

# **Attachment F**

**Final Budget Changes  
FY 2002-03 & 2003-04**

ADMINISTRATION AND FISCAL  
 Assessor-County Clerk-Recorder (1300B)  
 General Fund

**FINAL BUDGET CHANGES FY 2002-03 & 2003-04**

	<b>Positions</b>	<b>Approp/ Reserves</b>	<b>Intra-Fund Transfer</b>	<b>Fund Balance</b>	<b>Revenues</b>	<b>Net County Cost</b>
<b><u>FY 2002-03 Recommended Budget with June Revisions</u></b>	122	19,340,460	0	3,683,905	8,761,250	6,895,305
<b>12% Reduction Plan</b>						
1. <u>Reduce Departmental Reserves</u>		(827,400)				(827,400)
One-time use of Reserves has been included to meet reduction targets.						
<i>Ongoing revenue from Document Recording Fees (\$677,400) and Supplemental Tax Admin Fees (\$150,000) will be included next fiscal year after review of current year receipts.</i>						
<b>FY 2002-03 ADOPTED BUDGET</b>	122	18,513,060	0	3,683,905	8,761,250	6,067,905
<b>FY 2003-04 ADOPTED BUDGET</b>	122	18,509,082	0	2,740,527	9,540,650	6,227,905

ADMINISTRATION AND FISCAL  
 Board of Supervisors (1100B)  
 General Fund

**FINAL BUDGET CHANGES FY 2002-03 & 2003-04**

	<b>Positions</b>	<b>Approp/ Reserves</b>	<b>Intra-Fund Transfer</b>	<b>Fund Balance</b>	<b>Revenues</b>	<b>Net County Cost</b>
<b><u>FY 2002-03 Recommended Budget with June Revisions</u></b>	15	1,852,633	0	124,578	0	1,728,055
<b>Reduction Plan</b>						
1. <u>Decrease Departmental Reserves</u>		(90,017)				(90,017)
Use of one-time Reserves has been included, as follows: District 1 (\$8,003), District 2 (\$15,020), District 3 (\$24,022), District 4 (\$23,246) and District 5 (\$19,726).						
<b>FY 2002-03 ADOPTED BUDGET</b>	15	1,762,616	0	124,578	0	1,638,038
<b>FY 2003-04 ADOPTED BUDGET</b>	15	1,762,616	0	34,561	0	1,728,055

**FINAL BUDGET CHANGES FY 2002-03 & 2003-04**

	<b>Positions</b>	<b>Approp/ Reserves</b>	<b>Intra-Fund Transfer</b>	<b>Fund Balance</b>	<b>Revenues</b>	<b>Net County Cost</b>
<b><u>FY 2002-03 Recommended Budget with June Revisions</u></b>	<b>51</b>	<b>7,529,825</b>	<b>(128,000)</b>	<b>1,911,457</b>	<b>863,910</b>	<b>4,626,458</b>
<b>12% Reduction Plan</b>						
<b>1. <u>Reduce six positions in General Accounting</u></b>	<b>(6)</b>	<b>(277,717)</b>				<b>(277,717)</b>
This adjustment eliminates a Lead FOA, four FOA IIs and a half-time Office Assistant II in the General Accounting Division. The new Accounts Payable (A/P) process implementation was successful. Extra Help (2 FTE) will be retained and funded by Reserves on a short-term basis. With this arrangement, workload should be manageable without a reduction in service quality. Additional Extra Help may be required during year-end processing with the permanent elimination of these positions.						
<b>2. <u>Eliminate Professional Consulting Services Budget</u></b>						<b>(68,606)</b>
Project work requiring outside professional consulting will either become a one-time Reserve expenditure or project(s) will be deferred.						
<b>3. <u>Reduce Other Charges</u></b>						<b>(22,285)</b>
This adjustment reduces the Information Services Department (ISD) processing charges for the Property Tax Division.						
<b>4. <u>Reduce Departmental Reserves</u></b>						<b>(177,073)</b>
Use of one-time Reserves has been included to meet reduction targets.						
<i>Ongoing reductions are reflected in Services and Supplies in FY 2003-04. The Department plans that by next budget cycle the reduction can be achieved with a combination of new revenue, position savings and reductions in Services and Supplies. The Department is undergoing major process improvement projects in two divisions and wishes to maintain flexibility as to how to achieve the budget reduction target in Year 2. Based on project results, the Controller's Office will determine the most feasible solution.</i>						
<b>FY 2002-03 ADOPTED BUDGET</b>	<b>45</b>	<b>6,984,144</b>	<b>(128,000)</b>	<b>1,911,457</b>	<b>863,910</b>	<b>4,080,777</b>
<b>FY 2003-04 ADOPTED BUDGET</b>	<b>45</b>	<b>6,898,931</b>	<b>(128,000)</b>	<b>1,734,384</b>	<b>889,270</b>	<b>4,147,277</b>

ADMINISTRATION AND FISCAL  
 County Counsel (1600B)  
 General Fund

**FINAL BUDGET CHANGES FY 2002-03 & 2003-04**

	<b>Positions</b>	<b>Approp/ Reserves</b>	<b>Intra-Fund Transfer</b>	<b>Fund Balance</b>	<b>Revenues</b>	<b>Net County Cost</b>
<b><u>FY 2002-03 Recommended Budget with June Revisions</u></b>	38	6,006,919	(1,048,221)	701,560	2,178,549	2,078,589
<b>12% Reduction Plan</b>						
1. <u>Reduce Departmental Reserves</u>		(249,431)				(249,431)
Use of one-time Reserves has been included to meet reduction targets.						
<i>Ongoing reductions (\$249,431) are achieved in Year 2 Salary and Benefit appropriations by reducing the funded FTEs for three attorney positions (\$147,054) and reducing various Services and Supplies accounts (\$102,377).</i>						
<b>FY 2002-03 ADOPTED BUDGET</b>	38	5,757,488	(1,048,221)	701,560	2,178,549	1,829,158
<b>FY 2003-04 ADOPTED BUDGET</b>	38	5,508,057	(1,048,221)	452,129	2,178,549	1,829,158

ADMINISTRATION AND FISCAL  
 County Manager's Office (1200B)  
 General Fund

**FINAL BUDGET CHANGES FY 2002-03 & 2003-04**

	<b>Positions</b>	<b>Approp/ Reserves</b>	<b>Intra-Fund Transfer</b>	<b>Fund Balance</b>	<b>Revenues</b>	<b>Net County Cost</b>
<b><u>FY 2002-03 Recommended Budget with June Revisions</u></b>	25	11,829,642	(7,867,993)	210,927	1,528,800	2,221,922
<b>12% Reduction Plan</b>						
<b>1. <u>Reduce Services and Supplies</u></b>		(71,382)				(71,382)
Significant reductions are made in the meetings and conferences, printing, and legal notices accounts. The County Manager/Clerk of the Board would no longer have sufficient appropriations to print an annual report, host events or cover legal noticing costs for other departments.						
<b>2. <u>Eliminate One Vacant Public Services Specialist</u></b>	(1)	(53,026)				(53,026)
The Public Services Specialist provides front desk services for the County Manager/Clerk of the Board and the Board of Supervisors. Eliminating this position would have a significant impact on workload since it would require other staff to cover front desk duties on a permanent basis.						
<b>3. <u>Reduce Departmental Reserves</u></b>		(27,760)				(27,760)
One-time use of Reserves has been included to meet reduction targets. The balance in Reserves will still meet the minimum requirements as specified in the County's Reserves Policy.						
<i>Ongoing reductions (\$27,760) would need to be made in Services and Supplies, significantly impacting services provided by the Department.</i>						
<b>FY 2002-03 ADOPTED BUDGET</b>	24	11,677,474	(7,867,993)	210,927	1,528,800	2,069,754
<b>FY 2003-04 ADOPTED BUDGET</b>	24	11,714,198	(7,924,918)	183,167	1,522,667	2,083,446

ADMINISTRATION AND FISCAL  
 Employee and Public Services (1700B)  
 General Fund

**FINAL BUDGET CHANGES FY 2002-03 & 2003-04**

	<b>Positions</b>	<b>Approp/ Reserves</b>	<b>Intra-Fund Transfr</b>	<b>Fund Balance</b>	<b>Revenues</b>	<b>Cost</b>
<b><u>FY 2002-03 Recommended Budget with June Revisions</u></b>	<b>181</b>	<b>20,472,419</b>	<b>(4,033,794)</b>	<b>997,561</b>	<b>11,043,572</b>	<b>4,397,492</b>

**12% Reduction Plan**

1. <u>Reduce the Moving/Relocation Budget</u>	(20,000)	(20,000)
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The reduction of funds/appropriation for moving/relocation of staff reduces the Department's flexibility to upgrade workstations to accommodate operational changes.

2. <u>Reduce Recruitment Advertising</u>	(39,503)	(39,503)
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The implementation of the online application system and downturn in the economy have resulted in a reduced need to advertise in newspaper, journals and to mail information to targeted groups; however, a significant reduction of \$63,000 in the advertising budget has already been made in the base budget. This further reduction will give the Human Resources Division no flexibility for funding advertising for executive searches or additional hard to fill positions.

3. <u>Eliminate Public Safety Communications Technology Improvements</u>	(100,000)	(100,000)
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The elimination of the Computer Aided Dispatch (CAD) upgrade (\$78,000) will delay the upgrade to future years thereby delaying efficiencies which would reduce call processing times and the ability to accommodate increased call volume. The reduction in computer equipment purchases (\$22,000) would mean delaying the replacement of computer equipment beyond its useful life. The result of this delay could mean equipment failure. This reduction includes the one-time elimination of Fixed Assets (\$70,000).

4. <u>Reduce Tuition Reimbursement Budget</u>	(23,000)	(23,000)
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Although there has been an increase in the number of employees who participate in the on-site Associate Degree program with Canada College, the transfer of the program from the Corporate and Community Education Division has resulted in reduced tuition and fees for employees and thus for the County. On the other hand, the addition of an on-site Masters of Public Administration (MPA) with Cal-State Hayward has resulted in an increased number of employees participating in tuition reimbursement. A possible second MPA cohort could mean a re-evaluation of needed tuition reimbursement funds.

5. <u>Reduce Contractual Services</u>	(30,000)	(30,000)
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The reduction in contractual services primarily for large classification and compensation studies will mean a significant delay or possibly elimination of studies.

ADMINISTRATION AND FISCAL  
Employee and Public Services (1700B)  
General Fund

**FINAL BUDGET CHANGES FY 2002-03 & 2003-04**

	Approp/ Positions	Intra-Fund Transfer	Fund Balance	Revenues	Cost	
6. <u>Reduce Computer Equipment Purchases</u> The reduction in the purchase of computer equipment could mean delays in replacing computer equipment beyond its useful life. The result of this delay could mean equipment failure and inefficiencies.		(20,000)			(20,000)	
7. <u>Reduce Extra Help Budget</u> The reduction in the extra help budget of the Purchasing Division (\$15,000) and Personnel Services (\$4,073) will mean the elimination of staffing for special projects.		(19,073)			(19,073)	
8. <u>Delete Vacant Mail Services Driver Position</u> The deletion of a vacant Mail Services Driver position will prevent the Mail Services Division from increasing the frequency of pick-ups and deliveries in the most needed areas, particularly in South County.	(1)	(52,704)			(52,704)	
9. <u>Increase Collection Revenue</u> Increased revenue from the Revenue Services Collection unit is based on anticipated collection activity.			(35,000)	35,000	(70,000)	
10. <u>Budget One-time Facilities Maintenance Rebate</u> A one-time reduction in Net County Cost is achieved through the inclusion of a portion of the unanticipated Public Works Facilities rebate.				24,503	(24,503)	
11. <u>Reduce Departmental Reserves</u> One-time use of Reserves has been included to meet reduction targets.		(113,799)			(113,799)	
<i>Reductions totaling \$208,302 are made in Year 2 by making one-time reductions in Reserves (\$113,799), Fixed Assets (\$70,000) and the facilities maintenance rebate from Public Works (\$24,503).</i>						
<b>September Revisions</b>						
12. <u>Reappropriate Public Safety Dispatch Project</u> This adjustment reappropriates \$146,832 in deferred Prop. 172 revenues in conjunction with the Fire/EMS Backup Communications Center for the one-time buildout of Redwood City Fire Station No. 9 (\$96,146) and Phase II of the County Fire Communications Enhancement Project (\$50,686).		146,832		146,832	0	
<b>FY 2002-03 ADOPTED BUDGET</b>	<b>180</b>	<b>20,201,172</b>	<b>(4,068,794)</b>	<b>997,561</b>	<b>11,249,907</b>	<b>3,884,910</b>
<b>FY 2003-04 ADOPTED BUDGET</b>	<b>180</b>	<b>19,580,069</b>	<b>(4,112,587)</b>	<b>439,004</b>	<b>11,143,568</b>	<b>3,884,910</b>



ADMINISTRATION AND FISCAL  
 Grand Jury (1920B)  
 General Fund

**FINAL BUDGET CHANGES FY 2002-03 & 2003-04**

	<b>Positions</b>	<b>Approp/ Reserves</b>	<b>Intra-Fund Transfer</b>	<b>Fund Balance</b>	<b>Revenues</b>	<b>Net County Cost</b>
<b><u>FY 2002-03 Recommended Budget with June Revisions</u></b>	0	243,556	0	0	0	243,556
<b>September Revisions</b>						
1. <u>Adjust Auditor Costs</u>		(31,829)				(31,829)
Grand Jury auditor costs budgeted in FY 2002-03 were paid at the end of FY 2001-02. As a result, an amount of \$31,389 will be reduced from the contracts account.						
<b>FY 2002-03 ADOPTED BUDGET</b>	0	211,727	0	0	0	211,727
<b>FY 2003-04 ADOPTED BUDGET</b>	0	243,556	0	0	0	243,556

ADMINISTRATION AND FISCAL  
 Information Services Department (1800B)  
 General Fund

**FINAL BUDGET CHANGES FY 2002-03 & 2003-04**

	<b>Positions</b>	<b>Approp/ Reserves</b>	<b>Intra-Fund Transfer</b>	<b>Fund Balance</b>	<b>Revenues</b>	<b>Net County Cost</b>
<b><u>FY 2002-03 Recommended Budget with June Revisions</u></b>	<b>153</b>	<b>43,600,150</b>	<b>(29,714,101)</b>	<b>2,774,317</b>	<b>11,111,732</b>	<b>0</b>
<b>September Revisions</b>						
1. <u>Reappropriate Existing Project Funding</u>		1,395,231	(1,395,231)			0
This adjustment reappropriates customer funded projects that had been ongoing during FY 2001-02, but not yet completed. Projects include eGov (\$705,414), Cardkey (\$105,000), Radio Upgrade Project (\$179,741), Telephone Upgrade Phase II (\$47,352), Remote Access Rehabilitation (\$3,079) and the OR Conversion (\$71,879). These adjustments result in charges from the Availability Program to the Project Management Program to ensure that costs are reflected in the appropriate programs (\$282,820). These countywide projects are funded by Intrafund Transfers from Non-Departmental Services.						
2. <u>Appropriate New Project Funding</u>		621,208	(621,208)			0
This adjustment appropriates customer projects that were added at the end of FY 2001-02, but were not included in the proposed ISD budget, as follows: Cardkey Server Upgrade for the Medical Center (\$60,604), PIPS Upgrade (\$400,000), and the HIPAA Compliance Project (\$100,000). These adjustments result in charges from the Availability Program to the Project Management Program to ensure that costs are reflected in the appropriate programs (\$60,604). These projects are funded by Non-Departmental Services (\$510,504) except that one-half of the HIPAA Compliance Project is funded by Health Services (\$25,000) and the Hospital and Clinics (\$25,000). The Hospital will reimburse Non-Departmental Services for the cost of the cardkey server and future replacement over a five-year period.						
3. <u>Add Bio-Terrorism Position to Reconcile with Salary Ordinance</u>	1	100,332	(100,332)			0
An Information Technology Analyst has been added to support Bio-Terrorism activities. The position will be funded by Intrafund Transfers from Bio-Terrorism reserves in Health Services and the Sheriff's Office.						
<b>FY 2002-03 ADOPTED BUDGET</b>	<b>154</b>	<b>45,716,921</b>	<b>(31,830,872)</b>	<b>2,774,317</b>	<b>11,111,732</b>	<b>0</b>
<b>FY 2003-04 ADOPTED BUDGET</b>	<b>154</b>	<b>43,701,687</b>	<b>(29,567,680)</b>	<b>3,022,275</b>	<b>11,111,732</b>	<b>0</b>

ADMINISTRATION AND FISCAL  
Memberships and Contributions (1900B)  
General Fund

**FINAL BUDGET CHANGES FY 2002-03 & 2003-04**

	<b>Positions</b>	<b>Approp/ Reserves</b>	<b>Intra-Fund Transfer</b>	<b>Fund. Balance</b>	<b>Revenues</b>	<b>Net County Cost</b>
<b><u>FY 2002-03 Recommended Budget with June Revisions</u></b>	0	2,413,508	0	175,690	198,440	2,039,378
<b>September Revisions</b>						
1. <u>Budget for San Mateo County Farm Summit</u>		10,000				10,000
This adjustment will provide funding for a County Farm Summit to be held this Fall on the Coastside. There is a Net County Cost of \$10,000.						
2. <u>Increase Marin Day Schools Childcare Scholarships</u>		15,000				15,000
An appropriation of \$15,000 has been included to provide childcare scholarships to low income working families. The scholarships will be offered through the Marin Day Schools Childcare programs. Funding comes from PalCare lease payments, which are budgeted in Non-Departmental Services.						
<b>FY 2002-03 ADOPTED BUDGET</b>	0	2,438,508	0	175,690	198,440	2,064,378
<b>FY 2003-04 ADOPTED BUDGET</b>	0	1,958,839	0	0	0	1,958,839

ADMINISTRATION AND FISCAL  
 Tax Collector-Treasurer (1500B)  
 General Fund

**FINAL BUDGET CHANGES FY 2002-03 & 2003-04**

	<b>Positions</b>	<b>Approp/ Reserves</b>	<b>Intra-Fund Transfer</b>	<b>Fund Balance</b>	<b>Revenues</b>	<b>Net County Cost</b>
<b><u>FY 2002-03 Recommended Budget with June Revisions</u></b>	28	6,866,092	(125,000)	2,874,655	2,230,150	1,636,287
<b>12% Reduction Plan</b>						
1. <u>Reduce Departmental Reserves</u>		(196,354)				(196,354)
<p>One-time use of Reserves has been included to meet reduction targets.</p> <p><i>Ongoing reductions (\$196,354) are made in Year 2 by increasing Commissions revenue (\$139,084) and reducing budget appropriations in various Services and Supplies accounts (\$57,270), including equipment/software purchases, microfilming and imaging, and employee training.</i></p>						
<b>FY 2002-03 ADOPTED BUDGET</b>	28	6,669,738	(125,000)	2,874,655	2,230,150	1,439,933
<b>FY 2003-04 ADOPTED BUDGET</b>	28	6,126,468	0	2,317,301	2,369,234	1,439,933

CRIMINAL JUSTICE AGENCY  
 Coroner's Office (3300B)  
 General Fund

**FINAL BUDGET CHANGES FY 2002-03 & 2003-04**

	<b>Positions</b>	<b>Approp/ Reserves</b>	<b>Intra-Fund Transfer</b>	<b>Fund Balance</b>	<b>Revenues</b>	<b>Net County Cost</b>
<b><u>FY 2002-03 Recommended Budget with June Revisions</u></b>	15	2,212,296	0	102,599	749,309	1,360,388
<b>Reduction Plan</b>						
1. <u>Reorganize Coroner's Office</u>		(54,811)				(54,811)
<p>The Executive Assistant position is deleted and a Management Analyst II-U position is added. The Accountant II position is held vacant through December, 2002 and will be re-evaluated at that time. It is anticipated the position will be downgraded to a Fiscal Office Assistant I at that time and the associated savings are reflected in this reduction plan. Additional savings are achieved by the removal of the Senior Investigator Assignment.</p> <p><i>Ongoing savings will be achieved through the annualization of these changes in addition to anticipated changes to Investigators' schedules from 20 hours to 12 hours pending completion of study that is currently underway.</i></p>						
<b>FY 2002-03 ADOPTED BUDGET</b>	15	2,157,485	0	102,599	749,309	1,305,577
<b>FY 2003-04 ADOPTED BUDGET</b>	15	2,157,040	0	102,599	689,309	1,365,132

CRIMINAL JUSTICE AGENCY  
 Department of Child Support Services (2600B)  
 General Fund

**FINAL BUDGET CHANGES FY 2002-03 & 2003-04**

	<b>Positions</b>	<b>Approp/ Reserves</b>	<b>Intra-Fund Transfer</b>	<b>Fund Balance</b>	<b>Revenues</b>	<b>Net County Cost</b>
<b><u>FY 2002-03 Recommended Budget with June Revisions</u></b>	130	13,469,162	0		13,469,162	0
<b>September Revisions</b>						
1. <u>Reclassifying Technology Position</u>		(12,144)			(12,144)	0
In the Recommended Budget an IT Tech position was added to support the Department's web page, intranet and performance tracking databases. A Graphics Specialist is a more appropriate classification for these responsibilities and will save the Department money. The IT Tech position was not filled.						
<b>FY 2002-03 ADOPTED BUDGET</b>	130	13,457,018	0	0	13,457,018	0
<b>FY 2003-04 ADOPTED BUDGET</b>	130	13,675,831	0	0	13,675,831	0

**FINAL BUDGET CHANGES FY 2002-03 & 2003-04**

	<b>Positions</b>	<b>Approp/ Reserves</b>	<b>Intra-Fund Transfer</b>	<b>Fund Balance</b>	<b>Revenues</b>	<b>Net County Cost</b>
<b><u>FY 2002-03 Recommended Budget with June Revisions</u></b>	<b>123</b>	<b>19,153,023</b>	<b>0</b>	<b>3,191,839</b>	<b>14,378,690</b>	<b>1,582,494</b>
<b>12% Reduction Plan</b>						
1. <u>Delay Department Technology Upgrade</u>		(110,775)				(110,775)
An amount of \$185,500 had been budgeted for the purchase of new computers for the department. Applying this reduction brings the available resources for this project to \$74,725 which results in phasing in the technology upgrade over a longer period of time.						
2. <u>Utilize Ongoing ISD Savings from Rate Reduction</u>		(6,095)				(6,095)
An amount of \$6,095 is being removed from the budget to reflect a rate reduction provided by ISD.						
3. <u>Budget one-time Reductions</u>		(34,037)			38,993	(73,030)
One-time Public Works rebate for facilities maintenance along with one-time use of Reserves has been included to meet reduction targets.						
<i>Ongoing reductions will be met by the use of Reserves in FY 2003-04 (keeping within the 2% reserves policy) and alternative options will be researched for future years.</i>						
<b>FY 2002-03 ADOPTED BUDGET</b>	<b>123</b>	<b>19,002,116</b>	<b>0</b>	<b>3,191,839</b>	<b>14,417,683</b>	<b>1,392,594</b>
<b>FY 2003-04 ADOPTED BUDGET</b>	<b>123</b>	<b>19,208,554</b>	<b>0</b>	<b>3,157,802</b>	<b>14,515,141</b>	<b>1,535,611</b>

FINAL BUDGET CHANGES FY 2002-03 & 2003-04

	<u>Positions</u>	<u>Approp/ Reserves</u>	<u>Intra-Fund Transfer</u>	<u>Fund Balance</u>	<u>Revenues</u>	<u>Net County Cost</u>
<u>FY 2002-03 Recommended Budget with June Revisions</u>	436	49,292,450	(3,039,881)	1,896,401	33,683,950	10,672,218
<b>12% Reduction Plan</b>						
1. <u>Reduce Juvenile Supervision Services</u>	(1)	(54,458)			(27,229)	(30,229)
<p>This is one of four (4) Group Supervisor positions in the Gateway School Program serving wards of the Court who have failed to succeed in a conventional high school due to truancy, delinquent behavior, etc. These Group Supervisors monitor students' attendance; provide supervision between classes and after school; conduct group meetings; provide support to the students and staff (teachers and instructional aids); and maintain regular contacts with the parents and Probation staff. Funding only three of the four positions creates safety issues for educational and probation staff, the other students at Gateway and the local community. The loss of this position will impact the ability of staff to search students and their possessions for contraband upon arrival at Gateway.</p>						
2. <u>Reduce Juvenile Prevention and Court Services</u>	(1)	(54,156)				(54,156)
<p>The Deputy Court Clerks work as Courtroom Receptionists at two separate locations and in the central Traffic Office. A reduction in the number of staff would necessitate a reduction in the hours the Traffic Court can operate each month, thus increasing the number of matters that are handled as information only referrals, dismissed because they cannot be handled in a timely fashion or referred to Probation Intake for handling. The total revenues assessed and collected would likely decline. Finally, the Traffic Unit is responsible for processing juvenile arrest warrants and teletypes which are time-sensitive and reducing staffing levels would impact the ability to perform these duties in a timely fashion.</p>						
3. <u>Reduce Juvenile Hall Supervision</u>	(1)	(72,348)				(72,348)
<p>This Group Supervisor is a post position. The elimination of this position requires that the function be performed by less experienced and less trained extra-help staff. This results in a higher probability of behavior management control problems with concurrent higher liability due to the lack of consistency.</p>						
4. <u>Reduce Weekend Work Program Supervision</u>	(2)	(108,916)				(108,916)
<p>The elimination of these Group Supervisor positions in the Weekend Work Program reduces program capacity. This reduces lower level sentencing alternatives and results in increased hall population and increased county costs for housing juveniles. Goals for community service and for the dollar value of services rendered will be impacted.</p>						



**FINAL BUDGET CHANGES FY 2002-03 & 2003-04**

	<u>Positions</u>	<u>Approp/ Reserves</u>	<u>Intra-Fund Transfer</u>	<u>Fund Balance</u>	<u>Revenues</u>	<u>Net County Cost</u>
5. <u>Reduce Camp Glenwood Supervision</u> This Group Supervisor is a post position. The elimination of this position requires that the function be performed by less experienced and less trained extra-help staff. This results in a higher probability of behavior management control problems with concurrent higher liability due to the lack of consistency.	(1)	(54,458)				(54,458)
6. <u>Reduce Adult Supervision for Mentally Ill Offenders</u> This Deputy Probation Officer position supervises 70+ mentally ill offenders who demonstrate a chronic pattern of arrests. This population often requires greater than average resources while in jail in the form of expensive medications, counseling, and medical care. The elimination of the Mental Health Diversion position will increase the jail population, increase misdemeanor behavior in the community, and reduce the number of mentally ill offender participants in treatment programs.	(1)	(88,816)				(88,816)
7. <u>Reduce Adult Court Services</u> The elimination of three Deputy Probation Officer positions will result in some redeployment of staff from field supervision and other workload adjustments and will create higher workloads for the remaining officers. The loss of investigators reduces the ability to effectively investigate the offender and their criminal history.	(3)	(266,448)				(266,448)
8. <u>Budget One-time Reductions</u> a. One-time use of Reserves has been included to meet reduction targets (\$216,507) b. Savings for Food and Nutrition services based on revised cost estimate (\$14,102) c. One-time Facilities Maintenance rebate from Public Works (\$133,994)  <i>FY 2003-04 on-going reductions totaling \$364,603 will come from savings to Office Equipment accounts (\$287,900), PC Equipment (\$18,800), and increases in Intrafund transfers (\$57,903).</i>		(230,609)			133,994	(96,615)
9. <u>Reduce PC Equipment Budget</u> Appropriations for the purchase of computer equipment is being reduced to assist in meeting the 12% reduction target.		(40,000)				(40,000)
<b>FY 2002-03 ADOPTED BUDGET</b>	<b>426</b>	<b>48,322,241</b>	<b>(3,039,881)</b>	<b>1,896,401</b>	<b>33,790,715</b>	<b>9,595,244</b>
<b>FY 2003-04 ADOPTED BUDGET</b>	<b>407</b>	<b>47,350,864</b>	<b>(2,991,352)</b>	<b>1,073,546</b>	<b>32,713,582</b>	<b>10,572,384</b>

**FINAL BUDGET CHANGES FY 2002-03 & 2003-04**

	<u>Positions</u>	<u>Approp/ Reserves</u>	<u>Intra-Fund Transfer</u>	<u>Fund Balance</u>	<u>Revenues</u>	<u>Net County Cost</u>
<b><u>FY 2002-03 Recommended Budget with June Revisions</u></b>	<b>618</b>	<b>94,360,250</b>	<b>(379,181)</b>	<b>5,515,656</b>	<b>53,495,099</b>	<b>34,970,314</b>
<b>12% Reduction Plan</b>						
1. <u>Increase Contract with East Palo Alto</u> The Sheriff's Office with the assistance of the Board and County Manager expects to renegotiate the contract to provide investigative services. Through the new contract the County would be reimbursed for a larger percentage of costs incurred. The City has already agreed to the \$264,140 amount.					264,140	264,140
2. <u>Reduce Background Investigation</u> With the accelerated recruitment program success coupled with these budget reductions, it will be possible to reduce contractual support in Office of Professional Standards for background investigations.		(36,670)				(36,670)
3. <u>Require that Firing Range Training Occurs during Work Hours</u> All Deputies and above must qualify twice annually and this can currently occur while off-duty, which reduces workload and coverage issues. This plan will require that the training occur during work hours to reduce overtime costs.		(51,000)				(51,000)
4. <u>Reduce Coverage of Vacancies at Maguire and in Patrol</u> To cut down on overtime, leave replacement at Maguire and in the Patrol division will be reduced. At Maguire, one vacant night shift per Team will not be covered, and in Patrol, the first vacant shift will not be covered. The impact of this proposal is significant workload increases for the remaining staff.		(126,600)				(126,600)
5. <u>Reduce Narcotics Enforcement</u> Two Deputy Sheriff positions assigned to regional narcotics task force programs through HIDTA and CNTF will be eliminated.	(2)	(201,884)				(201,884)
6. <u>Reduce Staffing at the Women's Honor Camp</u> Eliminate two Deputies in the WHC, which will reduce the Sheriff's Office ability to continue servicing Maple Street Homeless Shelter with kitchen and laundry services.	(2)	(205,010)				(205,010)
7. <u>Reduce Maguire Jail Day Shift Team</u> Eliminate overtime equivalent to one Deputy day shift position per Team coverage. This will add to existing staffing constraints and raises officer safety issues with the union.		(102,505)				(102,505)

**FINAL BUDGET CHANGES FY 2002-03 & 2003-04**

	<b>Positions</b>	<b>Approp/ Reserves</b>	<b>Intra-Fund Transfer</b>	<b>Fund Balance</b>	<b>Revenues</b>	<b>Net County Cost</b>
8. <u>Close Men's Honor Camp (Savings @ 8 mo.)</u>	(13)	(1,328,694)				(1,328,694)
<p>The Men's Correctional Center facility at La Honda will be closed. One Lieutenant, two Sergeants, six Deputies, and four Correctional Officer positions are eliminated. Six Deputy positions are transferred to the Maguire Correctional Facility (MCF), along with transfer of the existing 70-90 inmates currently housed at the MSF facility. \$58,530 in Services and Supplies expenses are eliminated, and \$59,070 in Services and Supplies are transferred to Maguire for care of the transferred inmates. Inmate care expenses of \$34,300 are moved to MCF. A reduction of \$564,617 in County service charges is afforded, including facility rental charges and a portion of motor vehicle and insurance charges. A savings of \$189,500 in food services charges is obtained from the difference in meal rates, with the remainder of \$384,250 transferred to MCF for increased inmate meal expenses there. All revenues are also transferred to MCF, including \$3,134,109 in Public Safety Sales Tax Revenue (Prop. 172), and \$246,924 in budgeted State COPS SLESF funding.</p> <p>For FY 2002-03, a savings of only 8 months can be achieved as the reduction cannot be implemented until November, 2002. Savings are annualized in FY 2003-04.</p>						
9. <u>Budget one-time Reductions</u>		(1,525,638)			231,416	(1,294,222)
a. Public works rebate (\$231,416)						
b. Savings for Food services based on revised cost estimate (28,204)						
c. Reduction to reserves (\$1,497,434)						
<p><i>Ongoing reductions will be achieved through the annualization of the closure of the Men's Honor Camp (additional \$431,827), reserves and other alternatives that are still being explored.</i></p>						
<b>FY 2002-03 ADOPTED BUDGET</b>	<b>601</b>	<b>90,782,249</b>	<b>(379,181)</b>	<b>5,515,656</b>	<b>53,990,655</b>	<b>30,896,757</b>
<b>FY 2003-04 ADOPTED BUDGET</b>	<b>601</b>	<b>93,274,362</b>	<b>(386,949)</b>	<b>4,018,111</b>	<b>51,199,905</b>	<b>37,669,397</b>

**Adult Supervision Services (3227P)**

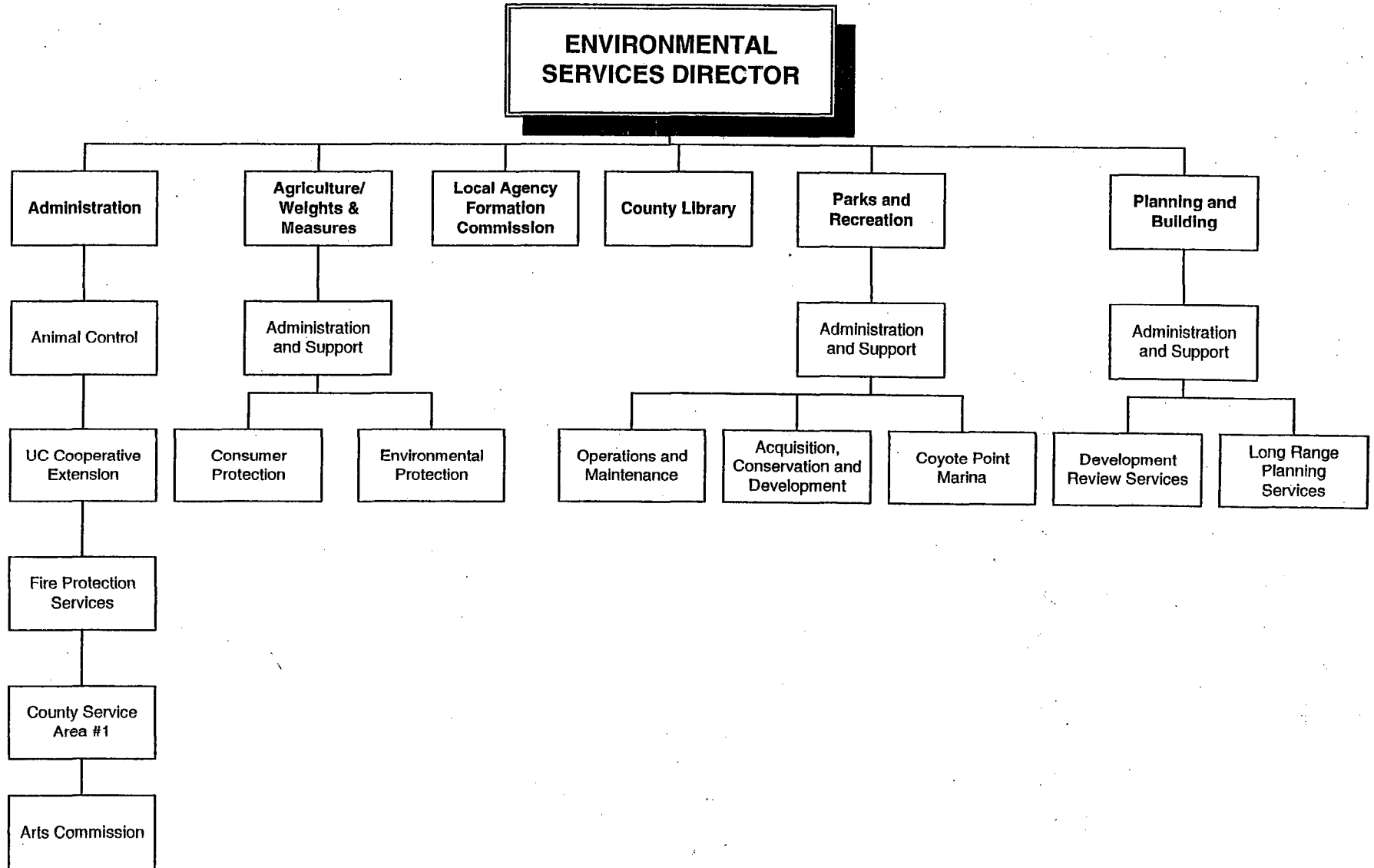
**Performance Measures Summary Table**

Performance Measures	FY 99-2000 Actual	FY 2000-01 Actual	FY 2001-02 Estimate	FY 2002-03 Target	FY 2003-04 Target
<b>What/How Much We Do</b>					
Number of offenders supervised by C.A.S.T. - Deferred Entry of Judgement (DEJ) - <b>General*</b>	--- ---	--- ---	1425/yr <b>5418/yr</b>	1615/yr <b>6143/yr</b>	1831/yr <b>6965/yr</b>
Number of offenders supervised by Intensive Officers (Intensive supervision caseload)	---	---	1448/yr	1642/yr	1862/yr
<b>How Well We Do It</b>					
Percent of program usage within C.A.S.T. - DEJ - <b>General*</b>	--- ---	--- ---	21% <b>79%</b>	21% <b>79%</b>	21% <b>79%</b>
Percent of total caseload on C.A.S.T	---	---	---	DD	DD
Staff to client ratio – Intensive	---	---	1:75	1:70	1:65
Percent of offenders completing probation versus termination to CDC or jail C.A.S.T.: - DEJ - <b>General*</b> Intensive	--- --- ---	--- --- ---	75% <b>67%</b> 60%	77% <b>69%</b> 62%	79% <b>72%</b> 64%
Percent of offenders completing probation without new law violations C.A.S.T.: - DEJ - <b>General*</b> Intensive	--- --- ---	--- --- ---	60% <b>65%</b> 55%	62% <b>66%</b> 57%	64% <b>69%</b> 59%
Number and percent of Intensive cases that were stabilized and transferred to CAST	---	---	750 / 62%	750 / 65%	750 / 67%

**\* September Revisions**

The DUI caseload included in the Recommended Budget was combined with the General caseload as a September Revision to reflect the elimination of a dedicated DUI Deputy Probation Officer. All measures now include three bulleted categories - Deferred Entry of Judgement - C.A.S.T (DEJ), General - C.A.S.T, and Intensive.

# ENVIRONMENTAL SERVICES AGENCY



ENVIRONMENTAL SERVICES AGENCY  
 ESA Administration (3500B)  
 General Fund

**FINAL BUDGET CHANGES FY 2002-03 & 2003-04**

	<b>Positions</b>	<b>Approp/ Reserves</b>	<b>Intra-Fund Transfer</b>	<b>Fund Balance</b>	<b>Revenues</b>	<b>Net County Cost</b>
<b><u>FY 2002-03 Recommended Budget with June Revisions</u></b>	<b>3</b>	<b>422,903</b>	<b>(43,389)</b>	<b>27,163</b>	<b>20,604</b>	<b>331,747</b>
<b>12% Reduction Plan</b>						
1. <u>Reduce Departmental Reserves</u>		(16,916)				(16,916)
One-time use of Reserves has been included to meet reduction targets.						
<i>In the case of ongoing reductions, small reductions could be made in Services and Supplies. In order to realize significant savings on a year-to-year basis, other strategies would need to be reviewed.</i>						
2. <u>Reduce FTE of Executive Secretary Position</u>		(18,374)				(18,374)
Based on a request by the Executive Secretary, this position has been reduced to part-time status.						
3. <u>Reduce Services and Supplies</u>		(3,319)				(3,319)
Reductions in Services and Supplies would eliminate most funding in this budget unit that is not a fixed cost, including Arts Commission expenditures and employee mileage allowance.						
<b>FY 2002-03 ADOPTED BUDGET</b>	<b>3</b>	<b>384,294</b>	<b>(43,389)</b>	<b>27,163</b>	<b>20,604</b>	<b>293,138</b>
<b>FY 2003-04 ADOPTED BUDGET</b>	<b>3</b>	<b>366,810</b>	<b>(45,105)</b>	<b>7,104</b>	<b>21,463</b>	<b>293,138</b>

ENVIRONMENTAL SERVICES AGENCY  
 Agricultural Commissioner/Sealer (3520B)  
 General Fund

**FINAL BUDGET CHANGES FY 2002-03 & 2003-04**

	<b>Positions</b>	<b>Approp/ Reserves</b>	<b>Intra-Fund Transfer</b>	<b>Fund Balance</b>	<b>Revenues</b>	<b>Net County Cost</b>
<b><u>FY 2002-03 Recommended Budget with June Revisions</u></b>	<b>33</b>	<b>3,713,786</b>	<b>(811,820)</b>	<b>132,691</b>	<b>2,199,568</b>	<b>569,707</b>
<b>12% Reduction Plan</b>						
1. <u>Reduce Departmental Reserves</u>		(68,366)				(68,366)
One-time use of Reserves has been included to meet reduction targets.						
<i>Reduction targets in the second year could be met by eliminating a vacant Biologist/Standards Specialist II position for an annual savings of \$55,660. Additional savings could also be generated by reductions to Services and Supplies. The reduction to NCC from this position cut would result in a \$39,329 decrease in Unclaimed Gas Tax and Pesticide Mill Fee state revenue and cause additional impacts on services.</i>						
<b>September Revisions</b>						
2. <u>Re-appropriate Projects</u>		14,740			14,740	0
Funding for projects disencumbered in FY 2001-02 have been rolled forward and re-appropriated in FY 2002-03.						
<b>FY 2002-03 ADOPTED BUDGET</b>	<b>33</b>	<b>3,660,160</b>	<b>(811,820)</b>	<b>132,691</b>	<b>2,214,308</b>	<b>501,341</b>
<b>FY 2003-04 ADOPTED BUDGET</b>	<b>32</b>	<b>3,443,725</b>	<b>(787,153)</b>	<b>36,183</b>	<b>2,119,048</b>	<b>501,341</b>

ENVIRONMENTAL SERVICES AGENCY  
 County Library (3700B)  
 County Library Fund

**FINAL BUDGET CHANGES FY 2002-03 & 2003-04**

	<b>Positions</b>	<b>Approp.</b>	<b>Contin./ Reserves</b>	<b>Total Requirements</b>	<b>Available Funds</b>
<b><u>FY 2002-03 Recommended Budget with June Revisions</u></b>	<b>122</b>	<b>13,021,301</b>	<b>4,775,073</b>	<b>17,796,374</b>	<b>17,796,374</b>
<b>September Revisions</b>					
<b><u>1. Add Staff for Literacy Assistance</u></b>	<b>1</b>	<b>54,866</b>		<b>54,866</b>	<b>54,866</b>
The Library has added one grant funded Community Program Specialist-U for FY 02-03 to provide literacy assistance to participants of the Women, Infant and Children's (WIC) program. This position will be eliminated in FY 03-04.					
<b><u>2. Adjust Revenues</u></b>		<b>456,475</b>	<b>(251,635)</b>	<b>204,840</b>	<b>204,840</b>
Revenue accounts have been adjusted to reflect actuals from FY 01-02.					
<b>FY 2002-03 ADOPTED BUDGET</b>	<b>123</b>	<b>13,532,642</b>	<b>4,523,438</b>	<b>18,056,080</b>	<b>18,056,080</b>
<b>FY 2003-04 ADOPTED BUDGET</b>	<b>122</b>	<b>13,294,051</b>	<b>4,783,636</b>	<b>18,077,687</b>	<b>18,077,687</b>



ENVIRONMENTAL SERVICES AGENCY  
Parks Acquisition and Development (3970B)  
Parks Acquisition and Development Fund

**FINAL BUDGET CHANGES FY 2002-03 & 2003-04**

	<b>Positions</b>	<b>Approp.</b>	<b>Contin./ Reserves</b>	<b>Total Requirements</b>	<b>Available Funds</b>
<b><u>FY 2002-03 Recommended Budget with June Revisions</u></b>	0	5,589,779	2,656	5,592,435	5,592,435
<b>September Revisions</b>					
1. <u>Add Sanchez Adobe Projects</u>		368,600		368,600	368,600
New funding has been received from the state (\$299,600) and Parks Foundation (\$69,000) to be used for the Sanchez Adobe Master Plan (\$125,925) and for roof repairs and seismic retrofit (\$242,675).					
<b>FY 2002-03 ADOPTED BUDGET</b>	0	5,958,379	2,656	5,961,035	5,961,035
<b>FY 2003-04 ADOPTED BUDGET</b>	0	1,649,930	3,656	1,653,586	1,653,586

ENVIRONMENTAL SERVICES AGENCY  
Parks and Recreation (3900B)  
General Fund

**FINAL BUDGET CHANGES FY 2002-03 & 2003-04**

	<b>Positions</b>	<b>Approp/ Reserves</b>	<b>Intra-Fund Transfer</b>	<b>Fund Balance</b>	<b>Revenues</b>	<b>Net County Cost</b>
<b><u>FY 2002-03 Recommended Budget with June Revisions</u></b>	<b>63</b>	<b>8,433,377</b>	<b>0</b>	<b>766,920</b>	<b>1,360,942</b>	<b>6,305,515</b>
<b>12% Reduction Plan</b>						
<b><u>1. Reduce Visitor Services, Programs and Park Maintenance</u></b>		<b>(315,908)</b>				<b>(315,908)</b>
<p>Extra Help will be reduced (\$70,974). Use of overtime and special differential pay will be reduced (\$13,584). Services and Supplies will be reduced (\$215,957) mostly in maintenance, custodial supplies, contracts and repair costs. Contracts for tree work, paving and patching, weed and pest control will mostly be eliminated. Frequency of toilet tank pumping will be reduced. Some individual facilities and trails can be anticipated to close due to safety or health reasons for periods of time. Other Charges will be reduced (\$15,393), mostly in motor vehicle mileage costs and printing material costs. These reductions will reduce the level of customer service and create a reduction in facility maintenance, enforcement, interpretative services, habitual restoration/preservation and infrastructure repairs. Reductions at this level can be anticipated to have an impact on achieving OBM goals.</p>						
<b><u>2. Eliminate Park Ranger II Vacancies</u></b>	<b>(2)</b>	<b>(139,392)</b>				<b>(139,392)</b>
<p>Two vacant Park Ranger II positions will be eliminated. One at Junipero Serra Park and the other at Fitzgerald Marine Reserve. Scheduling at Junipero Serra Park may become a problem resulting in staff being redirected to this unit thus, impacting more than one park. The impact to Fitzgerald Marine Reserve can be temporarily offset by transferring extra help and freeing up 50% of the Reserve's Supervisor's time for one year through a grant that will take over the task of gathering and tracking habitat and species information at the unit. These reductions will decrease the ability to provide maintenance, enforcement, cleanup, interpretation and visitor services. Visitor satisfaction with services and facilities can be anticipated to decrease.</p>						
<b><u>3. Add Revenue from PG&amp;E</u></b>					<b>30,000</b>	<b>(30,000)</b>
<p>It is anticipated that \$30,000 in reimbursements for electricity use will be realized annually after a PG&amp;E system distribution audit is completed at Coyote Point Park.</p>						

ENVIRONMENTAL SERVICES AGENCY  
Parks and Recreation (3900B)  
General Fund

**FINAL BUDGET CHANGES FY 2002-03 & 2003-04**

	<b>Positions</b>	<b>Approp/ Reserves</b>	<b>Intra-Fund Transfer</b>	<b>Fund Balance</b>	<b>Revenues</b>	<b>Net County Cost</b>
<b>4. <u>Reduce Clerical Support</u></b>	(1)	(130,988)				(130,988)
<p>A vacant Office Specialist position will be eliminated. This will result in a 25% reduction in clerical staff support. This position has the primary responsibility for reservations. Tasks will need to be reassigned and low priority tasks eliminated. This reduction will impact the Division's ability to meet OBM program objectives of the Parks Administrative Unit and negatively impact the remaining staff's ability to provide timely and accurate fiscal, contracting, billing, special events, and payroll services. Other cuts include a reduction of (\$28,257) in Extra Help staffing, (\$43,579) in Services and Supplies, (\$2,000) in Other Charges and (\$1,000) in vehicle mileage and reduce the support level for public committees, workshops, planning efforts, project management support, printing, and grant administration. These reductions also defer items including computer system upgrades for the Administrative office and brochure design and printing.</p>						
<b>5. <u>Reduce Departmental Reserves</u></b>		(30,000)				(30,000)
<p>One-time use of Reserves has been included to meet reduction targets.</p> <p><i>It is anticipated that an additional \$30,000 in reservation fee revenue will be received in FY 2003-04 with reservation program changes and addition of new reservation options for the public.</i></p>						
<b>6. <u>Eliminate Grants Position</u></b>	(1)	(93,394)				(93,394)
<p>The Management Analyst III position will be eliminated. This will result in project delays, missed potential grant funding opportunities of over \$4,000,000, reduced grant monitoring, and slower grant contract and report processing. Elimination of the position could potentially result in the need to return some grant funds if projects cannot be completed and/or documents completed in accordance with grant guidelines. This reduction will also impact the ability to meet OBM program objectives.</p>						
<b>FY 2002-03 ADOPTED BUDGET</b>	<b>59</b>	<b>7,723,695</b>	<b>0</b>	<b>766,920</b>	<b>1,390,942</b>	<b>5,565,833</b>
<b>FY 2003-04 ADOPTED BUDGET</b>	<b>59</b>	<b>7,090,839</b>	<b>0</b>	<b>211,549</b>	<b>1,438,457</b>	<b>5,440,833</b>

ENVIRONMENTAL SERVICES AGENCY  
 Planning and Building (3800B)  
 General Fund

**FINAL BUDGET CHANGES FY 2002-03 & 2003-04**

	<b>Positions</b>	<b>Approp/ Reserves</b>	<b>Intra-Fund Transfer</b>	<b>Fund Balance</b>	<b>Revenues</b>	<b>Net County Cost</b>
<b><u>FY 2002-03 Recommended Budget with June Revisions</u></b>	46	7,799,556	(1,790,766)	1,090,832	3,067,587	1,850,371
<b>12% Reduction Plan</b>						
1. <u>Reduce Departmental Reserves</u>		(169,143)				(169,143)
One-time use of Reserves has been included to meet reduction targets.						
<i>Ongoing reductions would be met by eliminating positions which become vacant during the year.</i>						
2. <u>Reduce Office Support Staff</u>	(1)	(50,508)				(50,508)
This reduction eliminates a vacant Office Assistant II position from the Building Inspection unit and will reduce staff available for phone coverage and other office support functions including the processing of expired building permit payments.						
3. <u>Reduce Services and Supplies</u>		(2,394)				(2,394)
A small reduction in legal notices is made to meet the 12% reduction plan target.						
<b>September Revisions</b>						
4. <u>Re-appropriate Projects</u>		63,722			63,722	0
Funding for projects disencumbered in FY 2001-02 have been rolled forward and re-appropriated in FY 2002-03.						
<b>FY 2002-03 ADOPTED BUDGET</b>	45	7,641,233	(1,790,766)	1,090,832	3,131,309	1,628,326
<b>FY 2003-04 ADOPTED BUDGET</b>	45	7,386,339	(1,871,952)	688,610	3,197,451	1,628,326

ENVIRONMENTAL SERVICES AGENCY  
 UC Cooperative Extension (3540B)  
 General Fund

**FINAL BUDGET CHANGES FY 2002-03 & 2003-04**

	<b>Positions</b>	<b>Approp/ Reserves</b>	<b>Intra-Fund Transfer</b>	<b>Fund Balance</b>	<b>Revenues</b>	<b>Net County Cost</b>
<b><u>FY 2002-03 Recommended Budget with June Revisions</u></b>	<b>2</b>	<b>219,003</b>	<b>0</b>	<b>7,554</b>	<b>2,500</b>	<b>208,949</b>
<b>12% Reduction Plan</b>						
1. <u>Reduce Motor Vehicle License Charges</u>		(14,626)				(14,626)
Reduction results in the elimination of three out of the four vehicles in the program. The vehicles are used by the Director, two advisors, and the Elkus Ranch coordinator for off-site meetings, field work, and 4-H work.						
2. <u>Reduce Professional Contract Services</u>		(10,447)				(10,447)
The reduction of funds in professional contract services will result in fewer hours a contractor is available to coordinate 4-H youth programs.						
<i>In the case of ongoing cuts, the reduction in leased cars could be continued, or other options would be evaluated, such as reductions in office space or miscellaneous Services and Supplies accounts.</i>						
<b>FY 2002-03 ADOPTED BUDGET</b>	<b>2</b>	<b>193,930</b>	<b>0</b>	<b>7,554</b>	<b>2,500</b>	<b>183,876</b>
<b>FY 2003-04 ADOPTED BUDGET</b>	<b>2</b>	<b>190,834</b>	<b>0</b>	<b>4,458</b>	<b>2,500</b>	<b>183,876</b>

HEALTH SERVICES AGENCY  
 Health Services Administration (5500B)  
 General Fund

**FINAL BUDGET CHANGES FY 2002-03 & 2003-04**

	<u>Positions</u>	<u>Approp/ Reserves</u>	<u>Intra-Fund Transfer</u>	<u>Fund Balance</u>	<u>Revenues</u>	<u>Net County Cost</u>
<b><u>FY 2002-03 Recommended Budget with June Revisions</u></b>	15	4,195,111	(2,939,103)	92,145	1,027,226	136,637
<b>12% Reduction Plan</b>						
1. <u>Reduce Grant-Writing Assistance Contracts</u>	0	(16,396)				(16,396)
Contracts for grant-writing assistance will be reduced, requiring that staff take on more grant coordination activities to maintain effectiveness.						
<b>September Revisions</b>						
2. <u>Adjust Fund Balance</u>		(77,000)		(77,000)		0
Year-end adjustments resulted in additional net savings, for a total adjusted Fund Balance of \$92,145. Of this amount, \$77,000 is transferred to Public Health for expenses related to bioterrorism and the remainder is earmarked for ISD charges rolled forward from the prior year.						
3. <u>Reduce Charges to Hospital and Clinics</u>	(3)	(382,397)			(382,397)	0
Decreased expenditures and reduced Intrafund revenue from charges to the Hospital result from: transfer of two positions to the Hospital; transfer to CAP of a Management Analyst III position previously charged to the Hospital; removal of the Hospital's share in the cost of the Library; and a decrease in the salary allocation of the Finance Director to the Hospital.						
4. <u>Transfer Community Access Program (CAP) from Clinics</u>	4	833,601			833,601	0
The federal grant for CAP, including three positions, is being transferred in from Clinics to staff both CAP and the Children's Health Initiative (CHI) activities. In addition, a Management Analyst is transferred into CAP from the Administration section to direct both CAP and CHI.						

HEALTH SERVICES AGENCY  
 Health Services Administration (5500B)  
 General Fund

**FINAL BUDGET CHANGES FY 2002-03 & 2003-04**

	<b>Approp/ Positions</b>	<b>Reserves</b>	<b>Intra-Fund Transfer</b>	<b>Fund Balance</b>	<b>Revenues</b>	<b>Net-County Cost</b>
<b>5. Add Children's Health Initiative (CHI)</b>	5				723,955	0
<p>This item represents appropriations for the new Children's Health Initiative. The expenditures are for startup costs including hiring and training five staff for enrollment activities, developing management information systems, contracting with community organizations for outreach and enrollment of hard to serve populations, development of marketing materials to promote the initiative, and completion of a preliminary actuarial analysis. Revenue for this startup phase includes \$241,318 from the Children and Families First Commission and a transfer from the Solid Waste Fund of \$482,637.</p>						
<b>FY 2002-03 ADOPTED BUDGET</b>	21	5,276,874	(2,939,103)	15,145	2,202,385	120,241
<b>FY 2003-04 ADOPTED BUDGET</b>	21	5,361,266	(3,023,495)	15,145	2,202,385	120,241

HEALTH SERVICES AGENCY  
 Aging and Adult Services (5700B)  
 General Fund

FINAL BUDGET CHANGES FY 2002-03 & 2003-04

	Positions	Approp/ Reserves	Intra-Fund Transfer	Fund Balance	Revenues	Net County Cost
<u>FY 2002-03 Recommended Budget with June Revisions</u>	120	19,666,778	(1,844,655)	340,033	15,153,580	2,328,510
<b>12% Reduction Plan</b>						
1. <u>Reduce Long Term Supportive Services Project (LTSSP)</u> Funds for consultation on the LTSSP will be reduced, which may result in delayed project development.		(50,000)				(50,000)
2. <u>Reduce Keller Center Contribution</u> Contribution to the Keller Center for services provided to seniors and adults with disabilities who are victims of abuse will be reduced by one-half. The Center has not yet been able to provide the full scope of these services; the reduction is based on anticipated FY 2002-03 service levels.		(75,000)				(75,000)
3. <u>Reduce Salary and Benefits Budget</u> These reductions include decreased management cash-out based on prior actuals and current projections; reduction in funds set aside for accrued vacation time related to terminations; underfilling of an anticipated mid-year vacancy from retirement; and a decrease in postage allocation in accord with prior expenditure levels.		(64,081)				(64,081)
4. <u>Reduce Geriatric Assessment Center Startup Funds</u> Funds for startup costs associated with the proposed Geriatric Assessment Center will be reduced.		(19,713)				(19,713)
5. <u>Reduce Americans with Disabilities Act (ADA) Budget</u> Appropriations for ADA accommodations will be reduced.		(30,000)				(30,000)
6. <u>Reduce Contract Services</u> Contract Services will be reduced, which will decrease the ability of developing contracts for alternative dementia placements.		(35,000)				(35,000)
7. <u>Increase Realignment Revenue</u> Realignment revenue is increased based on prior year actual receipts.					481,209	(481,209)



HEALTH SERVICES AGENCY  
 Aging and Adult Services (5700B)  
 General Fund

**FINAL BUDGET CHANGES FY 2002-03 & 2003-04**

	Approp/ Positions	Intra-Fund Transfer	Fund Balance	Revenues	Net County Cost
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**September Revisions**

**8. Add Elder Abuse Awareness Funding**

A grant of \$6,000 from the Peninsula Community Foundation will be used to continue and expand a performing arts project designed to raise awareness of elder and dependent adult abuse in San Mateo County.

	6,000			6,000	0
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<b>FY 2002-03 ADOPTED BUDGET</b>	<b>120</b>	<b>19,398,984</b>	<b>(1,844,655)</b>	<b>340,033</b>	<b>15,640,789</b>	<b>1,573,507</b>
<b>FY 2003-04 ADOPTED BUDGET</b>	<b>120</b>	<b>19,761,851</b>	<b>(1,916,395)</b>	<b>340,033</b>	<b>15,803,490</b>	<b>1,701,933</b>

HEALTH SERVICES AGENCY  
 Emergency Medical Services (5600B)  
 General Fund

FINAL BUDGET CHANGES FY 2002-03 & 2003-04

	Positions	Approp/ Reserves	Intra-Fund Transfer	Fund Balance	Revenues	Net County Cost
<b><u>FY 2002-03 Recommended Budget with June Revisions</u></b>	5	799,488	(119,188)	29,743	650,557	0
<b>September Revisions</b>						
1. <u>Adjust Fund Balance</u>		(29,743)		(29,743)		0
Year-end adjustments resulted in additional net savings of \$29,743, which is transferred to Public Health for expenses related to bioterrorism. There is no change to Net County Cost associated with this adjustment.						
2. <u>Add Health Alert Network/Training Funding</u>		22,919			22,919	0
The California State Department of Health Services is funding the Health Alert Network/Training in Public Health Preparedness and Response to Bioterrorism project for the third year.						
3. <u>Add Emergency Response Overhead/Bioterrorism Funding</u>		8,806	(8,806)			0
As a result of September 11th, overhead for a Bioterrorism Planner is being fully funded through the Public Health bioterrorism grant. Funding for Bioterrorism has been awarded to San Mateo County Public Health in an agreement with the California Department of Health Services Emergency Preparedness Office to address emergency response to local bioterrorism activities.						
<b>FY 2002-03 ADOPTED BUDGET</b>	5	801,470	(127,994)	0	673,476	0
<b>FY 2003-04 ADOPTED BUDGET</b>	5	816,509	(143,033)	0	673,476	0

HEALTH SERVICES AGENCY  
 Environmental Health Services (5900B)  
 General Fund

**FINAL BUDGET CHANGES FY 2002-03 & 2003-04**

	<b>Positions</b>	<b>Approp/ Reserves</b>	<b>Intra-Fund Transfer</b>	<b>Fund Balance</b>	<b>Revenues</b>	<b>Net County Cost</b>
<b><u>FY 2002-03 Recommended Budget with June Revisions</u></b>	<b>74</b>	<b>11,429,400</b>	<b>(753,071)</b>	<b>924,934</b>	<b>9,516,612</b>	<b>234,783</b>
<b>12% Reduction Plan</b>						
1. <u>Reduce Pilot Hand-Held Inspection Program</u>		(28,174)				(28,174)
The pilot hand-held inspection program in Retail Food Inspection will be reduced from six users to two, resulting in a possible delay in implementing this program throughout the Retail Food Inspection program.						
<b>September Revisions</b>						
2. <u>Adjust Fund Balance</u>		(140,800)		(140,800)		0
Year-end adjustments resulted in additional net savings of \$248,599, of which \$140,800 is transferred to Public Health for expenses related to bioterrorism.						
3. <u>Add Emergency Response Coordinator</u>	1	107,659	(107,659)			0
As a result of September 11th, a position is being added to manage and coordinate the countywide Hazardous Materials Team, funded by a transfer from Public Health. Funding for Bioterrorism has been awarded to San Mateo County Public Health in an agreement with the California Department of Health Services Emergency Preparedness Office to address emergency response to local bioterrorism activities. This position has been included in the Master Salary Ordinance.						
<b>FY 2002-03 ADOPTED BUDGET</b>	<b>75</b>	<b>11,368,085</b>	<b>(860,730)</b>	<b>784,134</b>	<b>9,516,612</b>	<b>206,609</b>
<b>FY 2003-04 ADOPTED BUDGET</b>	<b>75</b>	<b>10,992,531</b>	<b>(860,730)</b>	<b>784,134</b>	<b>9,141,058</b>	<b>206,609</b>

HEALTH SERVICES AGENCY  
 Food and Nutrition Services (6000B)  
 General Fund

**FINAL BUDGET CHANGES FY 2002-03 & 2003-04**

	<b>Positions</b>	<b>Approp/ Reserves</b>	<b>Intra-Fund Transfer</b>	<b>Fund Balance</b>	<b>Revenues</b>	<b>Net County Cost</b>
<b><u>FY 2002-03 Recommended Budget with June Revisions</u></b>	72	9,454,062	(6,219,712)	124,350	3,104,650	5,350
<b>September Revisions</b>						
1. <u>Add Head Start Meals Service</u>		286,556			286,556	0
Food and Nutrition Services has been selected as the food service provider for the San Mateo County Head Start Program. Breakfasts, hot lunches, and snacks will be delivered five days per week to 11 Head Start sites throughout San Mateo County.						
<b>FY 2002-03 ADOPTED BUDGET</b>	72	9,740,618	(6,219,712)	124,350	3,391,206	5,350
<b>FY 2003-04 ADOPTED BUDGET</b>	72	10,041,427	(6,444,418)	82,044	3,509,615	5,350

HEALTH SERVICES AGENCY  
Mental Health Services (6100B)  
General Fund

**FINAL BUDGET CHANGES FY 2002-03 & 2003-04**

	<u>Positions</u>	<u>Approp/ Reserves</u>	<u>Intra-Fund Transfer</u>	<u>Fund Balance</u>	<u>Revenues</u>	<u>Net County Cost</u>
<b><u>FY 2002-03 Recommended Budget with June Revisions</u></b>	297	84,294,223	(2,305,846)	3,965,788	71,887,312	6,135,277
<b>12% Reduction Plan</b>						
1. <u>Reduce Pharmaceuticals Budget for Indigent Clients</u> Drug costs for indigent clients will be reduced by use of rebates/subsidy programs.		(57,000)				(57,000)
2. <u>Reduce Extra Help at Hillcrest</u> This reduction will eliminate nearly all Extra Help and reduce services to approximately 43 youth in Juvenile Hall.		(27,350)				(27,350)
3. <u>Eliminate Paralign Contract</u> The Mental Health portion of the contract for signing up 3AB/Psych Emergency clients for benefits will be eliminated. Existing eligibility/outreach will be used to provide this function.		(75,000)				(75,000)
4. <u>Reduce Managed Care Provider Network and Treatment Slots</u> Provider network referrals will be reduced further than reductions already implemented in the FY 2002-03 adopted budget, eliminating a cumulative total of 207 of the original 300 treatment slots. Actual utilization of these treatment slots exceeded this level in the past year; it is likely that clients will need to wait longer to enter treatment, and some clients may have their treatment ended sooner than is indicated.		(108,419)				(108,419)
5. <u>Reduce Use of VRS Work Center Services</u> A reduction of \$50,000 in Work Center services will eliminate 25 of 90 client placements. Clients will be redirected to other supported employment services.		(50,000)				(50,000)
6. <u>Reduce Psychiatric Emergency Services (PES) Coverage</u> Payment to San Mateo Medical Center PES will be decreased by \$50,000. This will reduce availability of psychiatric coverage at night, equivalent to .3 FTE MD. Emergency Department staff will be required to provide additional backup to PES.		(50,000)				(50,000)
7. <u>Eliminate Contingency Funding for Adult and Youth Contracts</u> Contingency funding, which was reduced in the current budget, will be eliminated. This reduces funds for placements of seriously impaired adults and youth. Additional placements of clients will be seriously impeded, resulting in more patients going to temporary shelters or forced to remain in the hospital.		(56,291)				(56,291)

HEALTH SERVICES AGENCY  
Mental Health Services (6100B)  
General Fund

FINAL BUDGET CHANGES FY 2002-03 & 2003-04

	Approp/ Positions	Reserves	Intra-Fund Transfer	Fund Balance	Revenues	Net County Cost
<u>8. Reduce Mental Health Association Contract</u>			(20,000)			(20,000)
The Mental Health Association contract will be reduced by \$20,000, decreasing the Case Manager position by .5 FTE. This position links Spring St. Shelter clients to MH services and thus services will be reduced to approximately 75 clients.						
<u>9. Reduce Caminar Contract</u>			(75,000)			(75,000)
The REACH and SAIL intensive case management programs will be consolidated and flexible funds to 30 REACH clients will be reduced. Flexible funds provide one-to-one support during crisis periods, emergency motel placements, etc. The result will be fewer available housing placements and services for these individuals.						
<u>10. Reduce Daly City Youth Contract</u>			(53,173)	(30,000)		(83,173)
Funding reductions for this contract will result in 50 fewer youth being served. An additional reduction in the PROP-North program will result in the loss of one contract position and services to 17 Probation youth. There will be no mental health component remaining in the PROP-North program.						
<u>11. Reduce Womens Recovery Association (WRA) Dual Diagnosis Services</u>			(165,000)		(31,000)	(134,000)
Elimination of \$165,000 for five beds for dually diagnosed women clients will result in loss of services to 20 women and eliminate 1.5 FTE WRA contract positions. A loss of \$31,000 in Medi-Cal revenue will also result.						
<b>FY 2002-03 ADOPTED BUDGET</b>	<b>297</b>	<b>83,556,990</b>	<b>(2,335,846)</b>	<b>3,965,788</b>	<b>71,856,312</b>	<b>5,399,044</b>
<b>FY 2003-04 ADOPTED BUDGET</b>	<b>297</b>	<b>87,081,766</b>	<b>(2,409,522)</b>	<b>3,965,788</b>	<b>68,960,601</b>	<b>11,745,855</b>

HEALTH SERVICES AGENCY  
 Public Health Services (6200B)  
 General Fund

FINAL BUDGET CHANGES FY 2002-03 & 2003-04

	Positions	Approp/ Reserves	Intra-Fund Transfer	Fund Balance	Revenues	Net County Cost
<b><u>FY 2002-03 Recommended Budget with June Revisions</u></b>	267	30,467,884	(1,186,613)	766,248	23,157,226	5,357,797
<b>12% Reduction Plan</b>						
<b><u>1. Reduce Family Health Services and Disease Surveillance</u></b>	(1)	(181,062)				(181,062)
A Social Worker on the Perinatal Addiction Team will be eliminated, which will result in decreased services for high risk pregnant and parenting women with substance abuse issues; there will be 600 fewer home visits and 40 fewer families will be served. Additionally, three full-time positions will be reduced to half-time FTEs: an Epidemiologist, which will result in delayed disease surveillance and data collection/analysis; a Public Health Nurse, which will decrease home visits in the North County area by 400, with 40 fewer families being served; and a Community Worker II, which will result in a reduced dental education campaign for low income children and reduced dental followup for children who are screened through the Brighter Bites program.						
<b><u>2. Reduce AIDS Outreach Contacts</u></b>						(123,509)
Elimination of an Extra Help Community Worker on the Outreach Team will result in a decrease of 960 client contact hours in the AIDS Program. Fewer clients will be served, there will be fewer outreach contacts with individuals at high risk of communicable disease, and there will be reduced client access to health services. Additional Extra Help and management cash-out in other program units will be reduced, based on current experience.						
<b><u>3. Reduce Services and Supplies and Other Charges Budgets</u></b>						(170,534)
Operating expenses will be decreased in various Services and Supplies and Other Charges items including lab supplies, travel expense, office/facility improvements, drugs and pharmaceuticals, outside printing, and telephone.						
<b><u>4. Reduce California Children's Services (CCS) Therapy Contracts</u></b>						(65,000)
Additional decreases in therapy contracts will result in a reduction of occupational and physical therapy services for CCS clients, with an estimated reduction of two contract therapists. This will result in disabled children being placed on longer waiting lists for services. There will also be a corresponding reduction in State CCS revenue.						

HEALTH SERVICES AGENCY  
 Public Health Services (6200B)  
 General Fund

**FINAL BUDGET CHANGES FY 2002-03 & 2003-04**

	Approp/	Intra-Fund	Fund		
Positions	Reserves	Transfer	Balance	Revenues	Cost

5. <u>Black Infant Health (BIH) and Prenatal to Three Contracts</u> Reductions will be made in childcare support contracts for BIH clients and with an independent contractor in Prenatal to Three, with an associated revenue loss related to the Prenatal to Three contract.	(29,700)			(7,200)	(22,500)
6. <u>Terminate Mobile Clinic Contract with Pescadero Church</u> The contract with Pescadero Church for clinic staging area will be terminated. An alternative space was arranged with Southcoast Collaborative without cost.	(3,200)				(3,200)
7. <u>Eliminate Contribution for Children's Report Initiative</u> Health Services funding, which partially supports the Children's Report Initiative, will be eliminated. Alternative sources of funding will be sought.	(29,440)				(29,440)

**September Revisions**

8. <u>Adjust Fund Balance</u> Year-end adjustments resulted in savings of \$139,078. Additional reserves of \$247,543 for bioterrorism expense are established through earmarking accumulated savings in Public Health, plus transfers from Health Services Administration, Emergency Medical Services, and Environmental Health.			247,543		0
9. <u>Add Bioterrorism Grant Funding</u> Funding for Bioterrorism has been awarded by the State Department of Health Services Office of Emergency Preparedness Office to address emergency response to local bioterrorism activities. Funds have been made available by the federal government to build public health infrastructure for disaster response to chemical or biological threats. The award is for \$1,009,534 for activities through August 30, 2003. For FY 2002-03, \$932,586 will be budgeted. These positions are already included in the Master Salary Ordinance.	7	932,586		932,586	0



HEALTH SERVICES AGENCY  
 Public Health Services (6200B)  
 General Fund

**FINAL BUDGET CHANGES FY 2002-03 & 2003-04**

	<b>Positions</b>	<b>Approp/ Reserves</b>	<b>Intra-Fund Transfer</b>	<b>Fund Balance</b>	<b>Revenues</b>	<b>Net County Cost</b>
10. <u>Add Prenatal to Three Grants</u>		82,890			82,890	0
A grant of \$32,890 from Seton Medical Center has been awarded for case management services. A grant of \$50,000 from Hedge Funds Care from the San Francisco Forty Niner Foundation has been awarded to support the Strengthening Families with Dual Diagnosis Program.						
<b>FY 2002-03 ADOPTED BUDGET</b>	<b>273</b>	<b>31,063,458</b>	<b>(1,186,613)</b>	<b>1,013,791</b>	<b>24,100,502</b>	<b>4,762,552</b>
<b>FY 2003-04 ADOPTED BUDGET</b>	<b>273</b>	<b>31,820,066</b>	<b>(1,186,613)</b>	<b>1,013,791</b>	<b>24,178,552</b>	<b>5,441,110</b>

**FINAL BUDGET CHANGES FY 2002-03 & 2003-04**

	<b>Positions</b>	<b>Approp.</b>	<b>Contin./ Reserves</b>	<b>Total Requirements</b>	<b>Available Funds</b>
<b><u>FY 2002-03 Recommended Budget with June Revisions</u></b>	<b>592</b>	<b>104,128,721</b>	<b>0</b>	<b>104,128,721</b>	<b>104,128,721</b>
<b>September Revisions</b>					
1. <u>Add Health Plan of San Mateo (HPSM) Funding</u>					750,000
An amendment to the contract with the HPSM has been negotiated to provide additional funding based on the high rate of indigent care provided by the Hospital. The total amount of the amendment is \$1M, of which \$250,000 was received in FY 2001-02, leaving a balance of \$750,000 for FY 2002-03.					
2. <u>Adjust SB 1732 for Construction Costs Reimbursement</u>					1,100,000
Reimbursement is based on a completion percentage of the project, as well as the Medi-Cal Utilization Rate. Adjustments in both percentages allows for increased reimbursement.					
3. <u>Increase Medi-Cal Administrative Activities (MAA) Revenue</u>					185,000
Based on receipts from FY 2000-01, the amount claimed can be increased. This is a conservative estimate and anticipates that 75% of revenue will be received.					
4. <u>Reduce Keller Center Funding</u>					0
Due to budget constrains, funding from Aging and Adult Services has been reduced. Grant funding has been increased to offset the reduction and there will be no change in service levels.					
5. <u>Reclassify General Fund Subsidy</u>					0
At the recommendation of the Grand Jury auditors and the Controller's Office, the General Fund Subsidy has been reclassified from Intergovernmental Revenue to Other Financing Sources.					
6. <u>Transfer Revenue from Clinics</u>					2,424,752
Revenue is being transferred from the Clinics to the Hospital to assist in reducing the subsidy.					
7. <u>Add Physician Contract Savings</u>		(385,579)		(385,579)	514,421
Savings and additional revenue are anticipated as a result of the renegotiated contract with OB and the new contract/affiliation with the University of California.					

DEPARTMENT OF HOSPITAL AND CLINICS  
 San Mateo Medical Center (6600B)  
 Hospital Enterprise Fund

**FINAL BUDGET CHANGES FY 2002-03 & 2003-04**

	<b>Positions</b>	<b>Approp.</b>	<b>Contin./ Reserves</b>	<b>Total Requirements</b>	<b>Available Funds</b>
<p>8. <u>Add Appropriation for Non-Productive Relief Factor</u>            During FY 2001-02 budget development, the Extra Help budget was eliminated. Extra Help is used for non-productive time such as vacations, sick, educational leave, etc. Medical Records, the Billing Office, and the Lab rely on Extra Help staffing as part of the core staffing. Additional positions are not being requested at this time for the core staffing areas, as there are changes occurring industry-wide that may allow for reduced staffing in the future. For example, increased use of transcription services could reduce staff needed in Medical Records. It should be noted that this does not include the Clinics at this time; due to financial constraints, a non-productive relief factor has not been included for that part of the organization. A productivity system has been developed to maximize the use of staff and a review of the relief needed will take place during FY2002-03.</p>		2,982,095		2,982,095	0
<p>9. <u>Increase Transcription Services Budget</u>            New patient safety requirements are promoting increased transcription to reduce medical and medication errors, resulting in a cost increase for this service.</p>		205,000		205,000	0
<p>10. <u>Adjust ISD Rates for Services and New Card Key Server</u>            Rates have been renegotiated with ISD, resulting in a savings. In addition, the Card Key Server used for ID badges at the Hospital needs to be replaced. ISD has made the purchase. The Hospital needs to reimburse ISD for the cost, as well as establishing a five year replacement fund.</p>		(18,246)		(18,246)	0
<p>11. <u>Add Construction Costs for Acute Bed Designation</u>            Architectural and construction costs for the redesignation of 30 acute beds will be incurred during FY 2002-03. Additional DSH funding will be available in FY 2003-04, which will more than offset these costs.</p>		286,000		286,000	0
<p>12. <u>Add Ancillary Manager</u>            An Ancillary Manager has been added as approved by the Board of Supervisors on August 20, 2002. This is in conjunction the deletion of two vacant positions from the Clinics Budget Unit, resulting in an annual overall savings of \$15,502.</p>	1	143,686		143,686	0

DEPARTMENT OF HOSPITAL AND CLINICS  
 San Mateo Medical Center (6600B)  
 Hospital Enterprise Fund

**FINAL BUDGET CHANGES FY 2002-03 & 2003-04**

	<b>Positions</b>	<b>Approp.</b>	<b>Contin./ Reserves</b>	<b>Total Requirements</b>	<b>Available Funds</b>
<p><b>13. <u>Reduce Health Services Administration Charges</u></b>            An Administrative Secretary III and Financial Services Manager II have been transferred from Health Services to the San Mateo Medical Center. The Interfund Transfer to Health Services Administration has been reduced accordingly to reflect reduced support in other areas.</p>	2	(46,867)		(46,867)	0
<p><b>14. <u>Add Revenue and Expenditures for Increased Census</u></b>            While the average census in acute care for FY 2001-02 was 39, it is proposed that the census be increased to 49 as a result of the contract with Blue Shield and the new contract/affiliation with the University of California for surgery. Currently, the budget is set at 43. During high points, Extra Help, overtime and registry are used at a higher cost. Increasing the census will enable an increase in permanent staffing at a lower cost. During lower census, staff would either be released to another portion of the Hospital or allowed to go home, thus reducing expenses. Additional staffing includes one Registered Nurse, two Licensed Vocational Nurses, and two Medical Services Assistant IIs. Recruitment of staff is easier in the Med/Surg unit and it is anticipated that the recently approved eight recruitment strategies for nursing will assist in filling these positions.</p>	5	334,169		334,169	668,169
<p><b>15. <u>Establish Permanent Infusion Center</u></b>            Currently, blood transfusions and chemotherapy are provided at the 39th Avenue Clinic and the Medical Surgical unit at the Hospital. There is room available within the Hospital to set up a permanent infusion Center, which would free up inpatient beds and provide for a more suitable atmosphere than the clinic space. The permanent space would allow for additional services to be provided in-house and reduce outside costs. The Nurse currently providing the service will be transferred from the Clinics to the Hospital and a Medical Services Assistant will be added to help with scheduling. Additional revenue will be available from increased services and more efficient use of the inpatient beds. The Hospital Foundation will also be approached for assistance with the equipment. Full cost has been included in case those efforts are unsuccessful.</p>	2	181,062		181,062	542,703

DEPARTMENT OF HOSPITAL AND CLINICS  
 San Mateo Medical Center (6600B)  
 Hospital Enterprise Fund

FINAL BUDGET CHANGES FY 2002-03 & 2003-04

Positions	Approp.	Contin./ Reserves	Total Requirements	Available Funds
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16. Reduce General Fund Subsidy (2,503,725)  
 The General Fund subsidy is reduced by \$2,503,725 based on the aggregate sum of the adjustments identified above.

<b>FY 2002-03 ADOPTED BUDGET</b>	<b>602</b>	<b>107,810,041</b>	<b>0</b>	<b>107,810,041</b>	<b>107,810,041</b>
<b>FY 2003-04 ADOPTED BUDGET</b>	<b>602</b>	<b>110,719,160</b>	<b>0</b>	<b>110,719,160</b>	<b>110,719,160</b>

DEPARTMENT OF HOSPITAL AND CLINICS  
 Community Health Clinics (6850B)  
 Clinics Enterprise Fund

**FINAL BUDGET CHANGES FY 2002-03 & 2003-04**

	<b>Positions</b>	<b>Approp.</b>	<b>Contin./ Reserves</b>	<b>Total Requirements</b>	<b>Available Funds</b>
<b><u>FY 2002-03 Recommended Budget with June Revisions</u></b>	282	46,119,948	0	46,119,948	46,119,948
<b>September Revisions</b>					
1. <u>Increase FQHC Revenue</u>					1,300,000
The State recently implemented a new payment system for FQHC, Medicare Prospective Payments System (PPS). The average per visit rate has increased by nearly \$100. Additional revenues have been added to the Clinics based on the new rates.					
2. <u>Reclassify General Fund Subsidy</u>					0
At the recommendation of the Grand Jury auditors and the Controller's Office, the General Fund Subsidy has been reclassified from Intergovernmental Revenue to Other Financing Sources.					
3. <u>Add Public Works Rebate</u>					1,124
The rebate on rent from Public Works will be included in Clinics Administration, as the East Palo Alto Clinic is no longer part of the County system.					
4. <u>Transfer Community Access Program</u>	(3)	(612,613)		(612,613)	(612,613)
The federal grant for the Community Access Program will end during FY 2002-03. Three positions are being transferred to Health Services Administration to staff the Children's Health Initiative. The remaining staff will continue to determine eligibility for patients seen by the Clinics and in the Hospital, and will be fully reimbursed by Medi-Cal Administrative Activities (MAA).					
5. <u>Delete Two Positions</u>	(2)	(159,188)		(159,188)	
Two vacant positions, an Administrative Secretary and a Management Analyst, have been deleted from the Clinics. This is in conjunction with the addition of an Ancillary Manager position at the Hospital as previously approved by the Board of Supervisors, resulting in an annual overall savings of \$15,502.					
6. <u>Increase Transfer to Hospital</u>		2,424,752		2,424,752	
The transfer to the Hospital for ancillary services is being increased as a result of additional revenue available within the Clinics Enterprise Fund.					

**FINAL BUDGET CHANGES FY 2002-03 & 2003-04**

	<b>Positions</b>	<b>Approp.</b>	<b>Contin./ Reserves</b>	<b>Total Requirements</b>	<b>Available Funds</b>
<p>7. <u>Decrease Health Services Administration Charges</u>            The transfer to Health Services Administration has been decreased based on reduced support.</p>		(85,000)		(85,000)	
<p>8. <u>Revise Medi-Cal Minor Consent Program</u>            In collaboration with the Human Services Agency, two Benefit Analysts will be located at the Daly City and Redwood City Youth Centers. Currently, billing for the services has been under Primary Care to Access and Treatment (PACT), a State family planning program. A minor in need of medical attention may be eligible for Minor Consent Medi-Cal, for which only Benefit Analysts may determine eligibility. The California Family code provides that a minor may receive services related to sexual assault, pregnancy and pregnancy-related services, family planning, sexually transmitted diseases, drug and alcohol abuse, and outpatient mental health treatment and counseling. These positions will also provide registration services. Two vacant Patient Services Assistants will be deleted to offset the costs. These services will also allow the FQHC reimbursement rate to increase, providing a significant revenue increase.</p>	(2)	30,000		30,000	811,709
<p>9. <u>Establish Permanent Infusion Center</u>            Currently, blood transfusions and chemotherapy are provided at the 39th Avenue Clinic and the Medical Surgical unit at the Hospital. There is room available within the Hospital to set up a permanent Infusion Center, which would free up inpatient beds and provide for a more suitable atmosphere than the clinic space. The permanent space would allow for additional services to be provided in-house and reduce outside costs. The Nurse currently providing the service will be transferred from the Clinics to the Hospital and a Medical Services Assistant will be added at the Hospital to help with scheduling. Additional revenue will be available from increased services and more efficient use of the inpatient beds. The Hospital Foundation will also be approached for assistance with the equipment. Full cost has been included in case those efforts are unsuccessful.</p>	(1)	(97,731)		(97,731)	

DEPARTMENT OF HOSPITAL AND CLINICS  
 Community Health Clinics (6850B)  
 Clinics Enterprise Fund

**FINAL BUDGET CHANGES FY 2002-03 & 2003-04**

	<b>Positions</b>	<b>Approp.</b>	<b>Contin./ Reserves</b>	<b>Total Requirements</b>	<b>Available Funds</b>
<b>10. Adjust Dental Staffing</b>	3	90,796		90,796	90,796
Access to dental services has been a longstanding problem in the County. With the termination of the IPA agreement, the funds associated with the dental component and a vacant Nurse Practitioner position from SSF will be used to: increase provider time at the Willow Clinic where there is greater facility capacity and higher reimbursement potential; replace the IPA contracted dentists at 39th Avenue; and hire a coordinator of the service to address the access and coordination efforts with Public Health and the Child Health Disease Prevention (CHDP) program.					
<b>FY 2002-03 ADOPTED BUDGET</b>	277	47,710,964	0	47,710,964	47,710,964
<b>FY 2003-04 ADOPTED BUDGET</b>	277	48,521,377	0	48,521,377	48,521,377



DEPARTMENT OF HOSPITAL AND CLINICS  
 Correctional Health Services (6300B)  
 General Fund

**FINAL BUDGET CHANGES FY 2002-03 & 2003-04**

	<b>Positions</b>	<b>Approp/ Reserves</b>	<b>Intra-Fund Transfer</b>	<b>Fund Balance</b>	<b>Revenues</b>	<b>Net County Cost</b>
<b><u>FY 2002-03 Recommended Budget with June Revisions</u></b>	<b>66</b>	<b>7,514,465</b>	<b>(2,030,160)</b>	<b>166,512</b>	<b>724,383</b>	<b>4,593,410</b>
<b>12% Reduction Plan</b>						
<b><u>1. Reduce Sheltered Living Staff and Services and Supplies</u></b> Two currently filled Medical Services Assistant II positions will be eliminated, with the incumbents being moved into existing vacancies in the Clinics. The job descriptions of MSAs recently changed and many of their duties have been transferred to licensed staff. The remaining duties are fulfilling a need with more difficult patients in Sheltered Living who require assistance with daily living functions. This reduction could make it necessary for these types of inmates to be sent to the hospital for care. In addition, a reduction of \$11,371 will be made from various Services and Supplies accounts.	(2)	(137,619)				(137,619)
<b><u>2. Reduce Women's Correctional Center Staff</u></b> A vacant Staff Nurse will be eliminated. This position currently dispenses medications at the Women's Correctional Center, and while attempts will be made to absorb these responsibilities within available staff, some of this work may need to be covered by Sheriff's Deputies.	(1)	(97,731)				(97,731)
<b><u>3. Reduce Diversion Evaluation and Mental Health Consultation</u></b> A Licensed Psychiatric Technician position is eliminated, which could result in a delay of diversion evaluation and mental health consultations to Court and Adult Probation Services, or these services might need to be contracted out. Program options will be discussed with the Sheriff's Office.	(1)	(65,232)				(65,232)
<b><u>4. Reduce Mental Health Services and Evening/Weekend Coverage</u></b> A Licensed Psychiatric Technician, a .5 Psychologist, and a Medical Office Assistant II will be deleted. The Licensed Psychiatric Technician is vacant and the other positions are filled. Extra Help and Services and Supplies will also be decreased. These reductions would further impact mental health services to inmates and reduce evening and weekend hours. Some inmates who are currently managed in the jail would require transportation and housing in other facilities.	(3)	(171,256)				(171,256)
<b>FY 2002-03 ADOPTED BUDGET</b>	<b>59</b>	<b>7,042,627</b>	<b>(2,030,160)</b>	<b>166,512</b>	<b>724,383</b>	<b>4,121,572</b>
<b>FY 2003-04 ADOPTED BUDGET</b>	<b>59</b>	<b>7,247,946</b>	<b>(2,115,591)</b>	<b>166,512</b>	<b>746,912</b>	<b>4,218,931</b>

**FINAL BUDGET CHANGES FY 2002-03 & 2003-04**

	<b>Approp/ Positions</b>	<b>Reserves</b>	<b>Intra-Fund Transfer</b>	<b>Fund Balance</b>	<b>Revenues</b>	<b>Net County Cost</b>
<b><u>FY 2002-03 Recommended Budget with June Revisions</u></b>	0	40,837,014	(9,290,959)	0	12,166,231	19,379,824
<b>September Revisions</b>						
1. <u>Reclassify Intrafund Transfer</u>			9,290,959			9,290,959
Intrafund Transfer has been removed to streamline the process of transferring General Fund contributions to the Hospital and Clinics Enterprise Funds, so that all contributions take place only from this budget unit.						
2. <u>Decrease General Fund Subsidy</u>		(2,503,725)				(2,503,725)
The Hospital and Clinics subsidy is decreased by \$2,503,725 through a number of revenue enhancement and cost reduction initiatives.						
<b>FY 2002-03 ADOPTED BUDGET</b>	0	38,333,289	0	0	12,166,231	26,167,058
<b>FY 2003-04 ADOPTED BUDGET</b>	0	37,847,715	0	0	12,652,880	25,194,835

**FINAL BUDGET CHANGES FY 2002-03 & 2003-04**

	Positions	Approp/ Reserves	Intra-Fund Transfer	Fund Balance	Revenues	Net County Cost
<b>FY 2002-03 Recommended Budget with June Revisions</b>	<b>731</b>	<b>191,036,329</b>	<b>(18,203,120)</b>	<b>7,747,425</b>	<b>144,754,828</b>	<b>20,330,956</b>
<b>12% Reduction Plan</b>						
1. <u>Increase State Revenue for the Individual Self-Sufficiency Planning Project (ISSP) Grant</u>					100,000	(100,000)
There is no impact to clients. This increase is the result of successful negotiations with the state.						
2. <u>Reduce Operating Costs for Tower House</u>	(10)	(283,261)			(6,116)	(277,145)
Operations of the Tower House facility are handled through a contract with Moss Beach Homes. This reduction more closely aligns estimated operating costs with more recent actual costs. Ten vacant positions added during the Recommended Budget have been eliminated.						
3. <u>Eliminate General Assistance Cost of Living Adjustment</u>		(58,550)				(58,550)
According to County policy, General Assistance recipients historically have been granted COLA increases in conjunction with increases for CalWORKs recipients. A GA increase of 5.31% as of October 2, 2002 has been eliminated as CalWORKs increases are not likely to be granted this fiscal year given the current budget environment at the State level. The elimination of the GA COLA will effect County residents who depend on GA funds for financial support. Recipients may rely more heavily on Community based organizations to meet their needs.						
4. <u>Reduce Vocational Rehabilitation Services</u>	(2)	(151,161)				(151,161)
One vacant Rehabilitation Production Supervisor II (\$69,072) and one vacant Rehabilitation Counselor II (\$82,089) are being eliminated. The elimination of the Supervisor will have an effect on clients attending the WorkCenter and will result in existing Supervisors having less one-on-one time with clients. The elimination of the Counselor will increase caseloads to existing Counselors by approximately 15 cases, raising total caseloads to 85, and will cause a delay in services provided to individuals with severe emotional disabilities and serious vocational deficiencies.						
5. <u>Reduce Operating Costs for the Receiving Home</u>		(40,000)				(40,000)
This reduction eliminates \$40,000 of Extra Help appropriations at the Receiving Home and represents an 18% reduction due to the anticipated shift of some children to Tower House.						
6. <u>Remove Contingency Fund for Safe Harbor Equipment and Maintenance</u>		(87,260)				(87,260)
Reduction in SAFE Harbor's operating budget could risk closure of the shelter should any unanticipated emergency repairs be needed.						
7. <u>Eliminate Latino Family Training</u>		(20,000)				(20,000)
Training to staff working with Latino families will be eliminated through the CAPC contract. The elimination of the technical training program will impact the ability of the provider to train new staff in this issue.						

**FINAL BUDGET CHANGES FY 2002-03 & 2003-04**

	Positions	Approp/ Reserves	Intra-Fund Transfer	Fund Balance	Revenues	Net County Cost
<p>8. <u>Reduce Program Support</u></p> <p>One vacant Accountant II (\$74,796) in Financial Services will be eliminated. As the agency diversifies its revenue base to leverage existing funds with new sources, financial workload grows and becomes more complex. Workload generated by new grants and programs that this position would carry will need to be covered by existing staff. This may delay reports and accounting on new grants and programs. One vacant Office Assistant II (\$50,508) in Planning and Development will be eliminated. The elimination of support to staff in Planning and Development will be absorbed by remaining higher paid staff and may impact the ability of the unit to provide training and other support to operational units. The OBM implementation budget (\$500,000) will be eliminated. This reduction removes the appropriation for additional support and expenditures including Extra Help staffing, consulting services and other expenses related to implementation of OBM and may impact the Agency's ability to collect and provide data and provide consultation and assistance to CBO's. (see sibling item #9)</p>	(2)	(625,304)	580,352		(33,840)	(11,112)
<p>9. <u>Cost Applied Charges to the Eligibility Determination Unit and the Children and Family Services Unit as a Result of Item #8</u></p> <p>The costs for items described in item #8 reside in the Program Support unit. Costs are transferred to other units where partial reimbursement revenue is applied. The reduction of costs also reduces revenues but increases Net County Cost savings.</p>		(580,352)			(403,873)	(176,479)
<p>10. <u>Eliminate Funding for the Family Services Liaison for Affordable Housing (Mid-Peninsula Housing Coalition)</u></p> <p>Eliminates funding for liaison and family services including on-site activities, computer training, tutoring and homework help for children, linkages to community services for three affordable housing complexes in East Palo Alto and East Menlo Park. The program's goal is to serve 45 families. Funds have not been expended due to lack of documentation of services provided to substantiate payment.</p>		(25,000)				(25,000)
<p>11. <u>Delete Contracted Enhanced Transportation Services</u></p> <p>This reduction eliminates the 60 to 70 additional hours of transportation a week (or 20 trips weekly) for children to therapy, visitation and Court. Currently the Transportation Officers accrue 50 to 60 hours of overtime each week and Social Workers often have to transport clients increasing their use of overtime. This program was added as a Strategic Plan to address the current transportation need of CWS.</p>		(100,000)				(100,000)
<p>12. <u>Eliminate School Teams Coordinator Contract</u></p> <p>The RWC and EPA Multi-disciplinary School Teams Coordinator contract with Irv Posner will be eliminated. Both RWC &amp; EPA School Districts will continue to receive services by accessing multi-disciplinary teams through the Family Self-Sufficiency Teams.</p>		(5,000)				(5,000)

**FINAL BUDGET CHANGES FY 2002-03 & 2003-04**

	Positions	Approp/ Reserves	Intra-Fund Transfer	Fund Balance	Revenues	Net County Cost
<p><u>13. Eliminate Uncontracted Funds for Transition of Services From Expiring CSAT Grants</u></p> <p>This reduction eliminates remaining uncontracted funds for transition services from expiring Center for Substance Abuse Treatment (CSAT) grants that were designed to maintain services to clients still in treatment at the expiration of these grants.</p>		(226,983)				(226,983)
<p><u>14. Reduce Provider Subsidies for Out of Home Placement Reserved Beds</u></p> <p>Expenditures will be reduced from \$207,000 to \$57,688 or 28%. There is no anticipated negative impact expected as a result of this reduction. With the implementation of Family to Family, this expenditure could decrease further.</p>		(57,688)				(57,688)
<p><u>15. Reduce Funding for Tooth Mobile</u></p> <p>Eliminates the expansion of this program for dental treatment to children in Redwood City. In every community survey, dental care for children was identified as one of the largest needs. Dental treatment to 40 additional children in Redwood City will be eliminated as a result of this reduction.</p>		(10,000)				(10,000)
<p><u>16. Eliminate Independent Living Program Contract With Instructional Access</u></p> <p>Reduces funding to the Instructional Access contract and will eliminate employment training to 25 foster care youth that are aging out of the system. The employment technical training program provides this population with the necessary life skills to succeed once they exit the foster care system.</p>		(50,000)				(50,000)
<p><u>17. Eliminate Seven Child Care Center Contracts: Bayshore Child Care Services, The Child Care Coordinating Council, Coastside Infant Toddler Center, Creative Montessori, Family Council of Half Moon Bay, Family Services Agency and Friends to Parents.</u></p> <p>These centers rely on HSA funding to pay for a percentage or all of the child care costs for some of the children in their care. This reduction will require the families of these children to obtain subsidies or pay the full price of child care costs. This item is being bought back in FY 02-03 with Child Care Reserves so that services can continue for one more year. It is anticipated that funding will not be available next fiscal year.</p>		(145,665)				(145,665)
<p><u>18. Reduce Funding to Pacifica Youth Services Bureau</u></p> <p>Pacifica Youth Services Bureau (YMCA) will reduce assessment services by 26 children and eliminate 144 hours of case management services for children referred by Children and Family Services in Pacifica. This item is being bought back in FY 02-03 with Agency Reserves so that services can continue for one more year. It is anticipated that funding will not be available next fiscal year.</p>		(15,195)				(15,195)

**FINAL BUDGET CHANGES FY 2002-03 & 2003-04**

	Positions	Approp/ Reserves	Intra-Fund Transfer	Fund Balance	Revenues	Net County Cost
19. <u>Eliminate Funding for Volunteer Center</u> Elimination of funding will impact recruitment and referral of an estimated 600 volunteers representing approximately \$3,180,000 worth of service to the County. CBO's who depend on volunteers will be impacted as well and will also hamper collaborative efforts of the Volunteerism Project composed of five Bay Area Volunteer Centers. This item is being bought back in FY 02-03 with Agency Reserves so that services can continue for one more year. It is anticipated that funding will not be available next fiscal year.		(31,878)				(31,878)
20. <u>Eliminate Contract with YFA for RWC Youth Health Center Services</u> RWC Youth Health Center services are provided through a contract with YFA. This reduction would eliminate primary health care to 130 youth, substance abuse counseling to 75 youth, case management services to 150 youth and outreach and health education to 200 youth. This item is being bought back in FY 02-03 with Agency Reserves so that services can continue for one more year. It is anticipated that funding will not be available next fiscal year.		(90,000)				(90,000)
21. <u>Decrease Substance Abuse Treatment Services Contracts</u> These reductions are based on County funded contracts only. A decrease in treatment services will negatively impact clients and the community by creating public safety issues, increased costs to the criminal justice system, increased physical and sexual abuse, domestic violence, drug addiction, unemployment, homelessness and other health issues related to HIV/AIDS and Hepatitis C. There will be longer waiting times for a decreasing number of slots for treatment. This reduction will decrease contracted County funded services by 8.2% and affect services to 6 youths and 54 adults and reduce residential bed day units by 1,601 days. This item is being bought back in FY 02-03 with Agency Reserves so that services can continue for one more year. It is anticipated that funding will not be available next fiscal year.		(173,017)				(173,017)
22. <u>Reduction of Funding to the CORE Services Agencies</u> Core Services Agencies provide unduplicated services (information/referral, rental assistance, advocacy & emergency services, and case management) to residents, geographically distributed throughout the County. Loss of funding would impact services to an estimated 12,320 residents. This item is being bought back in FY 02-03 with Agency Reserves so that services can continue for one more year. It is anticipated that funding will not be available next fiscal year.		(363,161)				(363,161)
23. <u>Reduce Wrap Around Pilot Program Expenditures</u> This item represents a reduction of 31% to the total program with potential impacts including reduced Wrap Around services, increased costs in other areas within Out of Home Placement and the elimination of funding for a Mental Health position.		(153,700)			(97,595)	(56,105)

**FINAL BUDGET CHANGES FY 2002-03 & 2003-04**

	Positions	Approp/ Reserves	Intra-Fund Transfer	Fund Balance	Revenues	Net County Cost
<u>24. Reduce Contribution to Canyon Oaks Facility</u> The maximum contribution of operating costs to the Mental Health Canyon Oaks Facility is reduced by 19%. The maximum contribution for FY 2002-03 of \$300,000 is taken from the Collaborative Reserves.		(56,105)				(56,105)
<u>25. Reduce County Foster Care Expenditures</u> Implementation of new review processes will result in children being placed sooner into lower levels of care and/or back to the community and thus, lower costs. NCC is also expected to decrease and be replaced with federal funding due to improved internal processes for working with undocumented children. Changes in internal processing and increased use of wrap around services are expected to decrease the number of children going into SED Homes.		(222,074)			(141,926)	(80,148)
<b>September Revisions</b>						
<u>26. Add Grant Funding for Dislocated Workers</u> New grant funding from WIA totaling \$1,461,268 and a \$150,000 grant from the Packard Foundation have been received for the purpose of providing services to dislocated workers laid off from the airlines and other industries, as a result of the events of September 11th. Appropriations are increased by \$1,611,268 and include the addition of five unclassified positions (1 Human Services Supervisor, 3 Employment Services Specialists, 1 Community Worker) and other contract services and support services. These positions are already included in the Master Salary Ordinance.	5	1,611,268			1,611,268	0
<u>27. Add Young Adult Action Project Grant</u> Appropriations are increased by \$145,208 for the Tobacco Prevention Program in the Alcohol and Other Drug Services unit for the Young Adult Action Project Grant under the Tobacco Prevention Program. This grant provides prevention interventions targeting young adults in southern San Mateo County. The Board approved this last year after the Recommended Budget was submitted. The grant term is from July 2002 to June 2004.		145,208			145,208	0
<u>28. Add Family Resource Center Staff for South Coast</u> The South Coast Collaborative, a Peninsula Partnership site, received grant funds in 2001 and started a Family Resource Center (FRC). HSA agreed to partially staff the FRC with a Community Worker. This unclassified position was approved by the Board in the Spring of 2002 however, the position was not added in the Recommended Budget for FY 2002-03. This decision package corrects the budget to add this already approved position in the Master Salary Ordinance. The community outreach, performed by this position, informs the residents of the mental health and health services available at the FRC, provides community education around health and educational issues and provides linkages for the residents of the communities to other services. The South Coast Collaborative reimburses HSA for 1/2 the salary and benefits for the Community Worker, the balance is claimed through traditional funding sources.	1	48,944			48,944	0
<b>FY 2002-03 ADOPTED BUDGET</b>	<b>723</b>	<b>189,270,395</b>	<b>(17,622,768)</b>	<b>7,747,425</b>	<b>145,976,898</b>	<b>17,923,304</b>
<b>FY 2003-04 ADOPTED BUDGET</b>	<b>723</b>	<b>188,803,633</b>	<b>(17,837,842)</b>	<b>4,571,579</b>	<b>141,347,937</b>	<b>25,046,275</b>

**Program Support (7301P)**

**Performance Measures Summary Table**

Performance Measures	FY 99-2000 Actual	FY 2000-01 Actual	FY 2001-02 Actual	FY 2002-03 Target	FY 2003-04 Target
<b>What/How Much We Do</b>					
Number of community partners submitting data for outcome measures	---	---	34	43	55
Number of IT devices supported by BSG that are used by HSA and community partner staff	---	---	1,250	<b>1,250 *</b>	<b>1,250 *</b>
<b>How Well We Do It</b>					
Percent of community partners submitting data needed for outcome measures	---	---	51%	65%	83%
Percent of help desk calls responded to within service level commitments					
- Critical calls	74%	93%	97%	<b>97% *</b>	<b>97% *</b>
- Non-critical calls	87%	96%	96%	<b>96% *</b>	<b>96% *</b>
Percent of customer survey respondents rating services good or better	87%	95%	94%	95%	95%
<b>Is Anyone Better Off?</b>					
Number and percent of community partners submitting automated data needed for outcome measures	---	---	21 / 32%	28 / 42%	30 / 45%
Percent of user satisfaction with IT help desk services rated as good or better (a)	---	---	<b>96% *</b>	<b>96% *</b>	<b>96% *</b>

(a) The Business Systems Group recently began distributing a customer satisfaction survey to help desk users. This measure only includes data for July 2002.

**\* September Revisions**



**Community Capacity Building (7201P)**

**Performance Measures Summary Table**

Performance Measures	FY 99-2000 Actual	FY 2000-01 Actual	FY 2001-02 Actual	FY 2002-03 Target	FY 2003-04 Target
<b>What/How Much We Do</b>					
Number of affordable housing units planned for development (a)	---	---	662	492	541
<i>Number of clients served by community based providers under contract with the Human Services Agency (b)</i>					
- Individuals	---	---	25,013	22,000	22,000
- Families	---	---	9,137	8,000	8,000
<i>*September Revision</i>					
<b>How Well We Do It</b>					
Number and percent of units planned for development that have financing and entitlements (c)	---	---	370 / 56%	375 / 76%	378 / 70%
<i>Percent of customer survey respondents rating services provided by Core Service Agencies as good or excellent (data development)</i>	---	---	---	---	---
<i>*September Revision</i>					
<b>Is Anyone Better Off?</b>					
Number of County funded affordable housing units developed and occupied each FY and <i>cumulative number of County funded affordable housing units developed and occupied</i>	116 / 116	224 / 340	289 / 895	41 / 936	169 / 1,105
<i>*September Revision</i>					
<i>Number and percent of clients needing food and/or housing who were assisted by Core Service Agencies contracting with HSA (d)</i>					
- Food	-- / --	-- / --	8,926 / 96%	-- / 96%	-- / 96%
- Housing	-- / --	-- / --	6,408 / 69%	-- / 50%	-- / 50%
<i>* September Revision</i>					

(a) Includes number of units planned and under construction for projects funded with County CDBG and HOME funds.  
 (b) Measure captures only the clients served by Core Service Agencies for whom a needs assessment was completed.  
 (c) Financing - commitment of funds to complete the project (e.g. Tax Credit Allocations, grants). Entitlements - all necessary planning permits from the local jurisdiction in control plus permits from other agencies with jurisdiction over the project (e.g. Coastal Commission, Corps of Engineers).  
 (d) Assistance with housing includes referrals to shelters, motel vouchers, and financial assistance for Section 8 deposits, move-in costs, and rent. The Core Service Agencies provide additional assistance with transportation costs and utility bills, and information and referrals to link clients with community resources.

**Economic Self-Sufficiency (7001P)**

**Performance Measures Summary Table**

Performance Measures	FY 99-2000 Actual	FY 2000-01 Actual	FY 2001-02 Actual	FY 2002-03 Target	FY 2003-04 Target
<b>What/How Much We Do</b>					
Number of participants using Peninsula-Works Centers (a):					
- Number of participants	---	---	14,308	10,750 *	10,750 *
- Number of visits by participants	---	---	66,516	50,000 *	50,000 *
Number of enrolled participants in Peninsula-Works intensive and training services (b)	603	466	1,817	750	750
<b>How Well We Do It</b>					
Percent of PeninsulaWorks participants in training and/or educational programs (b)	---	---	79% *	80% *	80% *
Percent of PeninsulaWorks participants hired in jobs (b)	---	---	61% *	65% *	68% *
<b>Is Anyone Better Off?</b>					
<b>Number and percent of PeninsulaWorks participants employed in jobs six months after hire (c)</b> <b>* September Revision</b>	--- / ---	64 / 90% *	78 / 78% *	80 / 80% *	80 / 82% *
Number and percent of participants leaving cash aid with employment (d):					
- California Work Opportunity and Responsibility to Kids (CalWORKs)	--- / ---	--- / ---	153 / 37%	--- / 37% *	--- / 37% *
- <b>General Assistance (GA)</b> <b>(data development)</b> <b>* September Revision</b>	--- / ---	--- / ---	--- / ---	--- / ---	--- / ---

(a) HSA is currently developing automated means of reporting this measure.

(b) Eligibility criteria for training and intensive services changed on 7/01/00 when the Workforce Investment Act became effective. This caused a temporary reduction in participants during the first year of implementation.

(c) The targets were reduced due to the expected effects of the economic downturn on length of stay on aid and increasing difficulty in locating post-assistance employment.

**\* September Revisions**

**Family Strength (7101P)**

**Performance Measures Summary Table**

Performance Measures	FY 99-2000 Actual	FY 2000-01 Actual	FY 2001-02 Actual	FY 2002-03 Target	FY 2003-04 Target
<b>What/How Much We Do</b>					
Number of Children and Family Services referrals received and processed	3,381	3,701	3,820	3,900 *	3,900 *
Number of children who received child care assistance (a):					
- HSA	--	--	1,598 *	1,700 *	1,600 *
- Child Care Coordinating Council / PACE	-- / --	-- / --	1,562 / 98 *	1,650 / 110 *	1,550 / 100 *
Number of clients entering treatment (all modalities except for methadone services)	--	4,033	4,357	4,100 *	4,100 *
<b>How Well We Do It</b>					
<b>Percent of Children and Family Services cases with successful case closure outcomes (b) (data development)</b> <b>* September Revision</b>	--	--	--	--	--
Percent of children receiving CalWORKs who are eligible for child care payment assistance and receive it (b) (data development)	--	--	--	--	--
Percent of criminal justice involved clients retained in treatment or until completion of program	--	63%	50%	50% *	50% *
<b>Is Anyone Better Off?</b>					
Number and percent of children served who did not have a subsequent substantiated referral for abuse or neglect					
- Six months	-- / --	-- / --	196 / 97%	-- / 97%	-- / 97%
- One year	-- / --	-- / --	439 / 96%	-- / 96%	-- / 96%
- Two years	-- / --	-- / --	835 / 93%	-- / 93%	-- / 93%
Number and percent of children receiving child care payment assistance who are cared for by licensed providers or providers who passed a background screening (b) (data development)					
- HSA	-- / --	-- / --	-- / --	-- / --	-- / --
- Child Care Coordinating Council and PACE	-- / --	-- / --	-- / --	-- / --	-- / --
Percent of clients reducing or abstaining from alcohol and/or drug use at three months and nine months post-intake	--	90% / 94%	78% / 78%	75% / 60%	75% / 60%

(a) Measure of children served by the following subsidy programs: HSA - Report of children who received Stage 1 subsidies; the FAPP/GAPP report is in development. Child Care Coordinating Council - Stage 2 and 3 and FAPP/GAPP subsidies. PACE - Stage 2 subsidies.

(b) Data will be reported in the FY 03-04 Recommended Budget.

**\* September Revisions**

PUBLIC WORKS AGENCY  
 Administrative Services (4510B)  
 General Fund

**FINAL BUDGET CHANGES FY 2002-03 & 2003-04**

	<b>Positions</b>	<b>Approp/ Reserves</b>	<b>Intra-Fund Transfer</b>	<b>Fund Balance</b>	<b>Revenues</b>	<b>Net County Cost</b>
<b><u>FY 2002-03 Recommended Budget with June Revisions</u></b>	31	5,565,295	0	200,203	5,035,856	329,236
<b>12% Reduction Plan</b>						
1. <u>Reduce Departmental Reserves</u>		(48,478)				(48,478)
<p>The Public Works Recommended Budget included a full annualized 5.6% reduction due to the decreased transfer of Cable Television Franchise Fees to cover the cost of the Pen TV Media Coordinator position. Fund Balance generated by additional Cable TV revenues will be used to meet the full 12% reduction requirement.</p> <p><i>The Department of Public Works will sustain the 12% target in future years through a reduction in the payment to the City of Redwood City for the maintenance of the Fair Oaks Community Center and a reduction in countywide graffiti abatement services.</i></p>						
<b>FY 2002-03 ADOPTED BUDGET</b>	31	5,516,817	0	200,203	5,035,856	280,758
<b>FY 2003-04 ADOPTED BUDGET</b>	31	5,578,633	0	200,203	5,097,672	280,758

PUBLIC WORKS AGENCY  
 Engineering Services (4600B)  
 General Fund

**FINAL BUDGET CHANGES FY 2002-03 & 2003-04**

	<b>Positions</b>	<b>Approp/ Reserves</b>	<b>Intra-Fund Transfer</b>	<b>Fund Balance</b>	<b>Revenues</b>	<b>Net County Cost</b>
<b><u>FY 2002-03 Recommended Budget with June Revisions</u></b>	48	5,065,836	0	1,435	4,951,028	113,373
<b>12% Reduction Plan</b>						
1. <u>Reduce Departmental Reserves</u>		(1,435)				(1,435)
Reserves have been reduced to meet reduction targets.						
<b>FY 2002-03 ADOPTED BUDGET</b>	48	5,064,401	0	1,435	4,951,028	111,938
<b>FY 2003-04 ADOPTED BUDGET</b>	48	5,164,886	0	1,435	5,051,513	111,938

NON-DEPARTMENTAL SERVICES  
 Capital Projects (8500D)  
 Non General Fund

**FINAL BUDGET CHANGES FY 2002-03 & 2003-04**

	<b>Positions</b>	<b>Approp.</b>	<b>Contin./ Reserves</b>	<b>Total Requirements</b>	<b>Available Funds</b>
<b><u>FY 2002-03 Recommended Budget with June Revisions</u></b>	0	18,692,223	0	18,692,223	18,692,223
<b>September Revisions</b>					
1. <u>Reduce Reappropriations</u>		(2,811,955)		(2,811,955)	(2,811,955)
Reappropriations are reduced to reflect projects near completion or completed by the end of the last fiscal year for Criminal Justice (\$1,435,252), Health (\$1,035,642) and other miscellaneous County Projects (\$341,061).					
2. <u>Increase Appropriation for Parks Projects</u>		4,479,457		4,479,457	4,479,457
Appropriation has been added for Parks and Recreation projects for the Coyote Point Park Knoll playground improvements, the Marina Harbor dredging project, Crystal Springs Trail extension and improvements, Pescadero Performing Arts Center and other miscellaneous projects.					
<b>FY 2002-03 ADOPTED BUDGET</b>	0	20,359,725	0	20,359,725	20,359,725
<b>FY 2003-04 ADOPTED BUDGET</b>	0	10,172,457	0	10,172,457	10,172,457

NON-DEPARTMENTAL SERVICES  
 Courthouse Construction Fund (8300D)  
 Non General Fund

**FINAL BUDGET CHANGES FY 2002-03 & 2003-04**

	<b>Positions</b>	<b>Approp.</b>	<b>Contin./ Reserves</b>	<b>Total Requirements</b>	<b>Available Funds</b>
<b><u>FY 2002-03 Recommended Budget with June Revisions</u></b>	0	2,631,066	769,586	3,400,652	3,400,652
<b>September Revisions</b>					
1. <u>Increase Reserves</u>		(122,288)	122,288		
Reappropriations have been reduced and Reserves increased for Courthouse Construction projects already completed.					
<b>FY 2002-03 ADOPTED BUDGET</b>	0	2,508,778	891,874	3,400,652	3,400,652
<b>FY 2003-04 ADOPTED BUDGET</b>	0	1,310,839	891,874	2,202,713	2,202,713

NON-DEPARTMENTAL SERVICES  
 Debt Service Fund (8900B)  
 Non General Fund

**FINAL BUDGET CHANGES FY 2002-03 & 2003-04**

	<b>Positions</b>	<b>Approp.</b>	<b>Contin./ Reserves</b>	<b>Total Requirements</b>	<b>Available Funds</b>
<b><u>FY 2002-03 Recommended Budget with June Revisions</u></b>	0	19,266,013	13,382,780	32,648,793	32,648,793
<b>September Revisions</b>					
1. <u>Adjust Debt Service Payment Appropriation</u>		2,032,573		2,032,573	2,032,573
Debt Service payments have been added for the Crime Lab (\$907,464), the Sheriff's Radio project (\$871,430) and the Admin Microwave project (\$887,794). Increases are partially offset with Debt Service payment reductions (\$634,115).					
<b>FY 2002-03 ADOPTED BUDGET</b>	0	21,298,586	13,382,780	34,681,366	34,681,366
<b>FY 2003-04 ADOPTED BUDGET</b>	0	21,562,856	13,382,780	34,945,636	34,945,636



NON-DEPARTMENTAL SERVICES  
 Non-Departmental Services (8000B)  
 General Fund

**FINAL BUDGET CHANGES FY 2002-03 & 2003-04**

	<u>Positions</u>	<u>Approp/ Reserves</u>	<u>Intra-Fund Transfer</u>	<u>Fund Balance</u>	<u>Revenues</u>	<u>Net County Cost</u>
<b><u>FY 2002-03 Recommended Budget with June Revisions</u></b>	0	133,612,835	(458,148)	127,545,177	204,610,529	(199,001,019)
<b>12% Reduction Plan</b>						
1. <u>Reduce OBM Implementation and Budget Production Costs</u>		(108,000)				(108,000)
<p>Outside consulting services related to Countywide implementation of Outcome-Based Management will be reduced as part of cuts proposed by the County Manager's Office. Budget production costs are currently being reviewed for further reductions. Contribution to ICMA for participation in performance benchmarking has been deferred.</p>						
2. <u>Appropriate Savings from Departmental Reductions</u>		16,734,829				16,734,829
<p>Savings resulting from departmental reductions will be appropriated in Services and Supplies until actual adjustments can be made as a result of labor negotiations and final State Budget adjustments. An Appropriation Transfer Request (ATR) will be brought to the Board to reverse this entry and make adjustments to affected departmental budget units.</p>						
3. <u>Reduce Reserves for Remaining Budget Shortfall</u>		(12,663,500)			(12,663,500)	0
<p>Reserves have been reduced by \$16,128,668 and appropriations have been increased by \$3,465,168 to balance the estimated shortfall in Public Safety Sales Tax (\$7,500,000), estimated reductions in revenue from State/Federal sources (\$5,163,500) as a result of the State's Final Budget, and estimated unbudgeted cost increases (\$3,465,168). An Appropriation Transfer Request (ATR) will be brought to the Board to reverse this entry and make adjustments to affected departmental budget units.</p>						
<b>September Revisions</b>						
4. <u>Remove Appropriations for Hospital/Clinics Subsidy</u>		(9,290,959)				(9,290,959)
<p>This appropriation has been removed to streamline the process of transferring General Fund contributions to the Hospital and Clinics Enterprise Funds. All contributions will be made from the Hospital and Clinics Contribution budget unit. A corresponding reduction to Intrafund Transfers has been made in the Hospital and Contributions budget unit for no net impact to the General Fund.</p>						

NON-DEPARTMENTAL SERVICES  
 Non-Departmental Services (8000B)  
 General Fund

**FINAL BUDGET CHANGES FY 2002-03 & 2003-04**

	<b>Approp/ Positions</b>	<b>Reserves</b>	<b>Intra-Fund Transfer</b>	<b>Fund Balance</b>	<b>Revenues</b>	<b>Net County Cost</b>
<b>5. <u>Adjust Tax Revenue Estimates</u></b>		3,904,756			3,904,756	0
Property tax revenues have been adjusted based on actual receipts in FY 2001-02 and final assessment roll data from the Assessor's Office. Increased revenue has been set aside in Reserves. This increase in revenue will be used for the ongoing portion of future budget deficits.						
<b>6. <u>Adjust Net County Cost for Memberships and Grand Jury</u></b>		6,829				6,829
Reserves have been increased as a result of net final budget changes to the Memberships (1900B) and Grand Jury (1920B) budgets. These include reductions to Grand Jury auditor costs and increases for Marin Day School scholarships and the County Farm Summit.						
<b>7. <u>Adjust Budget for Courts LAN Project</u></b>		0			0	0
Funding for this project has been transferred to a separate org unit within Non-Departmental Services and appropriated in Services and Supplies and Fixed Assets. There is no change to total appropriations.						
<b>FY 2002-03 ADOPTED BUDGET</b>	0	132,196,790	(458,148)	127,545,177	195,851,785	(191,658,320)
<b>FY 2003-04 ADOPTED BUDGET</b>	0	106,350,515	(467,311)	119,090,159	201,271,962	(214,478,917)