Services to Immigrants)	Social Svcs Gen Fund Contracts	45,000	46,800	46,800	46,800
Santa Clara Unified School District - Skills Plus Program	Social Svcs Gen Fund Contracts	28,800	29,952	31,450	31,450

List of General-Funded Community-Based Organizations

Contract Name	Responsible Department	FY 1999 Approved	FY 2000 Approved	FY 2001 Approved	Amount as of April 2001
Santa Clara University - Legal Assistance for Low-income Immigrants	Social Svcs Gen Fund Contracts	0	0	40,000	40,000
Second Start - Project Ascent	Social Svcs Gen Fund Contracts	64,334	33,454	0	0
Second Start - Youth Offenders with Disabilities	Social Svcs Gen Fund Contracts	6,683	6,950	15,000	15,000
Senior Adults Legal Assistance	Social Svcs Gen Fund Contracts	40,400	42,016	43,500	43,500
Services for Brain-Injury	Social Svcs Gen Fund Contracts	40,000	41,600	47,400	47,400
SIREN - Services, Immigrant Rights and Education Network	Social Svcs Gen Fund Contracts	0	0	63,018	63,018
St. Josephís Family Center (Children/Youth)	Social Svcs Gen Fund Contracts	40,000	41,600	30,000	30,000
St. Josephís Family Center (Shelter)	Social Svcs Gen Fund Contracts	20,000	20,800	15,000	15,000
St. Vincent de Paul Society - Emergency Assistance Project	Social Svcs Gen Fund Contracts	20,000	20,800	22,000	22,000
St. Vincent de Paul Society - Employment Support Program	Social Svcs Gen Fund Contracts	60,000	31,200	0	0
Sunnyvale Community Services	Social Svcs Gen Fund Contracts	25,000	26,000	0	0
Support Network for Battered Women - Project Right Response	Social Svcs Gen Fund Contracts	22,200	23,088	23,088	23,088
The Unity Care Group, Inc.	Social Svcs Gen Fund Contracts	25,000	26,000	0	0
Unity Care Group, Inc. - Transitional Housing for Foster Care Youth	Social Svcs Gen Fund Contracts	0	0	15,000	15,000
Urban Ministry of Palo Alto	Social Svcs Gen Fund Contracts	20,000	20,800	0	0
W.A.T.C.H.	Social Svcs Gen Fund Contracts	8,400	8,736	0	0
Youth & Family Assistance	Social Svcs Gen Fund Contracts	17,500	18,200	0	0
Yu-Ai Kai	Social Svcs Gen Fund Contracts	188,348	195,882	195,882	195,882
YWCA - New Options (Children)	Social Svcs Gen Fund Contracts	0	0	50,000	50,000
YWCA - Next Step	Social Svcs Gen Fund Contracts	55,000	57,200	60,000	60,000
YWCA - Outlet Program (Children)	Social Svcs Gen Fund Contracts	0	0	15,000	15,000
YWCA - The Parent Project	Social Svcs Gen Fund Contracts	22,000	22,800	0	0
Adult & Child Guidance Center	Social Svcs SOS Network	169,789	0	0	0
Alum Rock Counseling Center	Social Svcs SOS Network	325,006	480,787	500,019	500,019
Bill Wilson Center	Social Svcs SOS Network	314,698	327,286	340,377	340,377
Community Solutions	Social Svcs SOS Network	117,504	122,204	127,092	127,092
Social Advocates for Youth	Social Svcs SOS Network	152,637	158,742	165,092	165,092
Asian Americans for Community Involvement	Social Svcs Sr Nutrition Prog Contracts	30,103	44,367	47,142	47,142

List of General-Funded Community-Based Organizations

Contract Name	Responsible Department	FY 1999 Approved	FY 2000 Approved	FY 2001 Approved	Amount as of April 2001
Catholic Charities	Social Svcs Sr Nutrition Prog Contracts	531,461	550,012	587,646	587,646
City of Campbell	Social Svcs Sr Nutrition Prog Contracts	91,085	48,140	90,393	90,393
City of Milpitas	Social Svcs Sr Nutrition Prog Contracts	102,516	116,236	120,885	120,885
City of San Jose	Social Svcs Sr Nutrition Prog Contracts	550,947	571,399	852,532	852,532
City of Santa Clara	Social Svcs Sr Nutrition Prog Contracts	76,225	72,384	75,279	75,279
Community Services Agency of Mountain View & Los Altos	Social Svcs Sr Nutrition Prog Contracts	125,871	109,569	109,584	109,584
Compass Group USA, Inc. Frozen Meals	Social Svcs Sr Nutrition Prog Contracts	980,000	1,027,840	1,068,954	1,068,954
First Methodist Church of Los Gatos	Social Svcs Sr Nutrition Prog Contracts	78,205	69,231	75,797	75,797
First Methodist Church of Sunnyvale	Social Svcs Sr Nutrition Prog Contracts	246,181	241,517	256,432	256,432
Indo-American Community Service Center in Santa Clara	Social Svcs Sr Nutrition Prog Contracts	0	29,558	31,412	31,412
Indo-American Senior Program at the Northside Community Center	Social Svcs Sr Nutrition Prog Contracts	0	15,960	16,598	16,598
Jewish Community Center	Social Svcs Sr Nutrition Prog Contracts	63,372	60,844	64,778	64,778
Korean American Community Services Inc.	Social Svcs Sr Nutrition Prog Contracts	0	67,908	70,625	70,625
La Comida de California	Social Svcs Sr Nutrition Prog Contracts	139,898	156,402	174,466	174,466
Northside	Social Svcs Sr Nutrition Prog Contracts	100,819	98,566	110,495	110,495
Portuguese Org. for Social Services	Social Svcs Sr Nutrition Prog Contracts	35,007	36,837	38,310	38,310
Salvation Army	Social Svcs Sr Nutrition Prog Contracts	150,228	145,934	151,771	151,771
Self Help for the Elderly of Santa Clara County: Palo Alto	Social Svcs Sr Nutrition Prog Contracts	0	62,077	64,561	64,561
Self Help for the Elderly of Santa Clara County: San Jose	Social Svcs Sr Nutrition Prog Contracts	0	41,312	42,965	42,965
Vietnamese American Cultural & Social	Social Svcs Sr Nutrition Prog Contracts	47,775	47,493	49,393	49,393
West Valley Presbyterian Church	Social Svcs Sr Nutrition Prog Contracts	126,312	140,677	153,352	153,352
Yu-Ai Kai	Social Svcs Sr Nutrition Prog Contracts	127,521	158,078	164,401	164,401
Mother's Milk Bank	Special Programs	40,000	40,000	43,250	43,250

Historical Analysis of Fund Balance Allocations for the General Fund

Fiscal Year	General Fund Balance as of June 30	Contingency Appropriation	Capital Budget	Computer and System Related	Reserves Other One Time Needs	Ongoing Costs
2001 Estimated	96,500,000	31,000,000	36,057,140	17,754,696	11,688,164	
2000 Actual	96,572,592	28,100,000	41,319,874	19,382,745	7,769,673	
1999 Acutal	95,570,000	24,100,000	33,705,000	20,153,000	17,612,000	
1998 Actual	68,000,000	23,742,000	18,354,970	17,715,030	8,188,000	
1997 Actual	40,400,000	20,000,000	8,200,000	8,800,000	3,400,000	
1996 Actual	35,400,000	14,000,000	9,155,831	12,244,169		
1995 Actual	23,214,000	13,000,000	4,214,000	3,145,438	1,254,562	1,600,000
1994 Actual	33,347,663	15,000,000		10,900,000		2,100,000
1993 Actual	37,100,000	12,000,000	15,000,000	2,685,000		7,415,000
1992 Actual	25,500,000	12,000,000	5,263,001	7,036,999		1,200,000
1991 Actual	22,600,000	12,500,000	4,400,000	1,000,000		4,700,000
1990 Actual	36,400,000	15,100,000	11,320,000	8,980,000		1,000,000
1989 Actual	28,900,000	15,500,000	7,000,000	6,150,000	250,000	
1988 Actual	22,750,000	12,000,000	2,348,000	3,152,000	250,000	5,000,000
1987 Actual	18,000,000	12,000,000	6,000,000			
1986 Actual	25,570,000	11,900,000	10,420,830	2,999,170	250,000	
1985 Actual	29,412,338	11,400,000	18,012,338			
1984 Actual	24,560,000	10,000,000	14,560,000			
1983 Actual	16,783,569	10,000,000	6,783,569			
1982 Actual	(3,665,881)					
1981 Actual	(13,883,576)					

General Fund Unallocated Revenue

Budget Unit	Department	Revenue Account	Account Name	FY 2000 Actual	FY 2001 Approved	FY 2002 Recommended
	All	0	Fund Balance	68,472,292	55,900,000	65,500,000
110	Controller	9250	PERS Rebate	0	0	0
110	Controller	9106	Sales and Use Tax	3,719,101	3,675,000	3,400,000
110	Controller	9122	Aircraft Taxes	1,172,791	1,050,000	1,400,000
110	Controller	9251	Investment Income	21,318,467	22,253,000	20,657,000
110	Controller	9313	Motor Vehicle in Lieu	138,400,348	152,216,080	166,603,813
110	Controller	9315	Highway Prop Rental	4,163	4,000	4,000
110	Controller	9367	HOPTR	3,587,519	3,600,000	3,700,000
110	Controller	9818	Local Contribution	6,393,383	2,500,000	10,750,000
112	Tax Collector	9010	Prop Tax-Current Secured	188,598,000	202,857,291	226,736,921

General Fund Unallocated Revenue (Continued)

Budget Unit	Department	Revenue Account	Account Name	FY 2000 Actual	FY 2001 Approved	FY 2002 Recommended
112	Tax Collector	9020	Prop Tax-Current Unsec	31,602,987	31,893,928	35,143,317
112	Tax Collector	9104	Prop Tax-Prior Unsecured	0	0	0
112	Tax Collector	9105	Prop Tax-Penalties & Costs	1,849,173	6,166,000	7,166,000
112	Tax Collector	9009	Prop Tax-SB-813	12,662,722	12,621,686	15,840,564
114	Clerk-Recorder	9121	Real Property Transfer Tax	17,798,073	17,103,000	22,327,137
148	Dept of Revenue	9107	Franchise Fees	1,521,581	1,415,000	1,545,000
148	Dept of Revenue	9124	Transient Occupancy Tax	322,139	312,140	425,000
292	Public Guardian	9251	AB 1018 Interest	390,685	380,000	500,000
810	Cnty Debt Service	9252	Net Interest on Notes	11,886,269	2,245,820	0
			Total Unallocated Revenue	509,699,693	516,192,945	581,698,752

Use of Unallocated Revenue

Budget Unit	Department	FY 2001 Approved	FY 2002 Recommended
101	Supervisoral Dist #1	(675,040)	(815,612)
102	Supervisoral Dist #2	(675,040)	(815,612)
103	Supervisoral Dist #3	(675,040)	(815,612)
104	Supervisoral Dist #4	(675,040)	(815,612)
105	Supervisoral Dist #5	(675,040)	(815,612)
106	Clerk of the Board	(5,708,227)	(5,664,419)
107	County Executive	(8,628,169)	(8,056,940)
110	Controller	23,914,666	29,903,633
112	Tax Collector	808,785	(395,246)
114	County Recorder	2,867,904	2,463,163
115	Assessor	(16,346,049)	(17,202,981)
118	Purchasing	(2,472,558)	(3,387,400)
119	Special Programs	(93,042,134)	(125,664,232)
120	County Counsel	(2,838,594)	(4,358,647)
130	Personnel, Training, Labor Relations	(8,768,200)	(10,197,692)
132	Risk Managment and Employee Benefits	(186,558)	(143,961)
135	GSA Intergovernmental Svcs	(1,017,029)	(6,922,111)
140	Registrar of Voters	(5,186,692)	(6,869,361)
145	Data Processing	(14,117,061)	(12,361,984)
148	Dept of Revenue	130,315	112,171
190	Communications	(6,903,380)	(7,318,029)
200	DA Family Support	0	0
202	DA Administration	(33,285,719)	(38,188,543)
203	DA Crime Lab	(2,506,864)	(2,476,163)
204	Public Defender	(25,299,660)	(25,736,420)
210	Pre Trail Release	(3,294,031)	(3,557,434)
217	Crim Just Svcs	131,052,011	162,526,346
230	Sheriff	(32,415,684)	(38,517,946)
231	Court/Custody Oper	(11,365,616)	(11,612,242)
235	DOC Contract	(58,696,223)	(58,941,894)
240	Dept of Correction	(42,239,414)	(48,987,979)

Use of Unallocated Revenue (Continued)

Budget Unit	Department	FY 2001 Approved	FY 2002 Recommended
246	Probation Dept	(44,792,885)	(49,894,557)
260	Environmental Resources Agncy	(2,015,604)	(2,102,532)
261	Environmental Health	0	0
262	Dept of Agric, Wts & Meas	(1,947,722)	(2,710,130)
263	GSA Facilities Dept	(63,866,161)	(67,940,068)
293	Medical Examiner	(2,440,768)	(2,476,775)
410	Public Health	(35,842,237)	(38,958,466)
412	Mental Health	(39,283,420)	(48,470,280)
414	Criminal Justice & Institutional Svcs	100,000	0
417	Drug Abuse Bureau	(14,105,584)	(14,643,174)
418	Community Outreach Programs	(4,677,202)	(5,624,046)
501	Social Services Administration	(55,502,705)	(57,947,718)
509	Nutrition Program	(2,186,617)	(2,312,431)
511	SSA Categorcal Aids	(18,488,553)	(25,443,393)
810	Controller Debt Svc	(9,533,233)	(11,040,811)
910	Contingency - Salary Reserve	(2,690,873)	(6,500,000)
	Total Use of Unallocated Revenue	(516,192,945)	(581,698,752)

Budgeted Resources for Extra Help

Overview

The following information is provided pursuant to the current Agreement between the County of Santa Clara and SEIU Local 715 regarding Extra Help Usage. Section 6 of that Agreement requires that *"a line item for each budget unit will be added to the County Budget starting FY 2001-2002 that represents the cost of budgeted extra help usage."*

Extra Help Resources (Line Item 1187)

BU	Department Name	FY 2000 Actual	FY 2001 Appropriations Approved	FY 2001 Appropriations Adjusted	FY 2002 Recommended	Amount Chg from FY 2001 Approved	% Chg from FY 2001 Approved
0101	Supervisorial Dist 1	1,242	4,571	4,571	4,571	-	-
0102	Supervisorial Dist 2	3,939	4,571	4,571	4,571	-	-
0103	Supervisorial Dist 3	4,642	4,571	4,571	4,571	-	-
0104	Supervisorial Dist 4	2,263	4,571	4,571	4,571	-	-
0105	Supervisorial Dist 5	19,422	4,571	4,571	4,571	-	-
0106	Clerk of the Board	25,561				-	-
0107	County Executive	7,080				-	-
0113	LAFCO					-	-
0117	Measure B					-	-
0140	Registrar of Voters	617,606	697,188	697,188	639,657	(57,531)	-8.3%
0145	Information Services	131,340	38,143	38,143	38,143	-	-
0115	Assessor	234,403	256,656	256,656	256,656	-	-
0120	County Counsel	167,813				-	-
0610	County Library	1,141,020	1,089,999	1,089,999	1,089,999	-	-
0118	Purchasing	75,249				-	-
0135	GSA Intrgovt Svcs	157,066	11,484	11,484	11,484	-	-
0190	GSA Communications	51,089	9,000	9,000	9,000	-	-
0263	GSA Facilities	591,585				-	-
0410	Public Health	1,300,549	803,991	1,082,620	1,024,942	220,951	27.5%
0412	Mental Health	855,376	161,489	161,489	161,489	-	-
0414	Shelter/Custody Health	1,858,788	1,791,851	1,791,851	1,791,851	-	-
0417	Drug & Alcohol Svcs	738,328	112,305	112,305	112,305	-	-
0418	Community Outreach					-	-
0725	Valley Health Plan	133,066				-	-
0921	SCVMC	14,897,711	7,558,608	7,558,608	7,558,608	-	-
0501	Social Services Agency	3,983,642	336,892	336,892	336,892	-	-
0200	DA Family Support	129,189				-	-
0202	DA Criminal	538,745	176,149	176,149	176,149	-	-
0203	DA Crime Lab	58,673				-	-
0204	Public Defender	414,574				-	-
0210	Pretrial Services	184,567	217,301	217,301	217,301	-	-
0230	Sheriff Services	798,275	348,606	348,606	348,606	-	-
0231	Court/Custody Oper	5,216	2,580	2,580	2,580	-	-

Extra Help Resources (Line Item 1187)

BU	Department Name	FY 2000 Actual	FY 2001 Appropriations Approved	FY 2001 Appropriations Adjusted	FY 2002 Recommended	Amount Chg from FY 2001 Approved	% Chg from FY 2001 Approved
0235	DOC Contract					-	-
0240	Dept of Corrections	391,712	58,400	58,400	58,400	-	-
0246	Probation	3,622,236	1,704,464	1,704,464	1,704,464	-	-
0293	ME-Coroner	44,916				-	-
0168	Housing & CommDev	1,157				-	-
0260	Planning & Develop	137,730	73,826	73,826	73,826	-	-
0261	Environmental Health	125,671	129,523	129,523	129,523	-	-
0262	Ag/W&M/Animal Cont	107,580	58,825	58,825	58,825	-	-
0411	Vector Control	37,718	75,000	75,000	75,000	-	-
0710	Parks & Recreation	909,677	819,964	819,964	812,311	(7,653)	-0.9%
0130	HR, LR & EDOD	82,306	3,054	3,054	3,054	-	-
0132	Risk Management	31,401	15,198	15,198	15,198	-	-
0110	Controller-Treasurer	163,162	9,360	9,360	9,360	-	-
0112	Tax Collector	127,784	120,610	120,610	99,010	(21,600)	-17.9%
0114	County Clerk/Recorder	119,393	91,797	91,797	91,797	-	-
0148	Dept of Revenue	50,697	19,882	19,882	19,882	-	-
0603	Roads Operations	51,141	72,241	72,241	90,373	18,132	25.1%
0608	Airports Operations	21,445	16,000	16,000	16,000	-	-
9104	SCC Fire Dept	1,050	5,000	5,000	5,000	-	-
	Totals	35,154,885	16,908,241	17,186,870	17,060,540	152,299	0.9%

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