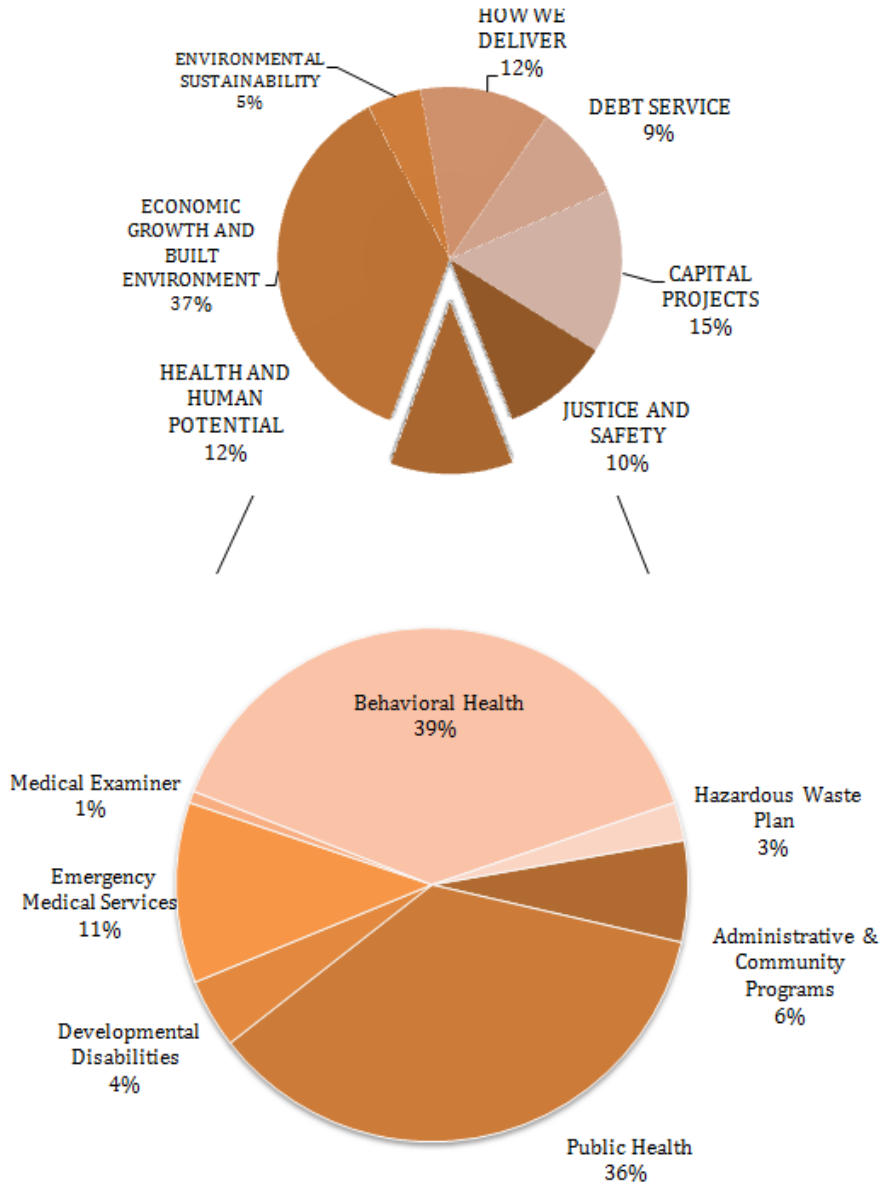

HEALTH AND
HUMAN POTENTIAL

HEALTH AND HUMAN POTENTIAL \$625.6 MILLION



Organization of the Pie Chart: The following agencies were combined to make the pie chart more readable.
Behavioral Health: Mental Health and Alcoholism & Substance Abuse, and Mental Illness and Drug Dependency Fund
Administrative & Community Programs: Veteran’s Services, Special Programs, Human Services Levy, Children and Family Services

Source: Program Plan Summary page (Found at the end of the section).

INTRODUCTION

The Health and Human Potential Goal in the King County Strategic Plan promotes opportunities for all communities and individuals to realize their full potential. Encompassed in this goal are a broad set of objectives and strategies that focus on the health of the county's residents and communities, the development of children and youth, and an effective and integrated network of health and human services.

Building on existing work in this area, the departments of Community and Human Services and Public Health-Seattle & King County, Superior Court, and the Office of the Executive are engaged in a cross-functional and integrated approach to Health and Human Potential planning. This collaborative planning work will improve our understanding of externalities and our interdependencies in order to promote those strategies and services that will best achieve the Health and Human Potential objectives.

Health and Human Potential services are primarily delivered by two county departments; the Department of Community and Human Services (DCHS), and Public Health – Seattle & King County (PHSKC). Additionally, youth recreational programming and initiatives supporting youth within, or at risk of involvement in, the juvenile justice system support Health and Human potential goals.

In 2012, the Health and Human Potential Goal team will be working on key initiatives strengthening collaboration and service development in King County. These include three areas of planning:

- **Response to Federal and State Funding Changes:** In light of substantial reductions in State of Washington and Federal funding sources, the Health and Human Potential Goal team will look for opportunities to promote long-term and predictable support and operational efficiencies for the provision of health and human services.
- **Health Care Reform Implementation:** The Health and Human Potential Goal team will engage in discussions to ensure that King County residents benefit fully from the implementation of federal health care reform in 2014. Health care reform discussions include consideration of community conditions that impact health such as housing, employment, and access to healthy foods and living. As such, King County will continue working with community stakeholders to integrate physical and behavioral health services that focus on the overall health of patients.
- **Safe Kids and Healthy Communities:** King County will focus on improved integration of its investments supporting Health and Human Potential Objective 3: “Support the optimal growth and development of children and youth.” This is critical in the context of recognizing the need for providing opportunity for children, youth and their families as an alternative to potential criminal behavior. The Health and Human Potential Goal team will work closely with their Justice and Safety counterparts to provide a well rounded response to community concerns.

A pivotal effort currently underway, and supported in the 2012 Proposed Budget, is the Anti-Gang Initiative. The recent growth of gang violence in parts of King County will be targeted by a coordinated King County response of suppression, intervention, and prevention that will involve inter-agency, as well as inter-jurisdictional, coordination and cooperation. The effort will be funded by \$1.4 million from the Criminal Justice Reserve, which the County Council established as part of the 2011 budget to respond to emergent needs related to public safety and ensure the smooth functioning of the criminal justice system. Much of the funding will carry over to the 2012 budget. Specifically, King County's anti-gang initiative includes funding for the Prosecuting Attorney's anti-gang unit and hiring a storefront deputy in White Center. The Sheriff's Office will also receive

HEALTH & HUMAN POTENTIAL STRATEGIC PLAN AREA

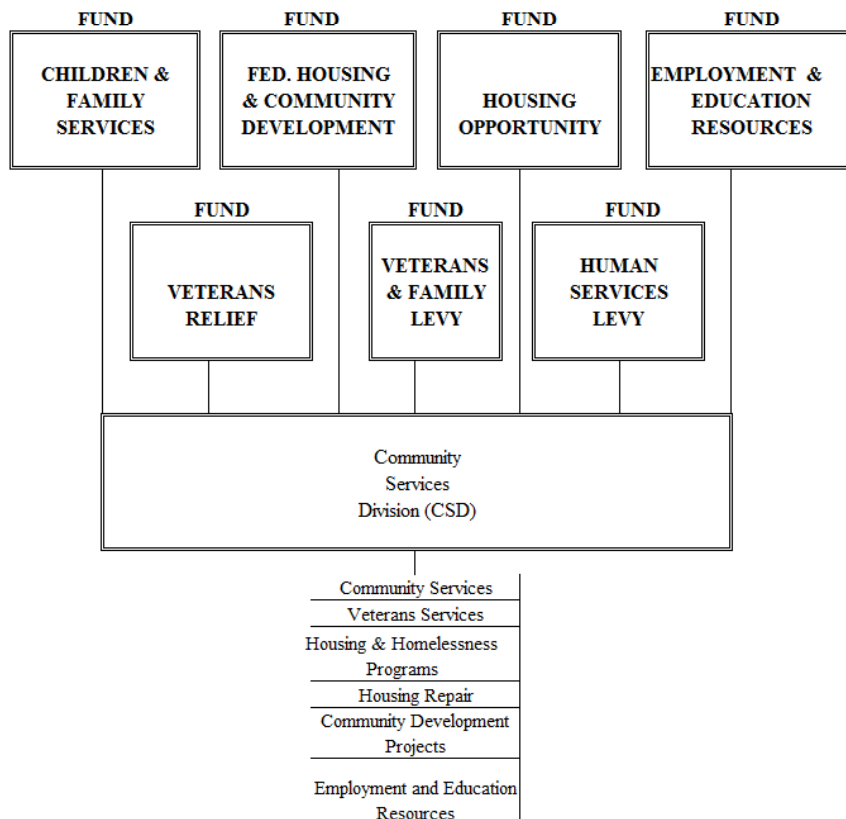
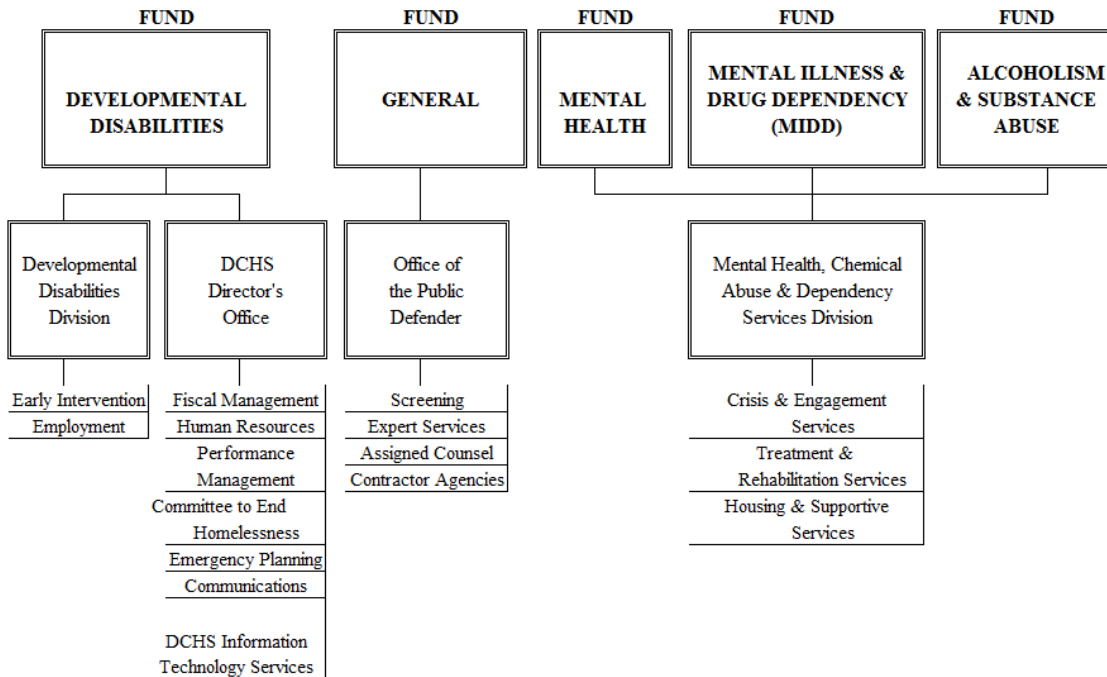
funding for outreach to Latino mothers and other family members. The County will restore two case managers for the Back to School and Employment Training Program, which provides education and employment training for youthful offenders in south King County, and continue funding for the Avanza project, an education and employment training program for Latino youth at risk of dropping out of school or falling into the juvenile justice system. Finally, the anti-gang investments include funding two nurses for the Nurse Family Partnership Program, which is a highly successful Public Health program that connects high-risk mothers to services, resulting in demonstrably lower rates of involvement in the criminal justice system for these young women. As described in the following pages, Public Health and the Department of Community and Human Services are committing 2012 resources to the Health and Human Potential Goal in a variety of ways.

In addition to the initiatives mentioned above, DCHS and PHSKC are committing resources to projects and programs that support the King County Strategic Plan as described in the following pages:

- Both departments are proposing technology projects to improve efficiencies, data management capacity and information sharing. DCHS is proposing three such projects to improve client intake and online data information management. PHSKC is initiating the necessary planning to acquire an Electronic Health Records system that allows for efficient and secured sharing of privileged patient information between health care providers.
- Two youth programs in DCHS are being consolidated to allow for improved service coordination and support.
- A one-time \$1 million grant fund for local human service organizations that are affected by various reduced funding sources from the current recession is proposed. This fund will provide opportunities for local organizations to strengthen their capacity or acquire necessary tools to help respond to basic needs.
- As a result of the loss of federal stimulus funding that supported tobacco suppression efforts, PHSCK is directing anticipated revenue from a Community Transformation Grant to respond to this prominent healthcare challenge.
- Recognizing the importance of providing health care access to patients in their early years of life, PHSKC is adding a pediatric health care team to its Columbia Public Health Center and adding dental care visit capacity for pregnant women and children in the North and Renton Public Health Centers.

Community and Human Services

Department of Community and Human Services



COMMUNITY & HUMAN SERVICES

Mission:

Community & Human Services

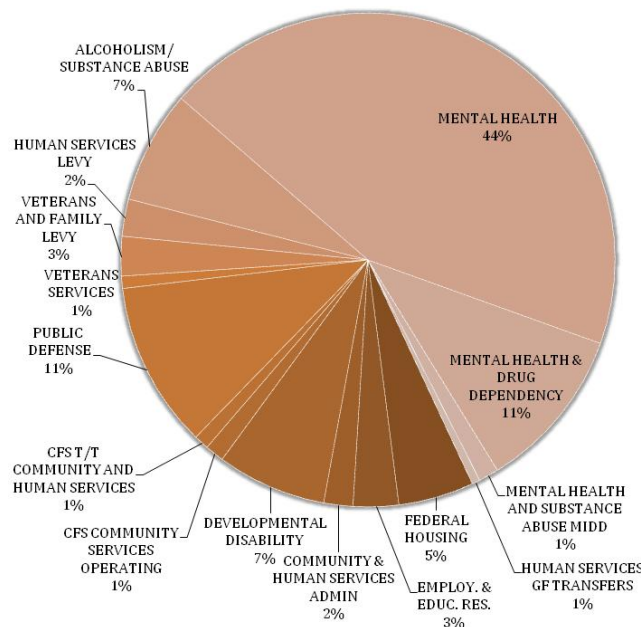
Seeks to enhance the quality of life, protect rights and promote self-sufficiency of our region's diverse individuals, families and communities.

OVERVIEW

The Department of Community and Human Services (DCHS) is responsible for the delivery and management of a broad array of programs and services that help the county's most vulnerable residents achieve and maintain healthier and more independent lives. While the department provides a wide range of services, it focuses its efforts in five key areas: prevention and early intervention services, ending homelessness, criminal justice services as alternatives to incarceration, job training and employment services, and quality public defense services.

Services within these key program areas include: services and programs for infants and toddlers with developmental delays, supported employment for youth and adults with developmental disabilities, alcohol and drug prevention and treatment, homeless housing and services, housing and community development; recovery-focused mental health treatment; veterans' and community services; and employment and education resources. In addition to these services, the department is responsible for the oversight and management of the revenues from the Veterans and Human Services (VHS) Levy and the Mental Illness and Drug Dependency (MIDD) sales tax, the coordination of the Committee to End Homelessness and the implementation of the Ten-Year Plan to End Homelessness in King County.

Department of Community and Human Services Appropriations \$382 Million



Note: This chart includes the Office of Public Defender, which is reported out in the Justice and Safety section of the budget book. This chart includes Employment and Education Resources and Federal Housing, which can be found in the EGBE section of the budget book.

Department Organization and Budget

The Department is organized into thirteen operating appropriation units and one capital appropriation unit. Programs and services are coordinated through the Director's Office three human services divisions: Community Services; Developmental Disabilities and Mental Health, Chemical Abuse and Dependency Services; and a fourth division that is not focused on human services, the Office of the Public Defender (OPD).

The twelve operating appropriation units contained within the three human services divisions are described below, along with their associated expenditure and FTE data. Information about OPD is contained in the Justice and Safety Strategic Plan Area section of this book in order to more closely align with the other criminal justice agencies. The one capital appropriation unit and fund, the Housing Opportunity Fund, is described in detail within the 2012 Proposed Capital Improvement Program (CIP) Budget Book.

DCHS Administration

Funds to support the Director's Office come from a cost allocation formula applied to all of the funds in the department. In addition to providing general oversight for all programs and services within the department, the DCHS Director's Office staff oversees many specific and critical business functions that intersect and connect the department's four divisions. These include finance and budget preparation and oversight, payroll, human resources, emergency coordination, communications, public records, legislative coordination, performance measurement design and oversight, and coordination for the Committee to End Homelessness (CEH).

Developmental Disabilities Division (DD)

Through community-based contracts, Developmental Disabilities (DD) offers early intervention services to help infants and toddlers with developmental delays, training and other support to help youth and adults gain meaningful employment in the community, and assistance to strengthen families to offer safe and nurturing homes for their family members with severe disabilities. The DD budget is primarily state funded with a small amount of county millage and funds from school districts.

Community Services Division (CSD)

This division's work represents the broadest array of human services within the department, ranging from providing teen violence prevention programs to funding for senior centers, and many other services. Most of this work is accomplished by contracting with local, community service organizations. CSD administers the following funds, each constituting its own appropriation unit as identified in the Program Highlights section below.

Children and Family Services (CFS) Fund. The CFS Fund consists of several sources of dedicated revenues and transfers. In 2011, a transfer of MIDD dollars was received, which is again proposed for 2012. The CFS Fund provides transfers to the Housing Opportunity Fund and the Employment and Education Resources Program, formerly the Work Training Program. The fund supports the Community Services Operating (CSO) budget, which is divided into two sections: division administration and community services. Division administration reflects the administrative costs of CSD, and revenue is transferred in from the other six funds within CSD to share the costs. The community services section contains funding for contracts for, sexual assault and domestic violence survivor services, senior centers, contract management staff and staff supporting the unincorporated

HEALTH & HUMAN POTENTIAL STRATEGIC PLAN AREA

areas. For 2012, funding for youth and family services and juvenile justice intervention and prevention is proposed for transfer to the Employment and Education Resources (EER) program as the EER has better capacity to manage and coordinate these contracts for youth intervention services.

Housing Opportunity Fund (HOF). The HOF is a capital fund with dedicated revenue from state-authorized document recording fees and miscellaneous other sources, including a transfer of CFS funds to support affordable and homeless housing projects. The CFS transfer funds are targeted to addressing county housing priorities ineligible for other revenue sources or to fill important gaps, such as workforce housing, A Regional Coalition for Housing (ARCH) dues, and project management and monitoring.

Employment and Education Resources Fund. This fund and its budget changes for 2012 are described under the Economic Growth and Built Environment Goal Section of the budget book.

Veterans Levy Fund and Human Services Levy Fund. Voters reapproved a property tax in 2011 to provide a range of housing and supportive services to help veterans and military personnel, their families and others in great need. Two separate funds were established, each receiving 50 percent of the levy revenues. The levy expires in 2018.

Veterans Relief Fund. Revenue comes from dedicated millage from property taxes per state law, used for services to help low-income and homeless veterans and their families.

Federal Housing and Community Development (FHCD) Fund. This fund and its budget changes for 2012 are described under the Economic Growth and Built Environment Goal Section of the budget book.

Mental Health, Chemical Abuse and Dependency Services Division (MHCADSD)

The MHCADSD provides oversight and management of the publicly funded mental health and substance abuse systems for King County. The majority of services are provided via contracts with community agencies. Direct services provided to county residents include 24/7 crisis intervention and involuntary treatment outreach and investigation provided by designated mental health professionals for people in emotional crisis, as well as the 24/7 street outreach and triage service to assist chronic inebriates and others impaired by drugs and alcohol provided by the Emergency Services Patrol in the downtown Seattle area. Alcohol and Other Drug Prevention and Community Organizing Program staff works with local communities to support substance abuse and violence prevention efforts.

The primary fund sources for MHCADSD are state funds for mental health and substance abuse services, augmented by revenues generated by the Mental Illness and Drug Dependency (MIDD) sales tax and various grants. Previous General Fund support for criminal justice initiatives was eliminated in the 2010 budget and those programs are now temporarily funded with MIDD supplantation dollars. Many other county departments directly receive MIDD supplantation funding to provide services and pay for staff. Each of the supplantation budgets are described within the receiving appropriation unit and budget, all of which can be found in the Justice and Safety Strategic Plan Area section of this budget book under separate funds ending with the acronym "MIDD"

Office of the Public Defender (OPD)

A detailed description and all budget information for OPD can be found under the Justice and Safety Goal section of the 2012 Proposed Budget as that office's primary focus is the contracting of criminal defense services.

Mental Illness and Drug Dependency (MIDD)

In 2008, the State passed legislation that allowed counties to collect a one-tenth of a cent sales tax for MIDD services. This funding is central to the Executive’s strategy for balancing the General Fund budget, and for preserving, at least on a short-term basis, critical human services and criminal justice programs that would otherwise be in jeopardy for reduction or elimination. The legislation indicated that these revenues could be expended only on new or enhanced mental illness and drug dependency programs and services, and that counties were allowed to supplant only a limited amount of General Funded programs and services. The MIDD operating budget is detailed in the following pages, however, each of the supplanted budgets are described within the receiving appropriation unit and budget, all of which can be found in the Justice and Safety Goal section of this budget book under separate funds ending with the acronym “MIDD”.

Executive Priorities Considered in 2012 Business Planning and Budget Development

The Executive’s 2012 priorities to advance the King County Strategic Plan (KCSP) and inform the 2012 Proposed Budget spotlighted consideration of Equity and Social Justice; attainment of a three percent efficiency target while maintaining value and service levels; and KCSP alignment of agency goals, objectives, and services.

- *Equity and Social Justice* – In January 2011, DCHS released its third annual Report on Equity and Social Justice Commitment Outcomes, which examined CSD’s Homeless Prevention and Housing Program, DDD’s Birth to Three Early Intervention Program, and MHCADSD’s outpatient mental health treatment and outpatient substance abuse. Details of the report can be found in DCHS’ 2012 business plan. The Equity and Social Justice impacts of the department’s 2012 Proposed Budget are significant. Due to cuts to dedicated state and federal funding sources, nearly all of the substantial reductions in programs and services affect low income, cultural minority and traditionally underserved populations. To partially mitigate these impacts, DCHS proposes approximately \$300,000 in services focused on preventing youth violence and promoting youth education. A final highlight is the creation of a one-time \$1 million grant fund for local human service organizations that are affected by various reduced funding sources from the current recession. This one-time fund will provide opportunities for local organizations to apply for resources to help them strengthen their capacity, or to acquire the tools to help respond to basic needs.
- *3 Percent Efficiency Goal* – The Department achieves less than one percent toward its three percent efficiency goal, however, this calculation includes the entire non-OPD budget for DCHS, which is over 80 percent contracted services with grants and dedicated funding sources. The largest portions of the savings the Department highlights for 2012 includes flex benefit and retirement savings, and a significant restructuring of the Work Training Program, which is renamed Education and Employment Resources. The Office of Performance, Strategy and Budget will work with DCHS in 2012 to develop a policy and approach on how to calculate three percent efficiency work as it relates to contracts based on grants and dedicated funding sources
- *King County Strategic Plan Alignment* –DCHS aligns most significantly with Health and Human Potential Goals of the King County Strategic Plan, and also aligns with and supports several other goals and strategies including:
 - Justice and Safety: Support safe communities and accessible justice systems for all;
 - Economic Growth and Built Environment: Encourage a growing and diverse King County economy and vibrant, thriving and sustainable communities; and
 - Public Engagement: Promote robust public engagement that informs, involves, and empowers people and communities.

Change Drivers

Lost Revenue/ Increased Demand for Services

The primary change drivers influencing 2012 DCHS budgets are the loss of revenue from state and federal government sources and the increased demand for services due to many people suffering from the weakened national and local economies. In particular, increases in the necessity for regional collaboration and resource coordination for multiple human service areas, including housing and homelessness planning, economic development, providing effective alternatives to the criminal justice system and job training, all apply significant pressure on DCHS to provide services and leadership while resources continue to decline. The uncertainty around funding for community services will continue to be a challenging dynamic until and unless a stable, adequate funding source is identified.

DCHS is further constrained by significant decreases in some program-specific revenues that are driving the reduction of programs and services. Specifically, DD and MHCADSD have been reduced collectively by more than \$9 million in 2012 due to lowered State of Washington funding.

Renewal of Veterans and Human Services Levy

The Veterans and Human Services Levy (VHS Levy) will renew at the beginning of 2012. This change driver results in the need to agree on a new service improvement plan with the County Council for the continuation of levy strategies and services.

New Federal Regulations

The passage of federal health care reform creates much uncertainty for those DCHS agencies that provide behavioral health services. It appears that a larger number of people will be eligible for Medicaid and the drive toward greater integration of mental health and substance abuse services will have to be paid by other entities. In the short-term, the federal government will pay for the care of these new clients. Given the state of the federal budget, the long-term impacts are less clear, however it seems like there is no capacity in the County's budget to meet these obligations.

Information Technology (IT) Changes

In 2011, the Department chose to consolidate all IT staff into the Director's Office in order to achieve better coordination, resource management and project success across all parts of its organization. For 2012, along with many other County agencies, The Department takes another step toward IT consolidation and transfers all information technology staff to the King County Information Technology Department. New service level agreements will be developed to help assure DCHS will receive the technical support it needs. In addition, DCHS is proposing IT system investments to improve and consolidate client data, and to increase the utility of that data for multiple users.

2012 Proposed Budget for

Community and Human Services Administration 1070/0935

Code/ Item#	Description	Expenditures	FTEs *	TLTs
Adopted Budget				
AD01	2011 Adopted Budget	6,461,293	36.00	.38
Adjustments to Adopted Budget				
SQ01	2011 Service Levels Adjusted for 2012 Costs	(155,057)	0.00	0.00
Administrative Service Changes				
AS01	DCHS IT Cost Reduction from PSQ	(37,947)	0.00	(.38)
Efficiency Reductions				
ER44	Agency Efficiency Credits for FMD O & M Charges	(13,108)	0.00	0.00
Technology Cost Savings				
CS02	DCHS IT Centralization to KCIT	(3,286,293)	(21.00)	0.00
Program Changes				
PC01	DCHS Unified Data and Improved Evaluation	272,783	0.00	0.00
PC02	DCHS Training	58,805	0.00	0.00
PC03	DCHS ABT Side Systems	105,378	0.00	0.00
		436,966	0.00	0.00
Central Rate Changes				
CR01	Flexible Benefits	(23,532)	0.00	0.00
CR05	General Fund Overhead Adjustment	(14,246)	0.00	0.00
CR07	Technology Services Operations & Maintenance Charge	1,247	0.00	0.00
CR08	Technology Services Infrastructure Charge	(6,046)	0.00	0.00
CR10	KCIT Operations Charge/Rebate	(3,815)	0.00	0.00
CR11	Telecommunications Services	347	0.00	0.00
CR12	Telecommunications Overhead	75	0.00	0.00
CR13	Motor Pool Rate Adjustment	(5,640)	0.00	0.00
CR14	Facilities Management Space Charge	48,822	0.00	0.00
CR15	Insurance Charges	(24,756)	0.00	0.00
CR16	Radio Access	56	0.00	0.00
CR18	Radio Direct Charges	380	0.00	0.00
CR20	Prosecuting Attorney Civil Division Charge	(2,424)	0.00	0.00
CR21	Debt Service Adjustment	(4,344)	0.00	0.00
CR22	Long Term Leases	(1,957)	0.00	0.00
CR25	Financial Service Charges	30,062	0.00	0.00
CR26	Retirement Rate Adjustment	7,774	0.00	0.00
CR27	Industrial Insurance Rate Adjustment	(2,307)	0.00	0.00
CR36	Property Services Lease Administration Fee	(210)	0.00	0.00
CR37	Facilities Management Strategic Initiative	(618)	0.00	0.00
CR38	Major Maintenance Repair Fund	1,251	0.00	0.00
CR46	KCIT Technology Projects	7,965	0.00	0.00
CR48	Business Resource Center	5,218	0.00	0.00
CR50	IT Re-Organizational Transfer	3,886,685	0.00	0.00
		3,899,987	0.00	0.00
Technical Adjustments				
TA01	DCHS Administration Technical Adjustments	13,127	0.00	0.00
TA39	COLA Adjustment	(41,608)	0.00	0.00
TA50	Revenue Adjustment (\$3,101,616)	0	0.00	0.00
		(28,481)	0.00	0.00
	2012 Proposed Budget	7,277,360	15.00	0.00

DCHS Administration

PROGRAM HIGHLIGHTS

The total 2012 Proposed Budget for DCHS Administration is \$7,277,360 with 15.00 FTEs.

Adjustments to Base Budget

2011 Service Levels Adjusted for 2012 Costs – (\$155,057). Adjustments to the 2011 Adopted Budget were made to incorporate inflation in labor and select other operating costs and implement various other salary changes of \$9,934 and remove items funded for 2011 only (\$164,991). All of the adjustments result in a net decrease of (\$155,057) in expenditures from the 2011 Adopted Budget.

Administrative Service Changes

DCHS IT Cost Reduction from PSQ – (\$37,947) Expenditure / (\$37,947) Revenue / (0.38) TLT. This proposal eliminates a part-time TLT position in the DCHS IT section. The work plan for this position will be absorbed by the reorganized KCIT group.

Technology Cost Savings

DCHS IT Centralization to KCIT – (\$3,286,293) Expenditure / (\$3,130,797) Revenue / (21.00) FTEs. Salary, benefits and technology resources are transferred from DCHS Administration to the Information Technology (IT) Services fund to consolidate Executive branch IT budgets into one fund with oversight and management by the Chief Information Officer. The Director's Office will pay for IT services via central rate CR50, which offsets the transfer.

Efficiency Reductions

Efficiency Credits for FMD Charges – OPD Cubicle Move – (\$13,108) Expenditure / (\$13,108) Revenue. The administrative staff of OPD will be taking over county-owned space currently charged to DCHS Administration. This reduction reflects the Director's Office lower rent expenses as office space is used more efficiently department-wide.

Program Changes

DCHS Unified Data Project and Program Evaluation – \$272,783. This proposal will provide one-time funding for the unification of the department's data bases. Through these efforts, DCHS staff will have better tools for the coordinated planning and monitoring of program services. There is also funding for the development of program evaluation methodology that will draw upon the benefits of the unified data bases for accurate access to program information.

DCHS Training – \$58,805 Expenditure / \$58,805 Revenue. In order to fully implement Front Runners and Be the Difference initiatives, DCHS will undertake team building initiatives to use the resources of these programs. Also, this funding will be used to cover any skill deficits related to the ABT process.

HEALTH & HUMAN POTENTIAL STRATEGIC PLAN AREA

DCHS ABT Side Systems – \$105,378. In anticipation of the ABT Finance and Payroll/Time and Labor System’s going live in 2012, this proposal provides the support for DCHS to aid in the implementation and troubleshooting of the new system. This one-time draw-down of fund balance also helps towards work anticipated surrounding the go-live functionality of the ABT Budget System.

Technical Adjustments

DCHS Administration Technical Adjustments – \$13,127 Expenditure / \$14,910 Revenue. This is a technical adjustment which reclassifies a vacant Program Project Manager’s position to more closely align to the assignment of supporting the implementation of the Health Care Reform Initiative and updates projected 2012 revenues.

COLA – (\$41,608). The Cost of Living Adjustment (COLA) reflects the change from the preliminary Office of Economic and Financial Analysis forecast of 1.77 percent to the final 2012 COLA rate of 1.63 percent.

Revenue Adjustment – \$3,101,616 Revenue. Almost all the intra-departmental revenues supporting DCHS’s IT services were zeroed out in the change item shifting those services over to KCIT. This revenue adjustment reinstates those revenues to support the IT Re-org Transfer central rate charge.

Central Rate Adjustments - \$3,899,987. This series of adjustments captures the net effect of changes in countywide charges from the 2011 Adopted Budget, and results in a \$3,899,987 increase in charges to DCHS Administration. The primary driver of this increase is the add-back of KCIT charges to the agency’s budget. Details about each rate can be found in the How We Deliver Introduction, beginning on page H-5, and the agency-specific charges are detailed in the central rate changes section of the agency’s crosswalk.

**2012 Proposed Budget for
Developmental Disabilities 1070/0920**

Code/ Item#	Description	Expenditures	FTEs *	TLTs
Adopted Budget				
AD01	2011 Adopted Budget	28,379,501	16.00	0.00
Adjustments to Adopted Budget				
SQ01	2011 Service Levels Adjusted for 2012 Costs	(36,722)	0.00	0.00
Efficiency Reductions				
ER44	Agency Efficiency Credits for FMD O & M Charges	(15,557)	0.00	0.00
Program Changes				
PC01	ARRA Reductions	(198,750)	0.00	0.00
PC02	State Day Program and Fircrest	(926,834)	0.00	0.00
		(1,125,584)	0.00	0.00
Revenue Backed Changes				
RB01	School Districts Adds - School to Work Programs	30,000	0.00	0.00
RB02	School Districts Adds - Early Intervention Programs	170,812	0.00	0.00
		200,812	0.00	0.00
Central Rate Changes				
CR01	Flexible Benefits	(10,176)	0.00	0.00
CR05	General Fund Overhead Adjustment	3,429	0.00	0.00
CR07	Technology Services Operations & Maintenance Charge	1,273	0.00	0.00
CR08	Technology Services Infrastructure Charge	6,817	0.00	0.00
CR10	KCIT Operations Charge/Rebate	1,305	0.00	0.00
CR11	Telecommunications Services	456	0.00	0.00
CR12	Telecommunications Overhead	86	0.00	0.00
CR13	Motor Pool Rate Adjustment	(720)	0.00	0.00
CR14	Facilities Management Space Charge	21,981	0.00	0.00
CR20	Prosecuting Attorney Civil Division Charge	(74)	0.00	0.00
CR22	Long Term Leases	7,143	0.00	0.00
CR25	Financial Service Charges	(30,738)	0.00	0.00
CR26	Retirement Rate Adjustment	2,903	0.00	0.00
CR27	Industrial Insurance Rate Adjustment	(1,009)	0.00	0.00
CR36	Property Services Lease Administration Fee	(279)	0.00	0.00
CR37	Facilities Management Strategic Initiative	17	0.00	0.00
CR38	Major Maintenance Repair Fund	1,065	0.00	0.00
CR48	Business Resource Center	17,409	0.00	0.00
		20,888	0.00	0.00
Technical Adjustments				
TA39	COLA Adjustment	(2,259)	0.00	0.00
		2012 Proposed Budget	27,421,079	16.00
			0.00	0.00

* FTEs do not include temporaries or overtime.

** Please see Budget Transparency Section table at the end of the program plan pages for section information as identified in the Budget Transparency Ordinance No. 16445.

Developmental Disabilities

PROGRAM HIGHLIGHTS

The total 2012 Proposed Budget for Developmental Disabilities (DD) is \$27,421,079 with 16.00 FTEs.

Adjustments to Base Budget

2011 Service Levels Adjusted for 2012 Costs – (\$36,722) Expenditure / \$47,705 Revenue. Adjustments to the 2011 Adopted Budget were made to incorporate inflation in labor and select other operating costs and implement various other salary changes resulting in a net change of (\$36,722) in expenditures from the 2011 Adopted Budget. The revenue adjustment was made to balance to the preliminary 2012 revenue estimates.

Efficiency Reductions

Efficiency Credits for FMD Charges – OPD Cubicle Move – (\$15,557). The administrative staff of OPD will be taking over county-owned space currently charged to DD. This reduction reflects DD's lower rent expenses as office space is used more efficiently department-wide.

Program Changes

ARRA Reductions – (\$198,750) Expenditure / (\$198,750) Revenue. Due to the expiration of grants DD received through the American Recovery and Reinvestment Act (ARRA) program, adjustments are necessary to the contracts DD holds with the agencies that provide Early Intervention (EI) services. These adjustments will be absorbed by the administration/overhead functions of the agencies; clients will not be affected.

State Day Program – (\$926,834) Expenditure / (\$926,834) Revenue. In order to implement the reductions in state funding for Community, Youth and Adults Services (CYAS), DD must decrease their expenditures in this area. No individual client was removed from service as DD was able to mitigate the cuts through program attrition experienced by the contract agencies.

Revenue Backed

School Districts Adds – School to Work Programs – \$30,000 Expenditure / \$30,000 Revenue. Two small school districts are seeking to expand their School to Work programs for students transitioning out of high school. The contracts for these programs are managed by King County DD. The districts channel their funds through DD, which selects a single provider to work with the young adults in the specific school districts.

School Districts Adds – Early Intervention Programs – \$170,812 Expenditure / \$170,812 Revenue. The Seattle and Renton School Districts are increasing their funding of EI programs. King County DD acts as the program coordinator and contract manager for the 19 school districts within the county for EI services.

HEALTH & HUMAN POTENTIAL STRATEGIC PLAN AREA

Technical Adjustments

COLA – (\$2,259). The Cost of Living Adjustment (COLA) reflects the change from the preliminary Office of Economic and Financial Analysis forecast of 1.77 percent to the final 2012 COLA rate of 1.63 percent.

Central Rate Adjustments - \$20,888. This series of adjustments captures the net effect of changes in countywide charges from the 2011 Adopted Budget, and results in a \$20,888 increase in charges to DD. Details about each rate can be found in the How We Deliver Introduction, beginning on page H-5, and the agency-specific charges are detailed in the central rate changes section of the agency's crosswalk.

**2012 Proposed Financial Plan
Developmental Disabilities Fund / 1070**

	2010 Actual ¹	2011 Adopted	2011 Estimated	2012 Proposed	2013 Projected	2014 Projected
Beginning Fund Balance	5,834,221	4,551,841	6,559,675	5,909,536	4,388,616	3,710,756
Revenues						
* DCHS Administration	2,182,118	2,242,005	2,242,005	2,452,780	2,526,363	2,602,154
* DCHS IT Revenues		3,937,861	3,937,861	3,720,566	4,775,018	4,918,269
* DD Program Revenues	25,118,921	27,881,240	27,881,240	27,004,173	27,814,298	28,648,727
Total Revenues	27,301,039	34,061,106	34,061,106	33,177,519	35,115,680	36,169,150
Expenditures						
* DCHS Administration	(2,237,478)	(2,523,432)	(2,483,432)	(2,641,420)	(2,720,663)	(2,802,282)
* DCHS IT		(3,937,861)	(3,886,515)	(4,635,940)	(4,775,018)	(4,918,269)
* DCHS Administration ABT Debt Service ²					(21,235)	(21,235)
* DD Core Services	(22,753,368)	(26,193,201)	(26,154,998)	(25,262,767)	(26,020,650)	(26,801,270)
* DD School Contracts	(1,524,029)	(1,987,500)	(1,987,500)	(2,158,312)	(2,223,061)	(2,289,753)
* DD Federal Stimulus Grants	(60,709)	(198,800)	(198,800)			
* DD ABT Debt Service ²					(32,913)	(32,913)
Total Expenditures	(26,575,585)	(34,840,794)	(34,711,245)	(34,698,439)	(35,793,540)	(36,865,722)
Estimated Underexpenditures³						
Other Fund Transactions						
Total Other Fund Transactions	0	0	0	0	0	0
Ending Fund Balance	6,559,675	3,772,153	5,909,536	4,388,616	3,710,756	3,014,184
Less: Reserves & Designations						
Total Reserves & Designations	0	0	0	0	0	0
Ending Undesignated Fund Balance	6,559,675	3,772,153	5,909,536	4,388,616	3,710,756	3,014,184
Target Fund Balance⁴	227,534	261,932	261,550	252,628	260,207	268,013

Financial Plan Notes:

¹ The 2010 Actuals are from the 2009 CAFR and 14th Month ARMS.

² These charges represent the estimated debt service for the Accountable Business Transformation (ABT) Program which

³ There is no underexpenditure required of this fund.

⁴ Target fund balance is based on 1% of DD Core Services Expenditures.

2012 Proposed Budget for

Children and Family Services Community Services - Operating 1421/0888

Code/ Item#	Description	Expenditures	FTEs *	TLTs
Adopted Budget				
AD01	2011 Adopted Budget	5,413,256	15.50	0.00
Adjustments to Adopted Budget				
SQ01	2011 Service Levels Adjusted for 2012 Costs	292,316	0.00	0.00
Efficiency Reductions				
ER44	Agency Efficiency Credits for FMD O & M Charges	(43,216)	0.00	0.00
Program Changes				
PC01	Youth Services Transfer to EER	(1,908,030)	(1.00)	0.00
Revenue Backed Changes				
RB01	Human Services Contracts	1,075,000	0.00	0.00
Central Rate Changes				
CR01	Flexible Benefits	(10,176)	0.00	0.00
CR05	General Fund Overhead Adjustment	(1,412)	0.00	0.00
CR07	Technology Services Operations & Maintenance Charge	(5,582)	0.00	0.00
CR08	Technology Services Infrastructure Charge	5,162	0.00	0.00
CR09	Geographic Information Systems Charge	30,563	0.00	0.00
CR10	KCIT Operations Charge/Rebate	1,134	0.00	0.00
CR11	Telecommunications Services	(4,589)	0.00	0.00
CR12	Telecommunications Overhead	(1,816)	0.00	0.00
CR13	Motor Pool Rate Adjustment	(1,354)	0.00	0.00
CR14	Facilities Management Space Charge	22,050	0.00	0.00
CR20	Prosecuting Attorney Civil Division Charge	(2,089)	0.00	0.00
CR22	Long Term Leases	(6,780)	0.00	0.00
CR25	Financial Service Charges	(91,414)	0.00	0.00
CR26	Retirement Rate Adjustment	2,911	0.00	0.00
CR27	Industrial Insurance Rate Adjustment	(933)	0.00	0.00
CR36	Property Services Lease Administration Fee	(383)	0.00	0.00
CR37	Facilities Management Strategic Initiative	(53)	0.00	0.00
CR38	Major Maintenance Repair Fund	1,642	0.00	0.00
CR46	KCIT Technology Projects	3,726	0.00	0.00
CR48	Business Resource Center	6,191	0.00	0.00
		(53,202)	0.00	0.00
Technical Adjustments				
TA39	COLA Adjustment	(3,284)	0.00	0.00
TA50	Revenue Adjustments (\$2,337)	0	0.00	0.00
		(3,284)	0.00	0.00
2012 Proposed Budget		4,772,840	14.50	0.00

* FTEs do not include temporaries or overtime.

** Please see Budget Transparency Section table at the end of the program plan pages for section information as identified in the Budget Transparency Ordinance No. 16445.

Community Services – Operating

PROGRAM HIGHLIGHTS

The total 2012 Proposed Budget for Community Services – Operating (CSO) is \$4,772,840, with 14.50 FTEs.

Adjustments to Base Budget

2011 Service Levels Adjusted for 2012 Costs – \$292,316 Expenditure / \$282,084 Revenue. Adjustments to the 2011 Adopted Budget were made to incorporate inflation in labor and select other operating costs and implement various other salary changes of \$14,227 and annualize 2011 supplementals \$278,089. All of the adjustments result in a net change of \$292,316 in expenditures from the 2011 Adopted Budget. The revenue adjustment was made to balance to the preliminary 2012 revenue estimates.

Efficiency Reductions

Efficiency Credits for FMD Charges – OPD Cubicle Move – (\$43,216). The administrative staff of OPD will be taking over county-owned space currently charged to CSO. This reduction reflects the agency's lower rent expenses as office space is used more efficiently department-wide.

Program Changes

Youth Services Transfer to the Employment and Education Resources (EER) – (\$1,908,030) Expenditure / (1.00) FTE. In order to better coordinate the oversight, direction and management of the County's funding of community contracts for Youth and Family Service Agencies (YFSA) and Juvenile Justice Intervention (JJI) programs, this proposal shifts the contract funding and contract manager's position from CSO to the Employment and Education Resources (EER). The EER has better capacity to manage these contracts and programs and in doing so the department will enhance the coordination of youth services within the Community Services Division (CSD).

Revenue Backed Changes

Human Services Contracts – \$1,075,000. This proposal would create a onetime \$1 million grant fund for local human service organizations that have been negatively affected by reduced funding as a result of the ongoing recession. This one time fund will provide opportunities for local organizations to apply for resources to help them strengthen their capacity or to acquire the tools to help respond to basic needs. It also includes an allocation of \$75,000 to manage and oversee this process.

HEALTH & HUMAN POTENTIAL STRATEGIC PLAN AREA

Technical Adjustments

COLA – (\$3,284). The Cost of Living Adjustment (COLA) reflects the change from the preliminary Office of Economic and Financial Analysis forecast of 1.77 percent to the final 2012 COLA rate of 1.63 percent.

Central Rate Adjustments – (\$53,202). This series of adjustments captures the net effect of changes in countywide charges from the 2011 Adopted Budget, and results in a (\$53,202) decrease in charges to CSO. Details about each rate can be found in the How We Deliver Introduction, beginning on page H-5, and the agency-specific charges are detailed in the central rate changes section of the agency's crosswalk.

Revenue Adjustment – (\$2,337) Revenue. In order to balance to the Economic Forecasting Council's revised sales tax projection and interest earnings calculations; this change item adjusts revenue accounts.

Children & Family Services Fund

PROGRAM HIGHLIGHTS

The Children and Family Services (CFS) Fund was created by the King County Council in the 2008 Adopted Budget and implemented in the Executive's 2009 Proposed Budget. Prior to 2009 it was known as the Children and Family Set-Aside Fund. Recognizing the importance of providing funding to programs serving survivors of domestic violence and sexual assault, the 2012 Proposed Budget contains \$626,283 of discretionary General Fund (GF) support for these services. In addition, as a result of the efficiency efforts of departments throughout the County, there is an additional \$1 million of GF funding coming into the CFS Fund for a one-time reinvestment of those savings into human services. Finally, the CFS Fund acts as a pass-through for the \$380,000 of Criminal Justice Reserve funding for the continuation into 2012 of two gang intervention programs managed by the Employment and Education Resources program (EER).

Highlights of the changes to the CFS transfers to recipient agencies are presented below. For program details, please consult the section pages for each agency. The large increase in the transfer to the EER is the result of the transfer of \$1.9 million in youth programming from Community Services – Operating to EER and the \$380,000 Criminal Justice Reserve supported gang intervention programs.

CFS Transfers

Employment and Education Resources Program – Total transfer from CFS – \$3,484,120, up from \$1,212,892 in 2011.

Housing Opportunity Fund – Total transfer from CFS – remains at \$229,981.

**2012 Proposed Financial Plan
Children and Family Services Fund / 1421**

	2010 Actual ¹	2011 Adopted	2011 Estimated	2012 Proposed	2013 Projected	2014 Projected
Beginning Fund Balance	2,532,369	841,025	1,615,469	650,969	370,570	228,641
Revenues						
* Sales Tax	3,499,291	3,402,943	3,651,448	3,719,719	3,810,677	4,020,153
* Interest Earnings	32,971	4,651	6,793	2,186	1,200	1,100
* Parking Garage Fees	611,709	620,335	620,335	633,734	646,092	660,823
* General Fund Transfer to Human Services	896,651	626,283	826,283	2,006,283	626,283	626,283
* Interfund Transfer for CSD Admin/Overhea	748,194	903,810	903,810	907,432	925,127	946,220
* Marriage License Fee	196,095	210,300	210,300	210,300	210,300	210,300
* Divorce Filing Fee	32,588	35,000	35,000	35,000	35,000	35,000
* Interfund Transfer for UAC	325,912	53,763	305,203	329,888	336,321	343,989
* MIDD Fund Transfer	362,000	362,000	362,000	362,000	362,000	362,000
Total Revenues	6,705,412	6,219,085	6,921,172	8,206,542	6,953,000	7,205,868
Expenditures						
* Community Services - Operating	(5,995,941)	(5,413,256)	(5,827,282)	(4,772,840)	(3,717,301)	(3,815,672)
* Transfer to EER (WTP)	(1,371,390)	(1,212,892)	(1,196,090)	(3,484,120)	(3,104,120)	(3,104,120)
* Transfer to HOF	(254,981)	(229,981)	(229,981)	(229,981)	(229,981)	(229,981)
* Encumbrances			(632,319)			
* ABT Debt Service ²					(43,527)	(43,527)
Total Expenditures	(7,622,312)	(6,856,129)	(7,885,672)	(8,486,941)	(7,094,929)	(7,193,300)
Estimated Underexpenditures³						
Other Fund Transactions						
Total Other Fund Transactions	0	0	0	0	0	0
Ending Fund Balance	1,615,469	203,981	650,969	370,570	228,641	241,209
Less: Reserves & Designations						
* Reserve for Encumbrance	(632,319)					
Total Reserves & Designations	(632,319)	0	0	0	0	0
Ending Undesignated Fund Balance	983,150	203,981	650,969	370,570	228,641	241,209
Target Fund Balance⁴	209,957	204,177	219,087	223,183	228,641	241,209

Financial Plan Notes:

¹ The 2010 Actuals are from the 2009 CAFR and 14th Month ARMS.

² This charge represents the estimated debt service for the Accountable Business Transformation (ABT) Program which begins in 2013 and runs for ten years.

³ There is no underexpenditure required of this fund.

⁴ Target fund balance is based on 6% of estimated sales tax revenue to mitigate the impact of decline in actual collections.

**2012 Proposed Budget for
Veterans Services 1060/0480**

Code/ Item#	Description	Expenditures	FTEs *	TLTs
Adopted Budget				
AD01	2011 Adopted Budget	2,767,183	8.00	0.00
Adjustments to Adopted Budget				
SQ01	2011 Service Levels Adjusted for 2012 Costs	4,820	0.00	0.00
Program Changes				
PC01	Eliminate Vacant Position	0	(1.00)	0.00
Central Rate Changes				
CR01	Flexible Benefits	(3,648)	0.00	0.00
CR05	General Fund Overhead Adjustment	4,900	0.00	0.00
CR07	Technology Services Operations & Maintenance Charge	(1,861)	0.00	0.00
CR08	Technology Services Infrastructure Charge	3,209	0.00	0.00
CR10	KCIT Operations Charge/Rebate	349	0.00	0.00
CR11	Telecommunications Services	280	0.00	0.00
CR12	Telecommunications Overhead	(10)	0.00	0.00
CR13	Motor Pool Rate Adjustment	32	0.00	0.00
CR14	Facilities Management Space Charge	(11,258)	0.00	0.00
CR15	Insurance Charges	280,480	0.00	0.00
CR20	Prosecuting Attorney Civil Division Charge	3,453	0.00	0.00
CR22	Long Term Leases	(2,588)	0.00	0.00
CR25	Financial Service Charges	4,158	0.00	0.00
CR26	Retirement Rate Adjustment	2,350	0.00	0.00
CR27	Industrial Insurance Rate Adjustment	(480)	0.00	0.00
CR36	Property Services Lease Administration Fee	(80)	0.00	0.00
CR37	Facilities Management Strategic Initiative	(27)	0.00	0.00
CR38	Major Maintenance Repair Fund	75	0.00	0.00
CR46	KCIT Technology Projects	1,799	0.00	0.00
CR48	Business Resource Center	10,264	0.00	0.00
		291,397	0.00	0.00
Technical Adjustments				
TA01	Revenue Adjustment (\$6,315)	0	0.00	0.00
TA39	COLA Adjustment	(2,211)	0.00	0.00
		(2,211)	0.00	0.00
2012 Proposed Budget		3,061,189	7.00	0.00

* FTEs do not include temporaries or overtime.

** Please see Budget Transparency Section table at the end of the program plan pages for section information as identified in the Budget Transparency Ordinance No. 16445.

Veterans' Services

PROGRAM HIGHLIGHTS

The total 2012 Proposed Budget for Veterans' Services is \$3,061,189 with 7.00 FTEs

Adjustments to Base Budget

2011 Service Levels Adjusted for 2012 Costs – \$4,820 Expenditure / \$17,141 Revenue. Adjustments to the 2011 Adopted Budget were made to incorporate inflation in labor and select other operating costs and implement various other salary changes resulting in a net change of \$4,820 in expenditures from the 2011 Adopted Budget. The revenue adjustment was made to balance to the preliminary 2012 revenue estimates.

Program Changes

Eliminate Vacant Position – \$0 Expenditure / (1.00) FTE. Largely in part to avoid overhead rate charges that are tied to authorized FTEs, the agency is eliminating a vacant program manager's position. The work program of this FTE will continue to be covered by CSO staff and paid for through a loan-in labor arrangement.

Technical Adjustments

Revenue Adjustment – (\$6,315) Revenue. In order to balance to the Economic Forecasting Council's revised millage projection, this change item adjusts the property tax revenue account.

COLA – (\$2,211). The Cost of Living Adjustment (COLA) reflects the change from the preliminary Office of Economic and Financial Analysis forecast of 1.77 percent to the final 2012 COLA rate of 1.63 percent.

Central Rate Adjustments - \$291,397. This series of adjustments captures the net effect of changes in countywide charges from the 2011 Adopted Budget, and results in a \$291,397 increase in charges to Veterans' Services. Details about each rate can be found in the How We Deliver Introduction, beginning on page H-5, and the agency-specific charges are detailed in the central rate changes section of the agency's crosswalk.

**2012 Proposed Financial Plan
Veterans Relief Services Fund / 1060**

	2010 Actual ¹	2011 Adopted	2011 Estimated	2012 Proposed	2013 Projected	2014 Projected
Beginning Fund Balance	629,089	596,341	668,525	676,840	410,411	252,193
Revenues						
* Veterans Operating Revenue	2,532,730	2,581,704	2,556,438	2,595,812	2,638,420	2,682,846
* Veterans Levy Contribution		196,848	196,848	196,848	196,848	196,848
* Interest Earnings	40,465	5,382	3,981	2,100	1,000	1,000
Total Revenues	2,573,195	2,783,934	2,757,267	2,794,760	2,836,268	2,880,694
Expenditures						
* Base Budget Program Expenditure	(2,533,759)	(2,767,183)	(2,748,952)	(2,781,076)	(2,732,076)	(2,625,576)
* Risk Management Assessment				(280,113)	(250,000)	(250,000)
* ABT Debt Service ²					(12,410)	(12,410)
Total Expenditures	(2,533,759)	(2,767,183)	(2,748,952)	(3,061,189)	(2,994,486)	(2,887,986)
Estimated Underexpenditures³						
Other Fund Transactions						
Total Other Fund Transactions	0	0	0	0	0	0
Ending Fund Balance	668,525	613,092	676,840	410,411	252,193	244,901
Less: Reserves & Designations						
Total Reserves & Designations	0	0	0	0	0	0
Ending Undesignated Fund Balance	668,525	613,092	676,840	410,411	252,193	244,901
Target Fund Balance⁴	211,147	230,599	229,079	255,099	249,541	240,666

Financial Plan Notes:

¹ The 2010 Actuals are from the 2009 CAFR and 14th Month ARMS.

² This charge represents the estimated debt service for the Accountable Business Transformation (ABT)

³ There is no underexpenditure required of this fund.

⁴ Target fund balance is not mandated, but is based on one month of total expenditures.

**2012 Proposed Budget for
Veterans and Family Levy 1141/0117**

Code/ Item#	Description	Expenditures	FTEs *	TLTs
Adopted Budget				
AD01	2011 Adopted Budget	12,181,323	11.00	1.00
Adjustments to Adopted Budget				
SQ01	2011 Service Levels Adjusted for 2012 Costs	(2,312,282)	0.00	0.00
Central Rate Changes				
CR01	Flexible Benefits	(7,632)	0.00	0.00
CR05	General Fund Overhead Adjustment	10,364	0.00	0.00
CR07	Technology Services Operations & Maintenance Charge	(1,998)	0.00	0.00
CR08	Technology Services Infrastructure Charge	2,906	0.00	0.00
CR10	KCIT Operations Charge/Rebate	743	0.00	0.00
CR11	Telecommunications Services	(315)	0.00	0.00
CR12	Telecommunications Overhead	(175)	0.00	0.00
CR13	Motor Pool Rate Adjustment	(1,067)	0.00	0.00
CR14	Facilities Management Space Charge	6,270	0.00	0.00
CR22	Long Term Leases	(6,256)	0.00	0.00
CR25	Financial Service Charges	(23,295)	0.00	0.00
CR26	Retirement Rate Adjustment	2,067	0.00	0.00
CR27	Industrial Insurance Rate Adjustment	(728)	0.00	0.00
CR36	Property Services Lease Administration Fee	(862)	0.00	0.00
CR37	Facilities Management Strategic Initiative	13	0.00	0.00
CR38	Facilities Management Strategic Initiative	475	0.00	0.00
CR46	KCIT Technology Projects	3,083	0.00	0.00
CR48	Business Resource Center	12,779	0.00	0.00
		(3,628)	0.00	0.00
Technical Adjustments				
TA01	Revenue Adjustment (\$305,404)	0	0.00	0.00
TA39	COLA Adjustment	(1,643)	0.00	0.00
		(1,643)	0.00	0.00
2012 Proposed Budget		9,863,770	11.00	1.00

* FTEs do not include temporaries or overtime.

** Please see Budget Transparency Section table at the end of the program plan pages for section information as identified in the Budget Transparency Ordinance No. 16445.

Veterans and Family Levy

PROGRAM HIGHLIGHTS

The total 2012 Proposed Budget for the Veterans and Family Levy is \$9,863,770 with 11.00 FTEs and 1.00 TLT.

Adjustments to Base Budget

2011 Service Levels Adjusted for 2012 Costs – (\$2,312,282) Expenditure / \$393,023 Revenue.

Adjustments to the 2011 Adopted Budget were made to incorporate inflation in labor and select other operating costs and implement various other salary changes of \$7,887 and realigning the budget authority with the Levy SIP (\$2,320,169). All of the adjustments result in a net change of (\$2,312,282) in expenditures from the 2011 Adopted Budget. The revenue adjustment was made to balance to the preliminary 2012 revenue estimates.

Technical Adjustments

Revenue Adjustment – (\$305,404) Revenue. In order to balance to the Economic Forecasting Council's revised millage projections, this change item adjusts the property tax revenue account and estimated interest earnings.

COLA – (\$1,643). The Cost of Living Adjustment (COLA) reflects the change from the preliminary Office of Economic and Financial Analysis forecast of 1.77 percent to the final 2012 COLA rate of 1.63 percent.

Central Rate Adjustments - (\$3,628). This series of adjustments captures the net effect of changes in countywide charges from the 2011 Adopted Budget, and results in a (\$3,628) decrease in charges to Veterans and Family Levy. Details about each rate can be found in the How We Deliver Introduction, beginning on page H-5, and the agency-specific charges are detailed in the central rate changes section of the agency's crosswalk.

**2012 Proposed Financial Plan
Veterans and Family Services Levy Fund / 1141**

	2010 Actual¹	2011 Adopted	2011 Estimated	2012 Proposed	2013 Projected	2014 Projected
Beginning Fund Balance	11,321,513	5,914,246	9,965,739	3,850,117	1,858,301	1,000,000
Revenues						
* Veterans Levy Millage	7,586,633	7,698,856	7,657,495	7,815,301	8,017,827	8,249,046
* Interest Earnings	143,424	40,130	41,360	11,304	3,500	2,500
* Veterans Services Funds		45,349	45,349	45,349	45,349	45,349
Total Revenues	7,730,057	7,784,335	7,744,204	7,871,954	8,066,676	8,296,895
Expenditures						
* Administration and Board Support	(714,178)	(464,139)	(436,019)	(507,188)	(497,175)	(512,090)
* Services and Capital	(8,371,652)	(11,717,184)	(11,717,184)	(9,356,582)	(8,402,573)	(7,759,577)
* Encumbrances			(1,706,623)			
* ABT Debt Service ²					(25,229)	(25,229)
Total Expenditures	(9,085,830)	(12,181,323)	(13,859,826)	(9,863,770)	(8,924,977)	(8,296,896)
Estimated Underexpenditures³						
Other Fund Transactions						
Total Other Fund Transactions	0	0	0	0	0	0
Ending Fund Balance	9,965,739	1,517,258	3,850,117	1,858,301	1,000,000	1,000,000
Less: Reserves & Designations						
* Encumbrances for contracted providers	(1,706,623)					
* Capital Projects Commitments	(1,075,000)		(1,075,000)			
* Service Program Commitments	(6,237,683)		(1,449,814)			
Total Reserves & Designations	(9,019,306)	0	(2,524,814)	0	0	0
Ending Undesignated Fund Balance	946,433	1,517,258	1,325,303	1,858,301	1,000,000	1,000,000
Target Fund Balance⁴	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000

Financial Plan Notes:

¹ The 2010 Actuals are from the 2009 CAFR and 14th Month ARMS.

² This charge represents the estimated debt service for the Accountable Business Transformation (ABT)

³ There is no underexpenditure required of this fund.

⁴ Target fund balance is based on prior agreement with PSB and set at \$1 million.

**2012 Proposed Budget for
Human Services Levy 1142/0118**

Code/ Item#	Description	Expenditures	FTEs *	TLTs
Adopted Budget				
AD01	2011 Adopted Budget	10,709,151	4.50	0.00
Adjustments to Adopted Budget				
SQ01	2011 Service Levels Adjusted for 2012 Costs	16,357	0.00	0.00
Central Rate Changes				
CR01	Flexible Benefits	(3,180)	0.00	0.00
CR05	General Fund Overhead Adjustment	15,337	0.00	0.00
CR07	Technology Services Operations & Maintenance Charge	(777)	0.00	0.00
CR08	Technology Services Infrastructure Charge	1,654	0.00	0.00
CR10	KCIT Operations Charge/Rebate	353	0.00	0.00
CR11	Telecommunications Services	(1,417)	0.00	0.00
CR12	Telecommunications Overhead	(717)	0.00	0.00
CR13	Motor Pool Rate Adjustment	(488)	0.00	0.00
CR14	Facilities Management Space Charge	677	0.00	0.00
CR22	Long Term Leases	(376)	0.00	0.00
CR25	Financial Service Charges	(11,696)	0.00	0.00
CR26	Retirement Rate Adjustment	887	0.00	0.00
CR27	Industrial Insurance Rate Adjustment	(271)	0.00	0.00
CR36	Property Services Lease Administration Fee	(10)	0.00	0.00
CR37	Facilities Management Strategic Initiative	5	0.00	0.00
CR46	KCIT Technology Projects	1,156	0.00	0.00
CR48	Business Resource Center	9,396	0.00	0.00
		10,533	0.00	0.00
Technical Adjustments				
TA01	Budget Authority Realignment	(1,441,525)	0.00	0.00
TA02	Revenue Adjustment (\$293,196)	0	0.00	0.00
TA39	COLA Adjustment	(709)	0.00	0.00
		(1,442,234)	0.00	0.00
2012 Proposed Budget		9,293,807	4.50	0.00

* FTEs do not include temporaries or overtime.

** Please see Budget Transparency Section table at the end of the program plan pages for section information as identified in the Budget Transparency Ordinance No. 16445.

Human Services Levy

PROGRAM HIGHLIGHTS

The total 2012 Proposed Budget for the Human Services Levy is \$9,293,807 with 4.50 FTEs.

Adjustments to Base Budget

2011 Service Levels Adjusted for 2012 Costs – \$16,357 Expenditure / \$393,023 Revenue. Adjustments to the 2011 Adopted Budget were made to incorporate inflation in labor and select other operating costs and implement various other salary changes resulting in a net change of \$16,357 from the 2011 Adopted Budget. The revenue adjustment was made to balance to the preliminary 2012 revenue estimates.

Technical Adjustments

Budget Authority Realignment – (\$1,441,525). The 2011 Adopted Budget for the HSL contained expenditure levels that required a draw-down of unspent fund balance. This amount of spending is unsustainable and this technical adjustment reduces the budget authority of the HSL to keep the fund from going into the negative in its financial plan.

Revenue Adjustment – (\$293,196) Revenue. In order to balance to the Economic Forecasting Council's revised millage projections; this change item adjusts the property tax revenue account and estimated interest earnings.

COLA – (\$709). The Cost of Living Adjustment (COLA) reflects the change from the preliminary Office of Economic and Financial Analysis forecast of 1.77 percent to the final 2012 COLA rate of 1.63 percent.

Central Rate Adjustments - \$10,533. This series of adjustments captures the net effect of changes in countywide charges from the 2011 Adopted Budget, and results in a \$10,533 increase in charges to the HSL. Details about each rate can be found in the How We Deliver Introduction, beginning on page H-5, and the agency-specific charges are detailed in the central rate changes section of the agency's crosswalk.

**2012 Proposed Financial Plan
Human Services Levy Fund / 1142**

	2010 Actual¹	2011 Adopted	2011 Estimated	2012 Proposed	2013 Projected	2014 Projected
Beginning Fund Balance	11,183,298	4,011,554	6,757,983	2,545,351	1,072,634	1,000,000
Revenues						
* Human Services Levy Millage	7,586,633	7,698,856	7,657,495	7,815,301	8,017,827	8,249,046
* Interest Earnings	142,917	22,407	26,825	5,789	2,500	3,000
Total Revenues	7,729,550	7,721,263	7,684,320	7,821,090	8,020,327	8,252,046
Expenditures						
* Administration and Board Support	(709,167)	(537,036)	(525,258)	(561,277)	(563,711)	(578,155)
* Services and Capital	(11,445,697)	(10,172,115)	(9,822,115)	(8,732,530)	(7,511,946)	(7,656,587)
* Encumbrances			(1,549,579)			
* ABT Debt Service ²					(17,304)	(17,304)
Total Expenditures	(12,154,865)	(10,709,151)	(11,896,952)	(9,293,807)	(8,092,961)	(8,252,046)
Estimated Underexpenditures³						
Other Fund Transactions						
Total Other Fund Transactions	0	0	0	0	0	0
Ending Fund Balance	6,757,983	1,023,666	2,545,351	1,072,634	1,000,000	1,000,000
Less: Reserves & Designations						
* Encumbrances for contracted providers	(1,549,579)					
* Capital Projects Commitments	(550,000)		(348,920)			
* Service Program Commitments	(3,316,462)		(804,529)			
Total Reserves & Designations	(5,416,041)	0	(1,153,449)	0	0	0
Ending Undesignated Fund Balance	1,341,942	1,023,666	1,391,902	1,072,634	1,000,000	1,000,000
Target Fund Balance⁴	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000

Financial Plan Notes:

¹ The 2010 Actuals are from the 2009 CAFR and 14th Month ARMS.

² This charge represents the estimated debt service for the Accountable Business Transformation (ABT) Program

³ There is no underexpenditure required of this fund.

⁴ Target fund balance is based on prior agreement with PSB and set at \$1 million.

2012 Proposed Budget for

MHCADS - Alcoholism and Substance Abuse 1260/0960

Code/ Item#	Description	Expenditures	FTEs *	TLTs
Adopted Budget				
AD01	2011 Adopted Budget	30,731,877	36.90	1.00
Adjustments to Adopted Budget				
SQ01	2011 Service Levels Adjusted for 2012 Costs	(16,105)	0.00	0.00
Efficiency Reductions				
ER01	Substance Abuse Staff Reductions	(381,436)	(3.40)	0.00
Program Changes				
PC01	Substance Abuse State Cuts	(1,784,086)	0.00	0.00
Central Rate Changes				
CR01	Flexible Benefits	(16,800)	0.00	0.00
CR05	General Fund Overhead Adjustment	(20,218)	0.00	0.00
CR07	Technology Services Operations & Maintenance Charge	(7,611)	0.00	0.00
CR08	Technology Services Infrastructure Charge	3,633	0.00	0.00
CR10	KCIT Operations Charge/Rebate	1,783	0.00	0.00
CR11	Telecommunications Services	(1,372)	0.00	0.00
CR12	Telecommunications Overhead	(969)	0.00	0.00
CR13	Motor Pool Rate Adjustment	4,048	0.00	0.00
CR19	Radio Reserve Program	(487)	0.00	0.00
CR25	Financial Service Charges	(1,528)	0.00	0.00
CR26	Retirement Rate Adjustment	10,869	0.00	0.00
CR27	Industrial Insurance Rate Adjustment	(2,742)	0.00	0.00
CR36	Property Services Lease Administration Fee	(1,164)	0.00	0.00
CR37	Facilities Management Strategic Initiative	(108)	0.00	0.00
CR46	KCIT Technology Projects	8,402	0.00	0.00
CR48	Business Resource Center	20,751	0.00	0.00
		(3,513)	0.00	0.00
Technical Adjustments				
TA01	Substance Abuse Staffing Changes	(310,693)	(.80)	(1.00)
TA39	COLA Adjustment	(9,337)	0.00	0.00
		(320,030)	(.80)	(1.00)
2012 Proposed Budget		28,226,707	32.70	0.00

* FTEs do not include temporaries or overtime.

** Please see Budget Transparency Section table at the end of the program plan pages for section information as identified in the Budget Transparency Ordinance No. 16445.

MHCADS – Alcoholism and Substance Abuse Services Fund

PROGRAM HIGHLIGHTS

The total 2012 Proposed Budget for Mental Health Chemical Abuse and Dependency Services (MHCADS) – Substance Abuse Fund is \$28,226,707 with 32.70 FTEs.

Adjustments to Base Budget

2011 Service Levels Adjusted for 2012 Costs –(\$16,105) . Adjustments to the 2011 Adopted Budget were made to incorporate inflation in labor and select other operating costs and implement various other salary changes resulting in a net decrease of (\$16,105) from the 2011 Adopted Budget.

Efficiency Reductions

Substance Abuse Staff Reductions – (\$381,436) Expenditure / (3.40) FTEs. In order to partially meet the department’s three percent efficiency target, three vacant administrative positions are eliminated and two full-time Chemical Dependency Screeners will have their hours reduced by 20% and become 0.80 FTE positions. The agency expects to meet clients’ needs through increased efficiencies and workloads.

Program Changes

Substance Abuse State Cuts – (\$1,784,086) Expenditure / (\$2,250,000) Revenue. In response to state cuts in the funding of substance abuse and chemical dependency programs serving targeted populations, this proposal makes necessary reductions. This will result in fewer clients receiving direct services from providers funded, at least in part, from the SA Fund.

Technical Adjustments

Substance Abuse Staffing Changes – (\$310,693) Expenditure / \$0 Revenue / (0.80) FTE / (1.00) TLT. Two 0.50 TLT positions are eliminated with this proposal. The first is requested due to the completion of the program work plan the temporary employee was hired for and the second is a vacant spot that had never been filled. Finally, a partial FTE is proposed to be moved from SA to MH as the work program shifts to more of a mental health focus.

COLA – (\$9,337). The Cost of Living Adjustment (COLA) reflects the change from the preliminary Office of Economic and Financial Analysis forecast of 1.77 percent to the final 2012 COLA rate of 1.63 percent.

Central Rate Adjustments – (\$3,513). This series of adjustments captures the net effect of changes in countywide charges from the 2011 Adopted Budget, and results in a (\$3,513) decrease in charges to Substance Abuse. Details about each rate can be found in the How We Deliver Introduction, beginning on page H-5, and the agency-specific charges are detailed in the central rate changes section of the agency’s crosswalk.

**2012 Proposed Financial Plan
MHCADS - Alcoholism and Substance Abuse Fund / 1260**

	2010 Actual ¹	2011 Adopted	2011 Estimated	2012 Proposed	2013 Projected	2014 Projected
Beginning Fund Balance	3,779,516	3,887,796	3,641,370	3,535,908	3,645,057	3,442,308
Revenues						
* Federal, State and Other Revenues	18,287,202	30,585,856	26,200,282	28,335,856	28,902,573	29,480,625
Total Revenues	18,287,202	30,585,856	26,200,282	28,335,856	28,902,573	29,480,625
Expenditures						
* Administration	(2,078,560)	(2,559,588)	(2,311,955)	(2,567,570)	(2,644,597)	(2,723,935)
* Program	(16,346,788)	(28,172,289)	(23,914,789)	(25,659,137)	(26,428,911)	(27,221,778)
* Encumbrances			(79,000)			
* ABT Debt Service ²					(31,814)	(31,814)
Total Expenditures	(18,425,348)	(30,731,877)	(26,305,744)	(28,226,707)	(29,105,322)	(29,977,527)
Estimated Underexpenditures ³						
Other Fund Transactions						
Total Other Fund Transactions	0	0	0	0	0	0
Ending Fund Balance	3,641,370	3,741,775	3,535,908	3,645,057	3,442,308	2,945,405
Less: Reserves & Designations						
* Carryover Encumbrances	(79,000)					
Total Reserves & Designations	(79,000)	0	0	0	0	0
Ending Undesignated Fund Balance	3,562,370	3,741,775	3,535,908	3,645,057	3,442,308	2,945,405
Target Fund Balance ⁴	184,253	307,319	263,057	282,267	291,053	299,775

Financial Plan Notes:

¹ The 2010 Actuals are from the 2009 CAFR and 14th Month ARMS.

² This charge represents the estimated debt service for the Accountable Business Transformation (ABT) Program which

³ There is no underexpenditure required of this fund.

⁴ Target fund balance is set at 1% of total expenditures based on Fund Balance Policy set by Motion 7516 adopted May 1, 1989.

**2012 Proposed Budget for
MHCADS - Mental Health 1120/0924**

Code/ Item#	Description	Expenditures	FTEs *	TLTs
Adopted Budget				
AD01	2011 Adopted Budget	174,417,973	73.50	3.00
Adjustments to Adopted Budget				
SQ01	2011 Service Levels Adjusted for 2012 Costs	27,762	0.00	0.00
Program Changes				
PC01	Medicaid and Non-Medicaid Mental Health Services	(6,639,234)	0.00	0.00
Revenue Backed Changes				
RB01	Veterans & Human Services Levy Mental Health Projects	98,331	1.00	(1.00)
RB02	Trauma Informed Care	13,159	0.00	0.00
RB03	Crisis and Commitment Services	362,105	0.00	0.00
		473,595	1.00	(1.00)
Central Rate Changes				
CR01	Flexible Benefits	(51,048)	0.00	0.00
CR05	General Fund Overhead Adjustment	56,388	0.00	0.00
CR07	Technology Services Operations & Maintenance Charge	(29,796)	0.00	0.00
CR08	Technology Services Infrastructure Charge	31,712	0.00	0.00
CR10	KCIT Operations Charge/Rebate	7,507	0.00	0.00
CR11	Telecommunications Services	(1,980)	0.00	0.00
CR12	Telecommunications Overhead	(1,126)	0.00	0.00
CR13	Motor Pool Rate Adjustment	26,058	0.00	0.00
CR14	Facilities Management Space Charge	100,263	0.00	0.00
CR15	Insurance Charges	129,873	0.00	0.00
CR17	Radio Maintenance	(470)	0.00	0.00
CR18	Radio Direct Charges	(447)	0.00	0.00
CR19	Radio Reserve Program	(284)	0.00	0.00
CR20	Prosecuting Attorney Civil Division Charge	14,441	0.00	0.00
CR22	Long Term Leases	24,009	0.00	0.00
CR25	Financial Service Charges	(31,544)	0.00	0.00
CR26	Retirement Rate Adjustment	13,298	0.00	0.00
CR27	Industrial Insurance Rate Adjustment	(6,233)	0.00	0.00
CR36	Property Services Lease Administration Fee	7,899	0.00	0.00
CR37	Facilities Management Strategic Initiative	221	0.00	0.00
CR38	Major Maintenance Repair Fund	6,271	0.00	0.00
CR46	KCIT Technology Projects	19,913	0.00	0.00
CR48	Business Resource Center	60,060	0.00	0.00
		374,985	0.00	0.00
Technical Adjustments				
TA01	Transfer of FTE From Substance Abuse	115,472	1.00	0.00
TA39	COLA Adjustment	(10,126)	0.00	0.00
		105,346	1.00	0.00
2012 Proposed Budget		168,760,427	75.50	2.00

* FTEs do not include temporaries or overtime.

** Please see Budget Transparency Section table at the end of the program plan pages for section information as identified in the Budget Transparency Ordinance No. 16445.

MHCADS – Mental Health Services Fund

PROGRAM HIGHLIGHTS

The total 2012 Proposed Budget for Mental Health Chemical Abuse and Dependency Services – Mental Health Fund is \$168,760,427, with 75.50 FTEs and 2.00 TLTs.

Adjustments to Base Budget

2011 Service Levels Adjusted for 2012 Costs – \$27,762 Expenditure / \$47,705 Revenue. Adjustments to the 2011 Adopted Budget were made to incorporate inflation in labor and select other operating costs and implement various other salary changes resulting in a net change of \$27,762 from the 2011 Adopted Budget. The revenue adjustment was made to balance to the preliminary 2012 revenue estimates.

Program Changes

Medicaid and Non-Medicaid Mental Health Services – (\$6,639,234) Expenditure / (\$7,976,465) Revenue. In response to state funding cuts, this proposal reduces expenditures for Medicaid outpatient service providers and Non-Medicaid outpatient services, crisis diversion and Regional Service Network programs.

Revenue Backed Changes

Veterans & Human Services Levy (VHSL) Mental Health Projects – \$98,331 Expenditure / \$98,331 Revenue / 1.00 FTE / (1.00) TLT. With the renewal of the VHSL, this proposal supports the funding of housing programs, tenant based rental assistance and community treatment services. In addition, the DCHS Privacy Officer is converted to a permanent FTE. This position is charged with assuring department-wide compliance with the federal Health Insurance Portability and Accountability Act (HIPAA) especially when it is applied to the high users of mental health services funded by the levy.

Trauma Informed Care – \$13,159 Expenditure / \$13,159 Revenue. This is a small adjustment to the Mental Health Transformation Grant (MHTG) for trauma informed care. The MHTG provides funding for transformative changes in the organization, management and delivery of public mental health services.

Crisis and Commitment Services (CCS) – \$362,105 Expenditure / \$362,105 Revenue. The CCS performs involuntary psychiatric detentions, authorized under the state Involuntary Treatment Act. This expenditure increase reflects the additional costs of operating the CCS.

Technical Adjustments

Transfer of FTE From Substance Abuse – \$115,472 Expenditure / 1.00 FTE. This proposal shifts a Planning and Program Manager III (PPMIII) position from Substance Abuse where it is no longer needed, to the Mental Health Fund. This position will provide evaluation services as part of the work program funded by the Mental Health Trauma Informed Care (TIC) grant.

HEALTH & HUMAN POTENTIAL STRATEGIC PLAN AREA

COLA – (\$10,126). The Cost of Living Adjustment (COLA) reflects the change from the preliminary Office of Economic and Financial Analysis forecast of 1.77 percent to the final 2012 COLA rate of 1.63 percent.

Central Rate Adjustments - \$374,985. This series of adjustments captures the net effect of changes in countywide charges from the 2011 Adopted Budget, and results in a \$374,985 increase in charges to Mental Health. Details about each rate can be found in the How We Deliver Introduction, beginning on page H-5, and the agency-specific charges are detailed in the central rate changes section of the agency's crosswalk.

**2012 Proposed Financial Plan
Mental Health Fund / 1120**

	2010 Actual ¹	2011 Adopted	2011 Estimated	2012 Proposed	2013 Projected	2014 Projected
Beginning Fund Balance	26,158,785	22,745,683	29,808,432	22,818,020	24,083,244	26,170,527
Revenues						
* Operating Revenues	152,720,129	177,480,816	155,351,002	170,025,651	175,976,549	182,135,728
Total Revenues	152,720,129	177,480,816	155,351,002	170,025,651	175,976,549	182,135,728
Expenditures						
* Operating Expenditures	(149,070,482)	(174,417,973)	(162,247,576)	(168,760,427)	(173,823,240)	(179,037,937)
* Encumbrance			(93,838)			
* ABT Debt Service ²					(66,026)	(66,026)
Total Expenditures	(149,070,482)	(174,417,973)	(162,341,414)	(168,760,427)	(173,889,266)	(179,103,963)
Estimated Underexpenditures³						
Other Fund Transactions						
Total Other Fund Transactions	0	0	0	0	0	0
Ending Fund Balance	29,808,432	25,808,526	22,818,020	24,083,244	26,170,527	29,202,292
Less: Reserves & Designations						
* Risk & Inpatient Reserve: Medicaid	(7,655,943)	(8,863,599)	(8,001,383)	(9,028,001)	(9,208,561)	(9,300,647)
* Inpatient Reserve: Non-Medicaid	(1,192,245)	(1,670,046)	(1,313,586)	(1,311,567)	(1,324,203)	(1,336,965)
* Operating Reserve: Medicaid	(5,172,934)	(5,988,918)	(5,406,340)	(6,100,001)	(6,222,001)	(6,284,221)
* Operating Reserve: Non-Medicaid	(4,607,864)	(6,454,502)	(5,076,831)	(5,069,031)	(5,117,865)	(5,167,188)
* Operating Reserve: Other State	(8,944,229)	(773,758)	(1,299,058)	(932,777)	(1,963,957)	(1,615,770)
* Carryover Encumbrance	(93,838)					
Total Reserves & Designations	(27,667,053)	(23,750,823)	(21,097,198)	(22,441,377)	(23,836,587)	(23,704,791)
Ending Undesignated Fund Balance	2,141,379	2,057,703	1,720,822	1,641,867	2,333,940	5,497,501
Target Fund Balance⁴	1,490,705	1,744,180	1,622,476	1,687,604	1,738,232	1,790,379

Financial Plan Notes:

¹ The 2010 Actuals are from the 2009 CAFR and 14th Month ARMS.

² This charge represents the estimated debt service for the Accountable Business Transformation (ABT) Program which

³ There is no underexpenditure required of this fund.

⁴ Target fund balance is set at 1% of total expenditures based on Fund Balance Policy set by Motion 7516 adopted May 1, 1989.

2012 Proposed Budget for

Mental Illness and Drug Dependency Fund 1135/0990

Code/ Item#	Description	Expenditures	FTEs *	TLTs
Adopted Budget				
AD01	2011 Adopted Budget	40,809,577	13.75	0.00
Adjustments to Adopted Budget				
SQ01	2011 Service Levels Adjusted for 2012 Costs	29,060	0.00	0.00
Efficiency Reductions				
ER01	Staff Reduction - MIDD Administration	(62,822)	(.75)	0.00
Central Rate Changes				
CR01	Flexible Benefits	(7,464)	0.00	0.00
CR05	General Fund Overhead Adjustment	133,111	0.00	0.00
CR07	Technology Services Operations & Maintenance Charge	(2,005)	0.00	0.00
CR08	Technology Services Infrastructure Charge	9,030	0.00	0.00
CR10	KCIT Operations Charge/Rebate	14,230	0.00	0.00
CR11	Telecommunications Services	(4,534)	0.00	0.00
CR12	Telecommunications Overhead	(2,294)	0.00	0.00
CR13	Motor Pool Rate Adjustment	4,848	0.00	0.00
CR21	Debt Service Adjustment	1	0.00	0.00
CR25	Financial Service Charges	41,568	0.00	0.00
CR26	Retirement Rate Adjustment	3,011	0.00	0.00
CR27	Industrial Insurance Rate Adjustment	(840)	0.00	0.00
CR37	Facilities Management Strategic Initiative	(2,069)	0.00	0.00
CR46	KCIT Technology Projects	19,515	0.00	0.00
CR48	Business Resource Center	43,753	0.00	0.00
		249,861	0.00	0.00
Technical Adjustments				
TA01	Revenue Adjustment (\$120,362)	0	0.00	0.00
TA39	COLA Adjustment	(2,599)	0.00	0.00
		(2,599)	0.00	0.00
2012 Proposed Budget		41,023,077	13.00	0.00

* FTEs do not include temporaries or overtime.

** Please see Budget Transparency Section table at the end of the program plan pages for section information as identified in the Budget Transparency Ordinance No. 16445.

Mental Illness and Drug Dependency Operating

PROGRAM HIGHLIGHTS

The total 2012 Proposed Budget for Mental Illness and Drug Dependency (MIDD) Operating is \$41,023,077, with 13.00 FTEs.

Adjustments to Base Budget

2011 Service Levels Adjusted for 2012 Costs – \$29,060 Expenditure / \$3,524,013 Revenue. Adjustments to the 2011 Adopted Budget were made to incorporate inflation in labor and select other operating costs and implement various other salary changes resulting in a net change of \$29,060 from the 2011 Adopted Budget. The revenue adjustment was made to balance to the preliminary 2012 revenue estimates.

Efficiency Reductions

Staff Reductions – MIDD Administration – (\$62,822) Expenditure / (0.75) FTEs. In order to partially meet the department's three percent efficiency target, a vacant administrative three-quarters time position is eliminated. This position was created in 2009, but through finding efficiencies in work programs, the assigned duties were covered by other staff and the position was never filled.

Technical Adjustments

Revenue Adjustment – (\$120,362) Revenue. In order to balance to the Economic Forecasting Council's revised sales tax projection, this change item adjusts the MIDD Fund's sales tax revenue account and interest earnings.

COLA – (\$2,599). The Cost of Living Adjustment (COLA) reflects the change from the preliminary Office of Economic and Financial Analysis forecast of 1.77 percent to the final 2012 COLA rate of 1.63 percent.

Central Rate Adjustments - \$249,861. This series of adjustments captures the net effect of changes in countywide charges from the 2011 Adopted Budget, and results in a \$249,861 increase in charges to MIDD Operating. Details about each rate can be found in the How We Deliver Introduction, beginning on page H-5, and the agency-specific charges are detailed in the central rate changes section of the agency's crosswalk.

2012 Proposed Budget for

Mental Health and Substance Abuse MIDD 1135/0987

Code/ Item#	Description	Expenditures	FTEs *	TLTs
Adopted Budget				
AD01	2011 Adopted Budget	4,979,122	2.75	0.00
Adjustments to Adopted Budget				
SQ01	2011 Service Levels Adjusted for 2012 Costs	236	0.00	0.00
Central Rate Changes				
CR01	Flexible Benefits	(1,908)	0.00	0.00
CR14	Facilities Management Space Charge	(32,861)	0.00	0.00
CR17	Radio Maintenance	470	0.00	0.00
CR18	Radio Direct Charges	292	0.00	0.00
CR22	Long Term Leases	67,019	0.00	0.00
CR26	Retirement Rate Adjustment	893	0.00	0.00
CR27	Industrial Insurance Rate Adjustment	(170)	0.00	0.00
CR36	Property Services Lease Administration Fee	26	0.00	0.00
CR37	Facilities Management Strategic Initiative	97	0.00	0.00
		33,858	0.00	0.00
Technical Adjustments				
TA39	COLA Adjustment	(489)	0.00	0.00
		5,012,727	2.75	0.00
	2012 Proposed Budget			

* FTEs do not include temporaries or overtime.

** Please see Budget Transparency Section table at the end of the program plan pages for section information as identified in the Budget Transparency Ordinance No. 16445.

Mental Health & Substance Abuse MIDD

PROGRAM HIGHLIGHTS

The total 2012 Proposed Budget for Mental Health and Substance Abuse MIDD (MH & SA MIDD) is \$5,012,727, with 2.75 FTEs.

Adjustments to Base Budget

2011 Service Levels Adjusted for 2012 Costs –\$236. Adjustments to the 2011 Adopted Budget were made to incorporate inflation in labor and select other operating costs and implement various other salary changes resulting in a net change of \$236 from the 2011 Adopted Budget.

Technical Adjustments

COLA – (\$489). The Cost of Living Adjustment (COLA) reflects the change from the preliminary Office of Economic and Financial Analysis forecast of 1.77 percent to the final 2012 COLA rate of 1.63 percent.

Central Rate Adjustments - \$33,858. This series of adjustments captures the net effect of changes in countywide charges from the 2011 Adopted Budget, and results in a \$33,858 increase in charges to MH&SA MIDD. Details about each rate can be found in the How We Deliver Goal section introduction, and the agency-specific charges are detailed in the central rate changes section of the agency's crosswalk.

**2012 Proposed Financial Plan
Mental Illness and Drug Dependency Fund / 1135**

	2010 Actual ¹	2011 Adopted	2011 Estimated	2012 Proposed	2013 Projected	2014 Projected
Beginning Fund Balance	33,709,764	22,375,101	30,397,893	19,450,422	9,002,990	489,642
Revenues						
* CD/MH Sales Tax	40,732,131	42,206,316	44,710,275	45,933,329	48,012,600	50,651,897
* Interest Earnings	322,330	138,806	148,983	56,168	15,000	7,500
Total Revenues	41,054,461	42,345,122	44,859,258	45,989,497	48,027,600	50,659,397
Expenditures						
* Operating Expenditures (MHCADSD)	(30,216,194)	(40,447,577)	(40,415,023)	(40,661,077)	(41,880,909)	(41,880,909)
* Operating Expenditures (Superior Court)	(807,950)	(1,059,694)	(1,032,067)	(1,062,604)	(1,094,482)	(1,094,482)
* Operating Expenditures (Sheriff)	(45,182)	(164,475)	(162,351)	(168,075)	(173,117)	(173,117)
* Operating Expenditures (DJA)	(105,875)	(126,453)	(100,247)	(128,651)	(132,511)	(132,511)
* Operating Expenditures (PAO)	(149)	(263,399)	(241,384)	(274,199)	(282,425)	(282,425)
* Operating Expenditures (OPD)	(350,784)	(443,263)	(443,263)	(448,149)	(461,593)	(461,593)
* Operating Expenditures (District Court)	(147,698)	(321,354)	(303,229)	(340,107)	(350,310)	(350,310)
* MIDD Supplantation ²	(12,692,501)	(13,460,117)	(13,400,168)	(13,751,910)	(14,408,280)	(15,197,819)
* Encumbrance Carryover			(102,398)			
* ABT Debt Service - Mini MIDD's ³					(82,426)	(82,426)
* ABT Debt Service - MIDD Operating ³					(23,471)	(23,471)
* Reduction Needed to Balance					1,950,000	8,680,000
Total Expenditures	(44,366,332)	(56,286,332)	(56,200,130)	(56,834,772)	(56,939,525)	(50,999,064)
Estimated Underexpenditures⁴		394,004	393,401	397,843	398,577	356,993
Other Fund Transactions						
Total Other Fund Transactions	0	0	0	0	0	0
Ending Fund Balance	30,397,893	8,827,895	19,450,422	9,002,990	489,642	506,969
Less: Reserves & Designations						
* Revenue Stabilization Reserve ⁵		(4,000,000)	(4,000,000)	(4,000,000)		
* Reserve for Encumbrance	(102,398)					
Total Reserves & Designations	(102,398)	(4,000,000)	(4,000,000)	(4,000,000)	0	0
Ending Undesignated Fund Balance	30,295,495	4,827,895	15,450,422	5,002,990	489,642	506,969
Target Fund Balance⁶	410,545	423,451	448,593	459,895	480,276	506,594

Financial Plan Notes:

¹ The 2010 Actuals are from the 2009 CAFR and 14th Month ARMS.

² The MIDD Supplantation is assumed to remain at 30% of revenue through 2014.

³ These charges represent the estimated debt service for the Accountable Business Transformation (ABT) Program

⁴ Underexpenditure is 2% of direct services (not under contract). Direct services account for approximately 35% of expenditures. This is not an appropriated underexpenditure but is built into the financial plan.

⁵ A Revenue Stabilization Reserve will be established at a level of 10% of Sales Tax Revenue. In 2008, \$1,500,000 was reserved with an additional \$500,000 budgeted for 2009. One million dollars will be added each subsequent year until this level is attained, unless the stabilization reserve is needed to fund programs. The Reserve will then be maintained at 10% of Sales Tax Revenue if revenue allows.

⁶ Target fund balance is set at 1% of expected expenditures. This is consistent with both the Mental Health and Substance Abuse

Mental Illness and Drug Dependency Fund

The total 2012 Proposed Budget for the Mental Illness and Drug Dependency (MIDD) fund is \$56,834,772, with 79.05 FTEs. As was established in the 2010 Adopted Budget, the MIDD Fund consists of 10 appropriation units. Information on the budgets for the criminal justice focused MIDD appropriations are contained in the Law, Safety and Justice Section of this book.

The following is the 2012 Proposed Spending Plan for the MIDD Fund, broken out by strategy number: It does not include the funding of the supplantation programs.

Strategy Number and Description		2011 Adopted	2012 Proposed
1a-1	Increase access to community mental health treatment	\$8,520,000	\$8,520,000
1a-2	Increase access to community substance abuse treatment	\$2,623,225	\$2,623,225
1b	Outreach and engagement to individuals leaving hospitals, jails, or crisis facilities	\$495,000	\$495,000
1c	Emergency room substance abuse early intervention program	\$717,000	\$717,000
1d	Mental health crisis next day appointments and stabilization services	\$225,000	\$225,000
1e	Chemical dependency professional education and training	\$555,000	\$555,000
1f	Peer support and parent partner family assistance	\$375,000	\$375,000
1g	Prevention and early intervention mental health and substance abuse services for older adults	\$450,000	\$450,000
1h	Expand availability of crisis intervention and linkage to on-going services for older adults	\$315,000	\$315,000
2a	Caseload reduction for mental health	\$3,500,000	\$3,500,000
2b	Employment services for individuals with mental illness and chemical dependency	\$1,000,000	\$1,000,000
3a	Supportive services for housing projects	\$2,000,000	\$2,000,000
4a	Services to parents participating in substance abuse outpatient treatment programs	\$0	\$0
4b	Prevention services to children of substance abusers	\$0	\$0
4c	School based mental health and substance abuse services	\$1,235,000	\$1,235,000
4d	School based suicide prevention	\$200,000	\$200,000
5a	Increase capacity for social and psychological assessments for juvenile justice youth	\$386,729	\$392,729
6a	Wraparound family, professional and natural support services for emotionally disturbed youth	\$3,200,000	\$3,200,000
7a	Reception centers for youth in crisis	\$0	\$0
7b	Expanded crisis outreach and stabilization services for children and youth	\$500,000	\$500,000

HEALTH & HUMAN POTENTIAL STRATEGIC PLAN AREA

8a	Expand family treatment court services and support to parents	\$488,493	\$488,493
9a	Expand juvenile drug court treatment	\$624,026	\$624,026
10a	Crisis intervention training program	\$928,222	\$928,222
10b	Adult crisis diversion center, respite beds, and mobile behavioral health crisis team	\$6,100,000	\$6,100,000
11a	Increase capacity for jail liaison program	\$80,000	\$80,000
11b	Increase services available for new or existing mental health court programs	\$1,391,932	\$1,411,932
12a	Increase jail re-entry program capacity	\$320,000	\$320,000
12b	Hospital re-entry respite beds	\$508,500	\$508,500
12c	Increase capacity for Harborview's Psychiatric Emergency Services to link individuals to community-based services	\$200,000	\$200,000
12d	Behavior modification classes for CCAP	\$75,000	\$75,000
13a	Domestic violence and mental health services	\$250,000	\$250,000
13b	Domestic violence prevention	\$224,000	\$224,000
14a	Sexual assault and mental health and chemical dependency services	\$400,000	\$400,000
15a	Drug Court: Expansion of Recovery Support Services	\$230,231	\$232,231
16a	New housing units and rental subsidies	\$0	\$0
17a	Crisis Intervention Team/Mental Health Partnership Pilot	\$0	\$0
17b	Safe Housing and Treatment for Children in Prostitution Pilot	\$0	\$0
	Administration	\$2,692,219	\$2,877,719
	Total	\$40,809,577	\$41,023,077

**2012 Proposed Budget for
Human Services GF Transfers 0010/0694**

Code/ Item#	Description	Expenditures	FTEs *	TLTs
Adopted Budget				
AD01	2011 Adopted Budget	626,283	0.00	0.00
Program Changes				
PC01	Back to School Employment Program	265,000	0.00	0.00
PC02	Avanza Project	115,000	0.00	0.00
PC03	Human Service Economic Recovery Program	1,000,000	0.00	0.00
		1,380,000	0.00	0.00
2012 Proposed Budget		2,006,283	0.00	0.00

* FTEs do not include temporaries or overtime.

** Please see Budget Transparency Section table at the end of the program plan pages for section information as identified in the Budget Transparency Ordinance No. 16445.

Human Services General Fund Transfers

PROGRAM HIGHLIGHTS

For the first time in three years, the General Fund Transfer to Human Services is included in the Proposed Budget. This is due largely to the savings achieved through county-wide efficiency efforts in the 2012 budgets. This one-time reinvestment of \$1 million to human service providers is included in the General Fund Transfer to Human Services, details of this program is included in the CSO portion of this section. In addition, recognizing the importance of providing funding to programs serving survivors of domestic violence and sexual assault, the 2012 Proposed Budget contains \$626,283 of discretionary General Fund support for these services. Finally, the General Fund Transfer to Human Services provides \$380,000 of Criminal Justice Reserve funding for the continuation into 2012 of two gang intervention programs managed by the Employment and Education Resources Program (EER), which were initially funded through a 2011 supplemental appropriation. Details of these programs are in the EER portion of the Economic Growth and Built Environment Goal section of this budget book.

These proposals combine for a total 2012 Proposed General Fund Transfer to Human Services of \$2,006,283.

2012 Proposed Budget for

Community and Human Services Administration 1070/0935

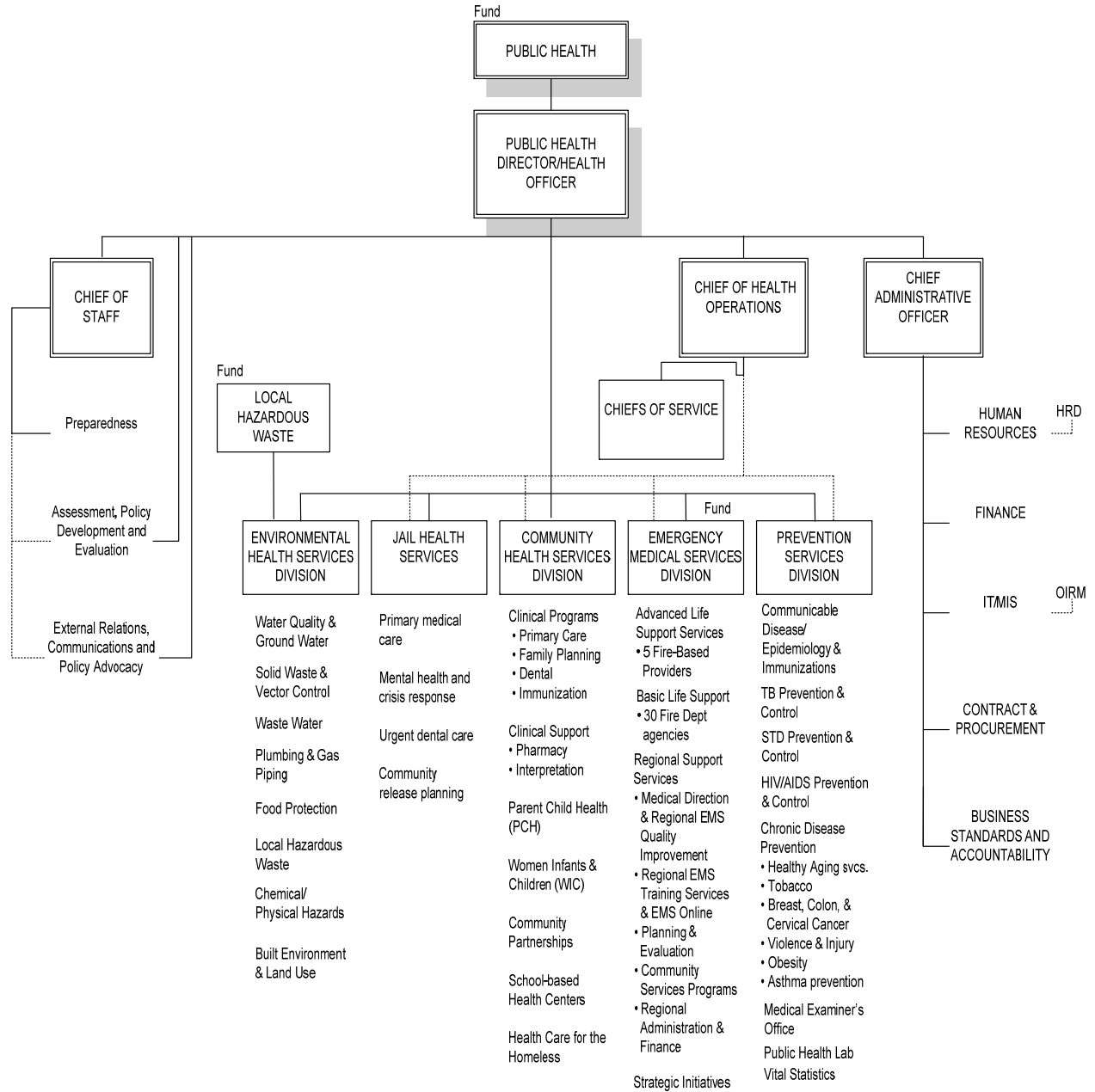
Code/ Item#	Description	Expenditures	FTEs *	TLTs
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* FTEs do not include temporaries or overtime.

** Please see Budget Transparency Section table at the end of the program plan pages for section information as identified in the Budget Transparency Ordinance No. 16445.

Public Health

Department of Public Health



PUBLIC HEALTH

Mission:

**Public Health -
Seattle & King County**

To identify and promote the conditions under which all people can live within healthy communities and can achieve optimum health.

OVERVIEW

King County Government’s mission, through its Executive, County Council, Board of Health and Public Health – Seattle & King County, is to identify and promote the conditions under which all people can live within healthy communities and can achieve optimum health.

King County’s goal is to protect and improve the health and well-being of people in King County, as defined by per person healthy years lived. In the context of achieving this goal, whenever possible, King County will employ strategies, policies and interventions to reduce health disparities across all segments of the population.

Department Organization and Budget

The Department of Public Health (DPH) is organized into five divisions and a Cross-Cutting and Business Administrative Services organization. The divisions are Community Health Services, Emergency Medical Services, Environmental Health Services, Jail Health Services, and Prevention Services. The Cross-Cutting and Business Administrative Services organization includes priority public health analytic, policy and communications functions, and the department’s core business infrastructure. The following is a summary of each division’s base functions and services.

Department of Public Health Appropriations \$344 Million



Note: This chart includes Jail Health, which is reported out under the Justice and Safety section of the budget book.

HEALTH & HUMAN POTENTIAL STRATEGIC PLAN AREA

The Community Health Services (CHS) Division provides a wide range of public health services delivered directly from ten public health centers and other community-based facilities to targeted, high risk populations. As such, it is working to build an efficient, comprehensive clinical care system for a defined population, delivered through a framework of evidence-based medicine. In addition, the division contracts with various other community agencies to provide specialized services for high risk populations to effectively meet public health goals. CHS programs include Maternity Support Services, Primary Care/Family Health, Women, Infants & Children supplemental food and nutrition program (WIC), Family Planning, School-Based Health Centers, Oral Health, Nurse/Family Partnership, Pharmacy, Interpretation Services, Health Care Access and Outreach, Health Care for the Homeless and Child Profile.

The Emergency Medical Services (EMS) Division is responsible for coordinating and providing pre-hospital emergency services in King County and providing regional leadership through the formation of partnerships with cities and fire departments providing EMS services in King County. Four primary programs are provided as described in the *Medic One/EMS 2008-2013 Strategic Plan*: 1) Paramedic or Advanced Life Support Services (ALS); 2) Basic Life Support Services (BLS) are provided in partnership with local fire departments with partial assistance from the EMS levy; 3) Regional Support Services; and 4) Strategic Initiatives designed to improve the system. A regional EMS Advisory Committee provides guidance and review of decisions made within the system. As part of King County's goal to protect and improve the health and well being of people in King County, EMS services are intended to increase the number of healthy years lived by people in King County and contribute towards eliminating health disparities through access to quality emergency pre-hospital services.

The Environmental Health (EH) Division provides fee-based, grant-based and regional services. The foundation of good health is a healthy environment that includes clean water, air, and soils; pest and toxic-free homes and businesses; safe, wholesome foods; adequate waste disposal and safe neighborhoods. EH addresses the challenge of providing safer, healthier places to live, learn, work and play by advocating for and integrating a health focus in land use development, encouraging healthy behaviors and the use of healthy products, developing and implementing new policies, and ensuring that community needs are included in program planning while enforcing mandates. All of the division's work and planning is based on the core principle of equity for all residents. EH programs include Food Protection and Living Environment, Solid Waste, Vector/Nuisance Control, Plumbing and Gas Piping, Drinking Water, Chemical Hazards, Wastewater Disposal and On-Site Maintenance, and Zoonotics.

In addition, Environmental Health administers the Local Hazardous Waste Management Program which has its own stable revenue source.

The Jail Health Services (JHS) Division is required to provide health care services to all incarcerated individuals in the King County Correctional Facility (KCCF) and the Maleng Regional Justice Center (MRJC) in support of the courts' findings that inmates have a constitutional right to certain standards of care. Those rights are laid forth in the Hammer Settlement and the Department of Justice (DOJ) Agreement as well as by the National Commission for Correctional Health Care (NCCHC) accrediting agency. Jail inmates are a population that is underserved and among the most medically vulnerable in the County. Jail health services are often the only access point for medical care for inmates. This population includes a large proportion of low income and homeless individuals, mentally ill, and drug-addicted individuals. Budget detail for this division can be found in the Justice and Safety Goal Section of the budget narrative.

HEALTH & HUMAN POTENTIAL STRATEGIC PLAN AREA

The Prevention Services Division provides the County's disease surveillance and investigation, health promotion, and regulatory services to King County residents in order to prevent disease and injury, improve the residents' quality of life and reduce disparities in health status. Programs within the division include the Medical Examiner's Office (MEO), Vital Statistics, Chronic Disease and Injury Prevention, Communicable Disease Epidemiology and Immunization, HIV/STD Prevention and Control, Tuberculosis Prevention and Control, and the Public Health Laboratory.

The Regional Cross-Cutting/Administration Division ensures capacity for accomplishing the core activities of Assessment, Policy Development, and Evaluation is available and consistent across the domains of protection, promotion, and provision as outlined in the Public Health Operational Master Plan (PHOMP). In addition, the core business functions, financial management, contracts and procurement, compliance and human resources necessary for organizational accountability are included. Additional programs include Preparedness; Assessment, Policy Development and Evaluation (APDE); Policy, Community Partnerships, and Communications (PC2), which includes the Equity and Social Justice Initiative; the Board of Health and Public Information services.

Another organizational structure of the Public Health Department consists of twenty sections as established pursuant to Ordinance 2009-0130 (commonly referred to as the Budget Transparency Ordinance), which also align with the Department's organizational structure. Each section specifically correlates to one of the four domains of the PHOMP: Protection, Promotion, Provision, and Organizational Attributes and Financing. The following describes each of the PHOMP domains.

- **Health Protection:** King County has fundamental, statutorily defined responsibilities and powers to protect the public's health. Examples of these responsibilities include tracking disease and other health threats; preventing and treating communicable diseases; regulating dangerous environmental and workplace exposures; ensuring the safety of water, air, and food; and preparing for and responding to natural and human-made threats and disasters. Health protection action, including regulatory activities, must be balanced against limiting personal freedoms, but should be undertaken when the results will yield significant improvements to the health and safety of individuals and the community.
- **Health Promotion:** King County is responsible for leading efforts to promote health and prevent disability arising, for example, from injuries from traffic accidents or unsafe handling of firearms, or from chronic conditions such as heart disease, diabetes, and obesity. These complex health challenges often are best addressed through voluntary actions by individuals and communities. Through a collaborative and educational approach, the Department of Public Health encourages adoption of science-based, effective interventions that help make the right health choice the easy choice to make.
- **Providing Preventive and Curative Quality Health Services:** King County's role in personal health care provision is to help assure access to high quality health care for all populations. Helping to assure this access includes convening and leading system-wide efforts to improve access and quality, advocating for access to quality health care for all, forming partnerships with service providers, and directly providing individual health services when there are important public health reasons to do so.
- **Organizational Excellence:** To fulfill its mission, Public Health shall maintain attributes of organizational excellence to successfully support and execute these functions to improve the health of the public.

Each of the twenty sections also relate to only one of Public Health's three funds, which are the accounting and financial organizational elements of the Department. Public Health manages two regional Funds, the Emergency Medical Services Fund and the Local Hazardous Waste Fund. All other Department activities are budgeted within the Public Health Fund, except for Jail Health Services, which is a General Fund-supported organization as described in the Justice and Safety Goal Section of the budget narrative.

Executive Priorities Considered in 2012 Business Planning and Budget Development

The Executive's 2012 priorities to advance the KCSP and inform the 2012 Proposed Budget spotlighted consideration of Equity and Social Justice; attainment of a 3 percent efficiency target while maintaining value and service levels; and KCSP alignment of agency goals, objectives, and services.

- *Equity and Social Justice* – A key guiding principle in the adopted PHOMP is to consider equity and social justice impacts in all services. Public Health's mission includes ensuring access to care for low-income and underserved people, and narrowing the health equity gap. Each division provides specific examples in this business plan of how equity and social justice impacts are considered in making budget decisions.
- *3 Percent Efficiency Goal* – The Department achieves 3.6 percent in efficiencies. The majority of this savings is through flex benefit and retirement savings from the more than 1,000 positions within Public Health. The second major area of efficiencies comes from the Emergency Medical Services (EMS) Division's significant cost avoidance measures that prevented the addition of an Advanced Life Support (Medic 1) unit in King County.
- *King County Strategic Plan Alignment* – The work of the Public Health department is directly aligned with the Strategic Plan's Health and Human Potential Goal to "promote opportunities for all communities and individuals to realize their full potential." Programs within the department are directly focused on four objectives, including to: increase the number of healthy years that residents live; protect the health of communities; support the optimal growth and development of children and youth; and ensure a network of integrated and effective health and human services is available to people in need.

Public Health further strives to meet other goals of the King County strategic plan as follows:

- Service Excellence: The department is developing a standardized system for the assessment of customer satisfaction, developing systems to manage customer feedback and monitor performance, and developing customer service training and expectations.
- Financial Stewardship: When reductions are necessary, the Department identifies administrative reductions and efficiencies and seeks revenue enhancement and leveraging opportunities, and turns to program and service reductions as a last resort.
- Public Engagement: Public Health empowers people to play an active role in shaping the health of our community through partnerships with a wide variety of communities, other government agencies, private organizations, and individuals.
- Quality Workforce: In building and retaining a quality workforce, Public Health uses a systematic approach to identify best practice tools in recruitment, hiring, and retention of a diverse and qualified workforce.

Change Drivers

Over the past decade, Public Health has faced reductions or limitations from significant funding sources, including the King County General Fund, state and federal funding, grants, fees, and patient-generated revenues. Public Health is often a provider of last resort for uninsured county residents, and the current recession has resulted in an increased demand for services at a time when resources are shrinking.

A base imbalance between diminishing resources and the rising cost of providing services (driven by higher medical rates of inflation) has been exacerbated by the severe condition of the current economic environment. Public Health faces financial challenges in every division:

Department Wide

- Flat or declining funding from the state for cross-cutting business functions.

Community Health Services Division (CHS)

- Structural gap between local tax revenues and rising costs.
- Reductions in flexible and categorical funding at both the local and state levels.
- Increasing demand for health care and public health services due to the current recession.
- Healthcare reform.

Environmental Health Division

- Reduction in state ecology grants for site hazard assessment, local source control and Tacoma Smelter Plume work.
- Reduction in requests for service as a result of the economic downturn, particularly in the construction-related programs, leading to lower permit-related revenue.

Prevention Services Division

- Reductions in flexible and categorical funding at both the local and state levels.

Jail Health Services Division

- Legal and regulatory mandates require increased services and documentation.

Emergency Medical Services Division

- Continued decrease in property tax revenues.

Regional Cross-Cutting/Administration Services

- Reductions in flexible and categorical funding at both the local and state levels.

2012 Proposed Budget

By far the greatest change to the Department's budget in 2012 is the significant decreases in state and federal government funding. Public Health has had to reduce many programs and services being provided through its 10 Public Health Centers. In order to maintain as many current programs as possible, the 2012 Proposed Budget includes proposals to change space use at several Public Health Centers and other locations, including a plan to relocate the White Center Public Health Center to new leased space at the nearby Greenbridge complex operated by the King County Housing Authority, which will provide efficiencies and save operating costs. Other reductions and changes are proposed in Public Health Center Primary Care, Maternity Support Services, community health center support, the Medical Examiner's Office, and HIV/STD services.

The Department will also see the end of significant grant funds to support new functions, including nearly \$12 million through two federal American Reinvestment and Recovery Act (ARRA) grant awards, one for obesity prevention and one for reduction in tobacco use. This reduction will drive service level contractions in these areas unless alternative funding sources are identified. A grant funding home-based diabetes management through a five-year, \$2.4 million grant from the National Institutes of Health (NIH) will continue in 2012.

With this proposal, Public Health continues to invest in projects that the Department anticipates will allow further service efficiencies, particularly including the acquisition of an Electronic Health Record system. Planning for this project is partially funded through an ARRA grant and Medicaid reimbursement. Also, Public Health is proposing some staff and system changes to conduct critical planning and organizational preparations for federal healthcare reform changes that will begin in 2013 and 2014.

**2012 Proposed Budget for
Public Health 1800/0800**

Code/ Item#	Description	Expenditures	FTEs *	TLTs
Adopted Budget				
AD01	2011 Adopted Budget	208,544,702	1,187.46	53.85
Adjustments to Adopted Budget				
SQ01	2011 Service Levels Adjusted for 2012 Costs	6,176,362	.08	0.00
Direct Service Changes				
DS01	Contracts Procurement & Real Estate Grant Ending Reductions	(36,316)	0.00	(.75)
DS02	APDE Grant Ending Corrections	248,236	2.57	(.56)
DS03	Changes To Correctly Budget 2011 Chronic Disease Grant Revenues and Expenses In 2012	(185,812)	(4.66)	(3.22)
DS04	State Budget Reductions	(3,340,820)	(45.75)	0.00
DS05	CPRES TLT Contract Specialist II Ended	(83,156)	0.00	(1.00)
DS07	Changes To Correctly Budget ARRA Grant Revenue and Expenses In 2012	(6,033,306)	(8.40)	(13.19)
DS08	OB Program Ending at Eastgate	(45,207)	(.60)	0.00
DS09	Changes To Correctly Budget 2011 Infectious Disease Grant Revenues And Expenses in 2012	(478,639)	(1.72)	(.50)
DS10	Health Education Grants Ending	(65,357)	0.00	0.00
DS11	Changes To Correctly Budget State Flexible Funding In Infectious Disease in 2012	(38,000)	0.00	0.00
DS12	WCELI Program Change Due to Loss of Funding	(387,625)	(3.00)	0.00
DS13	Communications Grant Ending Corrections	23,397	.15	0.00
DS15	CPPW Grant Ending Adjustments in CBPHP	(2,250,000)	0.00	0.00
DS30	General Fund 3% reduction to CHC contracts	(23,808)	0.00	0.00
DS31	End Grant & Contract Work For The Dept of Ecology That Does Not Provide Full Cost Recovery	(358,646)	(3.00)	0.00
		(13,055,059)	(64.41)	(19.22)
Administrative Service Changes				
AS02	Restore Grants Contingency	(178,902)	(4.54)	3.75
AS03	Classification Changes in Contracts Procurement & Real Estate	63,569	0.00	0.00
AS04	Administrative Changes to Nursing Office	43,124	0.00	0.00
AS06	IT Classification Corrections	(5,661)	0.00	0.00
AS08	Coder / Auditor Position Correction	4,578	0.00	0.00
AS09	Communications Administrative Adjustments	2,150	0.00	0.00
AS10	Aligning Revenue Backed IT Projects With Revenue Sources In EMS Fund	(2,130)	0.00	0.00
AS11	Adjust JHS & EMS Support for Department Overhead	(65,822)	0.00	0.00
AS12	CHS Facilities Support Model	102,659	1.00	0.00
AS13	Added Capacity for Performance Management to Meet Health Care Reform Requirements	286,510	3.00	0.00
AS15	Repurpose Hours from BOH to Support PC2	(21,324)	0.00	0.00
AS16	APDE O & M Reductions and Documentation of Grant Ending	(154,245)	(.20)	(.75)
AS17	LCDF Funding Technical Adjustments / Corrections	0	0.00	0.00
AS18	PMS/EHR Implementation Support	1,000,154	0.00	0.00
AS21	PH Centers Infrastructure Balancing	0	0.00	0.00
		1,074,660	(.74)	3.00
Efficiency Reductions				
ER02	APDE Efficiencies	(249,862)	(2.50)	0.00
ER04	Changes That Display Prevention's 3% Efficiency Achievement in the 2012 Budget	43,494	0.00	0.00
ER05	Telephonic Interpretation Efficiencies	(134,428)	(2.00)	0.00
ER07	Nursing Office Efficiencies	(36,042)	(.20)	0.00
ER08	Reduce Space Costs by Reducing The EH Footprint at Chinook and Leaving Black River	(202,626)	0.00	0.00

**2012 Proposed Budget for
Public Health 1800/0800**

Code/ Item#	Description	Expenditures	FTEs *	TLTs
ER09	Changes That Display Vital Stats Portion of the MEO 3% Efficiency Achievement In The 2012 Budget	19,987	(.10)	0.00
ER10	PPM 4 Efficiency Reduction in Access & Outreach	(118,470)	(1.00)	0.00
ER14	IT Efficiency - Supervisor Abrogation	(107,791)	(1.00)	0.00
ER16	White Center Move to Greenbridge	(26,247)	0.00	0.00
ER17	Filling Existing Space at Downtown Public Health Center	(36,718)	0.00	0.00
ER18	Communications O & M Changes	(11,878)	0.00	0.00
ER19	Performance Management Support Needs	64,624	0.00	0.00
ER20	Health Operations Efficiency	(182,723)	(1.00)	0.00
ER21	PH Centers Infrastructure Efficiencies	(553,149)	0.00	0.00
ER26	Grant Management Redistribution of Funds and CX Efficiency	(180,419)	(.50)	(1.00)
ER27	Accounting Services Administrative Corrections	(53,184)	(1.00)	0.00
ER28	PC2 O&M Efficiencies	(37,529)	0.00	0.00
ER29	Updating Plumbing Expenditures	(143,760)	0.00	0.00
ER30	Reducing State Funds For Redistribution Or Cuts	0	0.00	0.00
ER44	Agency Efficiency Credits for FMD O & M Charges	(423,848)	0.00	0.00
		(2,370,569)	(9.30)	(1.00)
Technology Cost Savings				
CS01	Administration Efficiencies	(102,720)	(1.25)	0.00
CS02	Transfer of Public Health IT to King County IT	83,996	(49.50)	(1.00)
		(18,724)	(50.75)	(1.00)
Program Changes				
PC01	WIC Program Changes	(128,362)	(.02)	0.00
PC02	HIV Perinatal Project End	(544,729)	(.50)	0.00
PC06	Medical Respite Program Change	914,457	(1.00)	0.00
PC07	Access and Outreach Program Changes	(99,714)	0.00	0.00
PC09	HCHN ARRA Project Ending	(32,700)	0.00	0.00
PC10	Absorb eCommerce Transaction Costs for Environmental Health Online Services Portal	27,935	(1.00)	0.00
PC11	Updated Projections for Non-Fee Revenue Sources	0	0.00	0.00
PC12	Updated Projections For Fee-Based Revenue Sources	0	0.00	0.00
PC13	Increased Support for Healthcare for the Homeless Grant	102,659	1.00	0.00
PC14	Preparedness Budget Alignment	129,556	(2.25)	.20
PC16	PC2 Staffing Adjustments	43,502	0.00	.40
PC32	Replace Tablet Computers Purchased in 2008 for Field Inspections	106,176	0.00	0.00
		518,780	(3.77)	.60
Revenue Backed Changes				
RB02	Add Solid Waste Program Staff Using New Tonnage Fee Revenue	58,584	.50	0.00
RB04	Hunger Free Communities Contract	(4,567)	(.40)	0.00
RB08	Global to Local Contract Revenue	103,272	0.00	1.00
RB10	Changes Made To Balance The Infectious Disease Section To Known 2012 Revenues and Expenses	(117,427)	0.00	(.50)
RB11	Dental Program Adjustment for Increased Revenues	493,696	5.00	0.00
RB13	Increase Staffing To Serve The More Than 8% Increase In Food Establishments	72,550	.50	0.00
RB14	Added Funding for NFP	120,176	1.00	0.00
RB15	Medical Records Generated Revenue	75,000	0.00	0.00
RB16	Changes That Re-Build A Basic Tobacco Prevention Program	278,165	2.25	0.00
RB17	Outreach Early Intervention Funding Change	(1,028)	0.00	0.00
RB18	Changes That Revise CDIP Section Management	19,585	(1.00)	.75
RB19	Childcare Program Changes	241,672	2.41	(.29)
RB30	Increase in Revenue from Lease with HealthPoint	0	0.00	0.00
RB31	Add Pediatric Provider Team At Columbia Public Health Center	286,229	2.75	0.00

**2012 Proposed Budget for
Public Health 1800/0800**

Code/ Item#	Description	Expenditures	FTEs *	TLTs
RB32	NFP Revenue Backed Program Adds	588,728	5.00	0.00
		2,214,635	18.01	.96
Central Rate Changes				
CR01	Flexible Benefits	(4,775,403)	0.00	0.00
CR05	General Fund Overhead Adjustment	(52,760)	0.00	0.00
CR07	Technology Services Operations & Maintenance Charge	231,044	0.00	0.00
CR08	Technology Services Infrastructure Charge	280,471	0.00	0.00
CR09	Geographic Information Systems Charge	13,544	0.00	0.00
CR10	KCIT Operations Charge/Rebate	54,188	0.00	0.00
CR11	Telecommunications Services	(40,158)	0.00	0.00
CR12	Telecommunications Overhead	(10,872)	0.00	0.00
CR13	Motor Pool Rate Adjustment	(27,050)	0.00	0.00
CR14	Facilities Management Space Charge	31,978	0.00	0.00
CR15	CR15 - 55252 - Insurance Charges	1,645	0.00	0.00
CR16	Radio Access	1,197	0.00	0.00
CR17	Radio Maintenance	313	0.00	0.00
CR18	Radio Direct Charges	4,665	0.00	0.00
CR19	Radio Reserve Program	896	0.00	0.00
CR20	Prosecuting Attorney Civil Division Charge	(22,538)	0.00	0.00
CR21	Debt Service Adjustment	7,278	0.00	0.00
CR22	Long Term Leases	352,289	0.00	0.00
CR25	Financial Service Charges	(89,361)	0.00	0.00
CR26	Retirement Rate Adjustment	(1,395,093)	0.00	0.00
CR27	Industrial Insurance Rate Adjustment	(35,848)	0.00	0.00
CR36	Property Services Lease Administration Fee	10,123	0.00	0.00
CR37	Facilities Management Strategic Initiative	(2,448)	0.00	0.00
CR38	Major Maintenance Repair Fund	(24,119)	0.00	0.00
CR46	KCIT Technology Projects	151,108	0.00	0.00
CR48	Business Resource Center	1,246,041	0.00	0.00
CR50	IT Re-Organizational Transfer	405,704	0.00	0.00
		(3,683,166)	0.00	0.00
Technical Adjustments				
TA04	Technical Adjustments for Clean-up	817,639	1.67	(.20)
TA05	Grant Technical Adjustments - CEEMS Projects	174,318	.90	0.00
TA10	Grant Technical Adjustments - Entrepreneurial Project	105,259	.10	0.00
TA12	Technical Adjustment to Vets and Human Services Project	50,000	0.00	0.00
TA13	CHS Division - Salary/Benefit Savings	(852,301)	0.00	0.00
TA15	Electronic Health Records Post ARRA Consolidation and Revenue Alignment	0	0.00	0.00
TA16	Local Hazardous Waste Program-Technical Adjustment	60,745	.50	0.00
TA17	Technical Changes In Chronic Disease	0	0.00	0.00
TA19	Medical / Dental Director's O&M Technical Adjustments	5,049	0.00	0.00
TA20	Pharmacy Professionals O&M Technical Adjustments	(7,889)	0.00	0.00
TA21	Reduced Permit Integration Project Costs - New Project Phase	(453,603)	0.00	0.00
TA23	Remove Unemployment Compensation Reserve	(130,200)	0.00	0.00
TA26	Overhead & JAN/FEB ARMS Reversal Technical Adjustment	(301,570)	0.00	0.00
TA28	CPPW Hours Correction	(140,982)	0.00	(1.50)
TA29	Technical Input for Medicaid Administrative Match, Medicaid, and FQHC Revenues	0	0.00	0.00
TA30	Technical Input for Mobile Van Program Adjustments	62,478	.09	(.80)
TA33	BSA Sequence Number Correction	(48,277)	0.00	0.00
TA36	Make Reclassified Position For Septic System O&M Reporting Full Time	51,644	.25	0.00

**2012 Proposed Budget for
Public Health 1800/0800**

Code/ Item#	Description	Expenditures	FTEs *	TLTs
TA39	COLA Adjustment	(170,786)	0.00	0.00
TA42	Technical Adjustments to MAM Revenue in Prevention	0	0.00	0.00
TA43	Overhead Redistribution - Technical Adjustment	159,639	0.00	0.00
TA45	Revenue Balancer - Technical Adjustment	30	(.07)	(.04)
TA46	Position Index/Benefits Adjustments - Technical Adjustment	12,165	0.00	0.00
TA47	Longevity Premium-Coalition Bargaining	123,200	0.00	0.00
		(483,442)	3.44	(2.54)
2012 Proposed Budget		198,918,179	1,080.02	34.65

* FTEs do not include temporaries or overtime.

** Please see Budget Transparency Section table at the end of the program plan pages for section information as identified in the Budget Transparency Ordinance No. 16445.

Public Health

PROGRAM HIGHLIGHTS

The total 2012 Proposed budget for Public Health is \$198,918,179 (P.H. Fund) with funding for 1,080 FTEs and 35 term-limited temporary positions (TLTs). This amount aims to support Public Health services that align with elements of the King County Strategic Plan while responding to the change drivers impacting the Department's financial situation.

Adjustments to Base Budget

2011 Service Levels Adjusted for 2012 Costs – \$6,176,362 Expenditure / \$7,246,478 Revenue / (0.08) FTE. Adjustments to the 2011 Adopted Budget were made to incorporate inflation in labor and select other operating costs (\$2.5M), increased contra expenditures (\$3.8M), reduced contingencies (-\$200K) and annualize partial year 2011 changes. All of the adjustments result in a net reduction of \$6,176,362 in expenditures from the 2011 Adopted Budget. The revenues are budgeted to cover central rates as well.

Administrative Service Changes

Administrative/Non Service Changes-(\$634,988) Expenditure / (\$779,305) Revenue / (1.02) FTE / (.65) TLT. Change items aggregated under this description relate to administrative changes in operational budgets that have no impact on service delivery; they include the following individual change items:

1. Adjustments to budgets to align expenditures to actual spending history
2. Alignment of expenses to the correct revenue source
3. Repurposing available staff hours across agency low orgs to achieve agency goals (
4. Eliminating one time funding
5. Realignment in internal business unit operations
6. Balancing low org expenditures to revenues
7. Adjustments to reset partial year department expenditures to PSQ
8. Budget expenditures related to bargained agreements

Electronic Health Record Implementation-\$1,000,154 Expenditure / \$297,067 Revenue. This proposal allocates labor and non-labor resources to support Public Health's 2012 planning and implementation to acquire an electronic health records (EHR) and patient management system. Principal elements of this proposal are funding for needed labor resources, contracting or other professional services and training. It is anticipated that efficiencies will be derived from EHR implementation which facilitates patient record communication between health providers, thereby reducing duplication and redundancy as patients navigate through the health care system.

Capacity Building & Performance Management-\$389,169 Expenditure / \$0.00 Revenue / 4.00 FTE. This proposal serves to support Public Health's plans to address evolving program performance needs as driven by revenue changes and by healthcare reform. 3.00 FTEs are being added (repurposed) to provide direct business area and administrative support. The remaining FTE will be responsible for improving analysis of data required for PH to maintain its Federally Qualified Health Center (FQHC) status, and in

HEALTH & HUMAN POTENTIAL STRATEGIC PLAN AREA

preparing projects to effectively utilize data to meet the Health Care Reform Acts' data collection and reporting requirements.

Position Reclassifications-\$114,150 Expenditure / \$32,000 Revenue / .25 FTE. This narrative details the aggregate effect of 4 position reclassifications considered "housekeeping" proposals by DPH:

1. Corrections to two positions in Contracts, Procurements and Real Estate Services to reflect reclassifications of an Administrator 2 and Contract Specialist 2.
2. Reclassifications resulting from a reorganization of DPH's IT section which impacted an IT Manager I as well as an IT Security Officer position for HIPAA compliance.
3. Reclassification of a PPM 4 position to PPM 3 following additional review of the duties to be performed by DPH's Coder/Auditor position.
4. Reclassification and FTE increase (from .75 FTE to 1.00 FTE) for a PPM 2 position in DPH's Environmental Health wastewater program. This position was inadvertently omitted in the 2012 PSQ.

Public Health Center Management Changes-\$102,659 Expenditure / \$0.00 Revenue / 1.00 FTE. This proposal will transfer the facility support duties related to CHS and PH Center operations from a CHS staff resource to a PPM3 in DPH's Contracts, Procurement and Real Estate Section. In doing so, there will be increased alignment between the required skill sets (those associated with real estate and facility support) and the duties required of the position.

Public Health Infrastructure Balancing-\$0.00 Expenditure / \$2,233,250 Revenue. This change item reflects additional General Fund support to address an infrastructure expenditure gap for supporting the operations of all Public Health Centers. Revenue received from planned sales of General Fund buildings will be placed in a reserve within the General Fund, and will be transferred to the Public Health Fund through a supplemental action in 2012.

Direct Service Changes

Impacts from the End of CPPW/ARRA Grant Funding-(\$8,221,671) Expenditure / (\$9,037,589) Revenue / (5.68) FTE / (16.00) TLT. This narrative aggregates the budget effects of seven change items which share a common driver: the March 2012 ending of the CPPW/ARRA stimulus grant. The following change items include:

1. Administrative staffing reductions associated with grant management
2. Staffing adjustments to maintain core functions
3. Correcting for instances where budget calculated ARRA dollars as available for all of 2012 when the ARRA grant ends in March 2012

Impacts from the Ending of Funding from Various Other Grants/Contracts-(\$2,064,004) Expenditure / (\$2,493,186) Revenue / (15.23) FTE / (.72) TLT. This change item aggregates the effects, and decisions, related to grants, other than CPPW/ARRA, ending. To facilitate ramp up for new grants and for those that replace grants that are ending, a reserve is renewed that holds undesignated salary funds for project work required by these new grants (AS02). 2012 grant revenue is updated for the following ending grants:

1. Communities Count (APDE)
2. Asthma Demo-Highline SD, Home Base, Federal Tobacco CDC and others

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3. The 2011 discontinuation of a contract with UW Medical Center for midwife services at Eastgate
4. The ending of a variety of grants in Prevention's Infectious Disease section
5. The ending of three Health Education Grants: Long Acting Reversible Contraception, WA Information and Sex Education, and Family Life and Sexual Health Education
6. The ending of Gates Foundation and Thrive by Five support for the White Center Early Learning Initiative
7. The ending of the HIV perinatal HHS grant

Reductions to CHC Contracts-(\$23,808) Expenditure / (\$26,760) Revenue. This proposal allows DPH to pass through the effect of a 3% cut in General Fund support for community health centers to subcontractors who perform primary care, dental, and Medicaid access and outreach services for uninsured King County residents.

Ending Grant/Contract Work for the Department of Ecology-(\$364,113) Expenditure / (\$391,030) Revenue / (3.00) FTE. This change item ends budget for work conducted under contract with the State Department of Ecology (DOE) for the impacts of the Tacoma Smelter Plume as well as contracted work associated with Site Hazard Assessments. Over the last four years, expenses for work under this contract have exceeded revenue by \$634,000 (between the two program areas); Public Health is in discussions with DOE to explore a more sustainable contractual relationship.

State Revenue Reductions-(\$3,378,820) Expenditure / (\$3,667,679) Revenue / (45.75) FTE. This change item carries forward into 2012 State revenue reductions that were implemented in 2011. Funding reductions include maternity support services and infant case management, adult dental coverage (excluding coverage for pregnant women) and Infectious Disease (HIV/AIDS, STD and the Public Health Lab). Where partner human service agencies would have been impacted by PH reductions, they were notified of the impending reductions.

CPRES TLT Contract Specialist Ended-(\$83,156) Expenditure / \$0.00 Revenue / (1.00) TLT. This change item reflects the April, 2011 ending of a term limited temporary contract specialist position supporting a peak workload period associated with a new federal grant. With the ending of the peak workload period, the TLT position was eliminated and the funding (which was provided by overhead revenue from a variety of PH sections) returned to its home organizations.

Efficiency Reductions

Efficiencies to Meet the 3 Percent Efficiency Goal- (\$1,175,648) Expenditure / (\$58,171) Revenue / (9.30) FTE / (1.00) TLT. A total of fourteen (14) change items are summarized in this detail which captures a part of Public Health's effort to meet the 3 percent efficiency goal. Additional strategies to achieve efficiencies are outlined in the department's Business Plan.

1. Position eliminations
2. Program restructuring
3. Reductions in non-labor O&M costs
4. Reducing revenue for ending projects to make resources available for other agency needs.

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Space Move Efficiencies-(\$1,156,860) Expenditure / (\$61,957) Revenue. This narrative summarizes the budgetary effect of a number of space moves undertaken to drive efficiencies, consolidate operations and achieve cost reductions; they include:

1. Moving the HIV Program from the Yesler Bldg to Chinook (ER04),
2. Compressing the space footprint for the Environmental Health Division on the 11th floor of the Chinook Bldg.
3. Moving the White Center PH Center from its current location to KC Housing Authority's Greenbridge campus
4. Moving the Health Care for the Homeless team from its 10th floor Chinook location to available space at the Downtown Public Health Center
5. Projected savings on building maintenance costs from divestment of the Auburn and Renton buildings
6. Reduce facility management costs realized by Environmental Health vacating the Blackriver Bldg in 2011

Technology Cost Savings

ABT Benefits Realization-(\$102,720) Expenditure / \$0.00 Revenue / (1.25) FTE. This proposal projects anticipated ABT implementation savings realized by the elimination of Public Health's current electronic inventory system (MAS90) and the concurrent elimination of 2012 licensing and maintenance fees associated with legacy systems. FTE reductions in the IT area complete the efficiency savings.

Information Technology (IT) Consolidation-\$83,996 Expenditure / \$0.00 Revenue / (49.50) FTE / (1.00) TLT. This change item accomplishes the transfer of DPH IT staff to King County IT (KCIT) as part of the consolidation of IT service professionals under the KCIT reorganization project. DPH and KCIT agreed on labor and non-labor budget elements contained in this proposal as an essential element of this agreement to transition the staffing resources to KCIT. DPH and KCIT are developing a Service Level Agreement to guide the ongoing relationship between the respective agencies.

Program Changes

Absorbing eCommerce Transaction Costs-\$27,935 Expenditure / \$0.00 Revenue / (1.00) FTE. This proposal is to allow Public Health to absorb bank transaction fees (also known as eCommerce transaction fees) on behalf of customers who elect to pay online Public Health charges by way of e-check or a credit/debit card. Transactions performed by electronic means achieve efficiencies through the elimination of manual processing steps. Based on customer feedback, on line permit renewals could be anticipated to increase if fees are absorbed by the agency; additional efficiencies by the electronic versus manual processing of these renewals would accrue as a result.

Computer Replacement Purchases-\$106,176 Expenditure / \$0.00 Revenue. This change item allocates budget to replace the 85 computer tablets used by Environmental Health Inspectors to document field inspections. The current inventory is at the end of useful life; equipment failure rates are increasing substantially as a result (overall 15-25% failure rate is being experienced). To continue to achieve the desired efficiencies obtained by having inspectional field staff document findings on site with their customers, this technology replacement change item is being advanced.

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Medical Respite Care Program Changes-\$912,873 Expenditure / \$910,500 Revenue / (1.00) FTE. This change item carries forward into 2012 changes in the Medical Respite Program which occurred in 2011. In addition to program implementation, which included a move into its facility, the Program received (in addition to its current funding from Federal 330h and HUD sources) additional funding from DCHS MIDD 12B , United Way, and patient generated revenue from referrals made by area hospitals.

Preparedness Budget Realignment-\$128,140 Expenditure / (\$402,300) Revenue / (2.25) FTE / .20 TLT. This change item captures expenditure and revenue changes in 12 DPH programs related to emergency preparedness. Areas covered include additions, reallocation and repurposing of staff resources to evolving program needs, eliminating grant revenues when existing grants (e.g. Seattle Vulnerable Populations) have ended and factoring in new grant revenue for 2012 that supplants ending grant revenues (e.g. Homeland Security to fund Vulnerable Populations).

Updated Revenue Projections-\$0.00 Expenditure / \$122,109 Revenue. This change item updates revenue projections for both Environmental Health Services Division revenue as well as certain fee based revenues based on current permit volume trends.

Revenue Backed Changes

Childcare Health Program Changes-\$241,672 Expenditure / \$300,988 Revenue / 2.41 FTE / (0.29) TLT. This change item carries forward into 2012 Childcare Health Program changes made possible by increased revenue from the City of Seattle Families and Education Levy as well as additional revenue from Medicaid Administrative Match. As a result, in 2012, CHS will be able to provide additional child care health consultation services in King County as well as targeted child care sites as contracted with the City of Seattle's Human Services Department.

Supporting a Basic Tobacco Prevention Program-\$278,165 Expenditure / \$316,000 Revenue / 2.25 FTE. With the March, 2012 ending of CPPW/ARRA stimulus funding, Public Health's revenues to continue its tobacco prevention activities are reduced based on cuts in state funding. Public Health anticipates a limited amount of new revenue from the federal Community Transformation Grant (CTG) funds. This change item allocates CTG revenue to continue basic tobacco prevention activities. To augment the 1.00 FTE left following the ending of the CPPW/ARRA funding, 2.25 FTE are being moved to the new funding source to staff the redesigned program.

Dental Program Changes-\$493,696 Expenditure / \$507,350 Revenue / 5.00 FTE. This proposal builds on restoration of Medicaid funding for dental care for pregnant women by increasing dental visit capacity at the North and Renton Public Health Centers. FTE restoration for 2 dentists, 2 Dental Assistants and an Administrative Specialist II are elements of this proposal. Clients served by the restored capacity are primarily low income pregnant women and children.

Early Intervention Funding Change-(\$1,028) Expenditure / \$12,500 Revenue. This change item displays the supplanting of the Early Intervention Programs' ARRA revenue (that ends March, 2012) with IDESA Part C Funding. The Program supports Public Health nurse outreach to newborn intensive care units.

Expanding Capacity for Food Establishment Inspections-\$72,550 Expenditure / \$415,420 Revenue / .50 FTE. This proposal serves to increase budget authority to address growth in both permanent food establishments and temporary event permit activity seen over the last two years. Inspectional services, fully supported by permit fees, assure health and safety requirements are met at these food service venues.

HEALTH & HUMAN POTENTIAL STRATEGIC PLAN AREA

Global to Local Program Contract Revenue-\$103,272 Expenditure / \$110,000 Revenue / 1.00 TLT.

This change item adds contract revenue from Swedish Hospital that fully supports salary and benefits for the project TLT. The Program serves residents of Tukwila and SeaTac by utilizing strategies found effective in addressing health needs in developing countries and employing those strategies in outreach to these two communities.

HealthPoint Revenue Changes-\$0.00 Expenditure / \$81,881 Revenue. This change item adjusts revenues paid by HealthPoint for its leases at the Federal Way and Northshore Public Health Centers up to full cost recovery.

Hunger Free Communities Contract-(\$4,567) Expenditure / \$159,273 Revenue / (.40) FTE. This proposal carries into 2012 work done in March 2011 to launch two regional coalitions focused on increasing food security among low income children, seniors, immigrants, and refugees. South King County and Seattle's Rainier Valley are the areas served by this work. Funding is provided by a US Department of Agriculture grant administered by the United Way.

Medical Records Revenue Changes-\$75,000 Expenditure / \$160,000 Revenue. This proposal captures anticipated costs and revenues associated with changing the practice of waiving medical records production and copying fees for public defense agencies, the Superior Court Family Court and the Mental Health Court. In previous years, these agencies have not paid for records provided to them by DPH. The proposal has the agencies reimbursing DPH for records services as the established rates paid by other parties who obtain these records from DPH as allowed under state law.

Pediatric Care Program Changes-\$286,229 Expenditure / \$460,000 Revenue / 2.75 FTE. This proposal adds a pediatric care team to the Columbia Public Health Center which currently cannot meet the demand for pediatric services. As this patient group is typically covered by Medicaid and FQHC revenue, costs for this service expansion are anticipated to be fully recoverable from these funding sources.

Nurse Family Partnership-\$120,176 Expenditure / \$135,691 Revenue / 1.00 FTE. This change item reflects the 2011 receipt of two new funding sources for the Nurse Family Partnership: one, a grant from the State Department of Early Learning was anticipated; the other, a donation from an anonymous individual, was not. The donation will enable DPH to restore a public health nurse position reduced in March 2011, and to add an additional nurse position for 2012.

Solid Waste Revenue and Service Changes-\$58,584 Expenditure / \$61,331 Revenue / .50 FTE.

This proposal would repurpose a vacant position and bring an existing .50 position to a full FTE so that Environmental Health's illegal dumping program can deploy a total of two additional Environmental Health Investigator 2's to address illegal dumping complaints. Demand for services has increased and existing staff resources are unable to address the demand within acceptable response times - this proposal would increase the program's capacity to meet demand.

NFP Revenue Backed Program Adds-\$588,728 Expenditure / \$699,286 Revenue / 5.00 FTE. This change items adds two (2) public health nurses as well as supervisory and administrative support, to provide a public health response to criminal justice challenges in the White Center/Burien and Tukwila/Sea Tac communities. This addition was initially made through a 2011 supplemental appropriation using money from the Criminal Justice Reserve. Experience has demonstrated Public Health interventions connecting high risk mothers with appropriate services results in reduced involvement with the criminal justice system. An additional public health nurse is funded in this position with new state funding support.

Technical Adjustments

Agency Staffing and Budget Corrections-\$837,546 Expenditure / \$205,647 Revenue / 1.67 FTE / (.20) TLT. This technical adjustment serves to move position and associated budget authority from one Public Health low org to another for changes made in 2011 that are anticipated to continue into 2012, align expenditures and revenues with 2011 projected actuals, and make needed adjustments for contract amendments.

Expanding the EMS Entrepreneurial Project-\$105,259 Expenditure / \$138,900 Revenue. This change item describes Public Health's intent to evaluate potential expansion of on line EMS training offerings currently available, by subscription, at its Web site. A 2011 market evaluation will guide decision making on this proposal which includes Web site enhancements as well as curriculum development. This program is supported by subscription fees paid by EMS agency members outside the County.

HeartRescue Project Changes-\$174,318 Expenditure / \$160,386 Revenue / .90 FTE. This proposal annualizes partial FTEs included in the 2011 budget to support full implementation of the Medtronics Grant as well as to better support the Program to Integrate Technology and Cardiac Arrest Resuscitation (PITCAR). The program focuses on exploring the use of new technologies to further the science of resuscitation.

Local Hazardous Waste Staffing Adjustment-\$60,745 Expenditure / \$0.00 Revenue / .50 FTE. This technical adjustment corrects the omission of a .50 supervisor add which was inadvertently overlooked when calculating the 2012 PSQ. The add dates back to 2010 when the decision was made to increase the supervisor position from a .50 position to a full 1.00 FTE. Funding for this position is provided by 2012 LHWMP fees.

Medicaid and FQHC Revenue Changes-\$0.00 Expenditure / \$1,442,389 Revenue. Two change items are aggregated in this narrative which captures the effect of anticipated changes in Medicaid Administrative Match (MAM) revenue, Medicaid Patient Generated revenue, and FQHC revenues. The stated revenue includes anticipated reimbursement from the State for service provided to undocumented pregnant women as directed under court order.

Mobile Van Program Changes-\$62,478 Expenditure/ \$99,402 Revenue / .09 FTE / (.80) TLT. This change item carries forward 2011 program changes into 2012; principally receipt of grant revenue from the Cities of Auburn, Federal Way and Kent to provide a dental clinic alongside the medical clinic offered three times each month. In addition to the expanded clinic offering, support from the Veterans and Human Services Levy will fund the services of a medical benefits case manager at each of these clinics in 2012.

Vacancy Rate Savings-(\$852,301) Expenditure / \$0.00 Revenue. This change item projects 2012 salary savings attributable to the normal lag time between employee separations and the filling of the resulting staff vacancies. Consideration has been given to the potential for future State revenue reductions; accordingly this projected savings has been set at a conservative level.

Technical Adjustments-\$170,687 Expenditure / (\$100,000) Revenue. This item aggregates a number of technical adjustments with the following characteristics:

1. Re-naming existing accounts to conform to accepted or required naming conventions; no budget impact;
2. Adjusting expenditure budget to match projected expenses;
3. Corrections for omitted or erroneous budget entries to correct 2012 PSQ; and
4. Repurposing revenue to other program areas.

HEALTH & HUMAN POTENTIAL STRATEGIC PLAN AREA

Overhead Redistribution-\$159,639 Expenditure / \$0.00 Revenue. This change item captures indirect costs (overhead) which are transferred between projects as changes (e.g. employee moves, changes in space allocation, etc.) are made to the Public Health budget.

Revenue Balancing-\$0.00 Expenditure / (\$8,886,394) Revenue. This change item serves to balance expenditure and revenue to the project level. This calculation is automatically performed by Public Health's Bud Prep system and reflects the final balance in the Department's revenue balance account.

Position Index/Benefits Adjustments-\$12,165 Expenditure / \$0.00 Revenue. This change item captures changes in benefits for certain DPH positions related to step placement, COLA, Merit increases and other similar annual salary and/or benefit adjustments.

Permit Integration Project Changes-(\$453,603) Expenditure / \$0.00 Revenue. This proposal captures the 2012 expenditure change in DPH's obligations to the countywide Permit Integration Project as the project moves from the project phase into the implementation and operations phase. The reduction in expenditure level anticipates DPH's allocation for Permit Integration operations and maintenance (O&M) charges.

**2012 Proposed Budget for
Medical Examiner 1800/0810**

Code/ Item#	Description	Expenditures	FTEs *	TLTs
Adopted Budget				
AD01	2011 Adopted Budget	4,692,125	25.46	0.00
Adjustments to Adopted Budget				
SQ01	2011 Service Levels Adjusted for 2012 Costs	193,658	0.00	0.00
Administrative Service Changes				
AS01	Changes To Correctly Budget MEO Fee Revenue and Expenditures in 2012	50,000	0.00	0.00
Efficiency Reductions				
ER01	Changes That Display the KCME's 3% Efficiency Achievement in the 2012 Budget - MEO/Vital Stats	(109,664)	(.65)	0.00
Central Rate Changes				
CR01	Flexible Benefits	(40,320)	0.00	0.00
CR05	General Fund Overhead Adjustment	14,304	0.00	0.00
CR07	Technology Services Operations & Maintenance Charge	(4,049)	0.00	0.00
CR08	Technology Services Infrastructure Charge	3,935	0.00	0.00
CR10	KCIT Operations Charge/Rebate	3,029	0.00	0.00
CR13	Motor Pool Rate Adjustment	(2,571)	0.00	0.00
CR16	Radio Access	38	0.00	0.00
CR18	Radio Direct Charges	(464)	0.00	0.00
CR19	Radio Reserve Program	(267)	0.00	0.00
CR20	Prosecuting Attorney Civil Division Charge	(6,684)	0.00	0.00
CR25	Financial Service Charges	(5,446)	0.00	0.00
CR26	Retirement Rate Adjustment	(43,296)	0.00	0.00
CR27	Industrial Insurance Rate Adjustment	(1,379)	0.00	0.00
CR37	Facilities Management Strategic Initiative	51	0.00	0.00
CR46	KCIT Technology Projects	3,094	0.00	0.00
CR48	Business Resource Center	26,261	0.00	0.00
		(53,764)	0.00	0.00
Technical Adjustments				
TA01	OH & JAN/FEB ARMS Reversal Technical Adjustment	110,440	0.00	0.00
TA02	Changes To Correctly Budget Specific Grant Revenue in the MEO In 2012	0	0.00	0.00
TA39	COLA Adjustment	(4,813)	0.00	0.00
TA43	Overhead Redistribution - Technical Adjustment	(159,639)	0.00	0.00
TA45	Revenue Balancer - Technical Adjustment	0	0.00	0.00
TA46	Position Index/Benefits Adjustments	1,736	0.00	0.00
		(52,276)	0.00	0.00
2012 Proposed Budget		4,720,079	24.81	0.00

* FTEs do not include temporaries or overtime.

** Please see Budget Transparency Section table at the end of the program plan pages for section information as identified in the Budget Transparency Ordinance No. 16445.

Medical Examiner

PROGRAM HIGHLIGHTS

The total 2012 Proposed budget for the Medical Examiner's Office is \$4,720,080, with 24.81 FTE.

Adjustments to Base Budget

2011 Service Levels Adjusted for 2012 Costs – \$193,658 Expenditure / \$216,210 Revenue. Adjustments to the 2011 Adopted Budget were made to incorporate inflation in labor and benefits (\$191K). All of the adjustments result in a net change of \$193,658 in expenditures from the 2011 Adopted Budget. The revenue adjustment was made to balance to the preliminary 2012 revenue estimates.

Administrative Service Changes

Adjust Fee Revenue and Expenditures-\$50,000 Expenditure / \$4,700 Revenue. This proposal adjusts the Medical Examiner Office's budget for non-General Fund revenue and operating expense lines to their anticipated levels in 2012. Non-General Fund revenue received by the MEO takes the form of grants and fee revenue.

Efficiency Reductions

Integration of Vital Statistics and the Medical Examiner's Office Management-(\$109,664) Expenditures / (\$108,353) Revenue / (.65) FTE This proposal creates efficiencies by transitioning management oversight of the Vital Statistics function to MEO management staff. This change is occasioned by 2011 retirement of the current Vital Statistics Manager and is facilitated by the co-location of the Vital Statistics and MEO functions. MEO staff managing Vital Statistics will be funded by Vital Statistics fee revenue instead of the General Fund, reducing MEO reliance on the General Fund.

Technical Adjustments

ARMS Reversal Adjustment-\$110,440 Expenditure / \$110,440 Revenue. This adjustment serves to reverse January and February 2011 budget and overhead details captured in Public Health's Bud Prep system so that budget revisions proposed by the MEO can be annualized for 2012.

Correct 2012 Coverdell Grant Revenue-\$0.00 Expenditure / \$101,800 Revenue. Corrects revenue to properly state anticipated Coverdell Grant revenue omitted in the 2012 PSQ budget.

Reduction to Public Health Overhead Redistribution-(\$159,639) Expenditure / \$0.00 Revenue. Corrects the allocation of indirect costs allocated to the MEO by Public Health. This reduction appearing in MEO will be moved to other Public Health functions for a net zero Public Health Fund change.

Project Level Balancing Adjustment- \$0.00 Expenditure / (\$296,842) Revenue. This adjustment serves to balance the MEO appropriation unit's revenues and expenditure by project. Public Health's Bud Prep system calculates this amount automatically to ensure project detail in ARMS is balanced.

HEALTH & HUMAN POTENTIAL STRATEGIC PLAN AREA

Central Rate Adjustments – (\$53,764). This series of adjustments captures the net effect of countywide charges from the 2011 Adopted Budget, and results in a \$53,764 decrease in charges to the Medical Examiner. Details about each rate can be found in the How We Deliver Introduction and the agency-specific changes are detailed in the central rate section of the agency crosswalk.

**2012 Proposed Financial Plan
Public Health / Public Health & Medical Examiner 1800 / 0800 & 0810**

	2010 Actual ¹	2011 Adopted	2011 Estimated ²	2012 Proposed	2013 Projected ³	2014 Projected ³
Beginning Fund Balance	4,228,620	6,188,964	7,781,207	7,740,098	7,500,098	8,838,405
Revenues						
LICENSES & PERMITS	12,433,935	12,617,645	12,877,300	13,203,655	13,599,765	14,007,758
FEDERAL GRANTS-DIRECT	11,967,655	12,381,906	11,753,580	11,795,844	12,149,719	12,514,211
FEDERAL GRANTS-INDIRECT	36,861,096	36,051,887	34,146,202	35,843,678	36,918,988	38,026,558
STATE GRANTS	14,832,092	14,342,055	11,195,778	11,566,367	11,913,358	12,270,759
STATE ENTITLEMENTS	9,531,747	9,531,747	9,245,795	9,475,385	9,759,647	10,052,436
INTERGOVERNMENTAL PAYMENT	59,192,797	58,944,366	55,352,047	59,290,510	61,069,225	62,901,302
RECOVERY ACT DIRECT	12,500		37,500			
RECOVERY ACT INDIRECT	85,318	41,250				
RECOVERY ACT DHHS INDIRECT	4,659,683	15,101,550	19,837,571	6,063,961		
RECOVERY ACT DHHS DIRECT	152,119		52,643			
CHARGES FOR SERVICES	11,269,285	14,443,302	13,548,812	11,860,511	12,216,326	12,582,816
MISCELLANEOUS REVENUE	6,275,414	7,305,927	6,970,315	9,335,860	9,615,936	9,904,414
GENERAL FUND RESERVE BACKED BY PH ASSET SALE				2,600,000		
NON REVENUE RECEIPTS	-	8,010,215	11,192,585	7,320,538	7,540,154	7,766,359
OTHER FINANCING SOURCES (CX Support)	26,719,502	24,464,977	24,464,977	25,041,950	25,793,209	26,567,005
Total Revenues	193,993,143	213,236,827	210,675,104	203,398,259	200,576,327	206,593,617
Expenditures						
SALARIES & WAGES	(89,710,815)	(91,705,398)	(86,862,281)	(82,547,212)	(86,261,837)	(90,143,619)
PERSONAL BENEFITS	(30,866,858)	(35,433,590)	(32,702,244)	(31,214,809)	(32,619,475)	(34,087,352)
SUPPLIES	(4,805,016)	(6,091,551)	(4,755,927)	(6,162,529)	(6,439,843)	(6,729,636)
SERVICES & OTHER CHARGES	(51,870,649)	(56,764,881)	(61,756,621)	(54,227,878)	(56,668,133)	(59,218,198)
INTRAGOVERNMENTAL SERVICE	(13,252,958)	(16,494,565)	(16,098,658)	(22,051,015)	(23,043,311)	(24,080,260)
CAPITAL OUTLAY	(234,130)	(955,303)	(521,483)	(451,270)	(471,577)	(492,798)
DEBT SERVICE	(14,363)	(40,239)	(40,264)	(40,239)	(42,050)	(43,942)
INTRA COUNTY CONTRIBUTNS.	(95,580)	(547,619)	(547,619)	(248,218)	(259,388)	(271,060)
SPECIAL BUDGETARY ACCOUNT	-	76,642	-			
CONTINGENCIES	-	(8,941,092)	(11,192,585)	(8,224,539)	(8,594,643)	(8,981,402)
CONTRA EXPENDITURES	-	3,660,769	3,761,469	1,529,450	1,598,275	1,670,198
Expenditure Reductions for end of ARRA funds					6,063,961	6,063,961
Additional Expenditure Reductions to maintain FB					7,500,000	10,200,000
Total Expenditures	(190,850,369)	(213,236,827)	(210,716,213)	(203,638,259)	(199,238,020)	(206,114,109)
Estimated Underexpenditures		-	-	-	-	-
Other Fund Transactions						
GAAP Adj - Misc. Trust - EMS	6,931					
GAAP Adj - Misc. Trust - Martha Tapp Car Seat	38,118					
GAAP Adj - Misc Trust. - Childrens Health Initiative	381,665					
GAAP Adj - by Finance during 14th month	(16,901)					
Total Other Fund Transactions	409,813	-	-	-	-	-
Ending Fund Balance	7,781,207	6,188,964	7,740,098	7,500,098	8,838,405	9,317,913
Reserves & Designations						
INVENTORY RESERVE	(1,222,903)	(655,904)	(1,222,903)	(1,222,903)	(1,222,903)	(1,222,903)
RESERVE FOR ENCUMBRANCES	(317,549)	(746,832)	(317,549)	(317,549)	(317,549)	(317,549)
DESIGNATED FOR REAPPROPRIATION						
ENVIRONMENTAL HEALTH FEE RESERVE		(255,842)	(750,000)	(250,000)	(1,500,000)	(2,000,000)
ABT DEBT SERVICE ⁵					(744,739)	(744,739)
FQHC RESERVE			(2,000,000)	(2,000,000)	(2,000,000)	(2,000,000)
MEO FLEX SAVINGS FM 12.38% TO 7.00% SAVINGS			(11,221)	(11,221)	(11,221)	(11,221)
HEALTH INFORMATION TECHNOLOGY (HIT) PROJECT	(1,500,000)		(1,500,000)	(1,500,000)	(1,500,000)	(1,500,000)
TRAINING & MEDICAL EQUIP FOR MEDIC ONE RESERV	(6,931)	(112,869)	(6,931)	(6,931)	(6,931)	(6,931)
PRIVATE FOUNDATIONS & NON-PROFIT RESERVE	(38,118)	(38,118)	(38,118)	(38,118)	(38,118)	(38,118)
RESERVE FOR CHILDREN'S HEALTH INITIATIVE	(381,665)	(913,557)	(381,665)	(381,665)	(381,665)	(381,665)
Total Reserves & Designations	(3,467,166)	(2,723,122)	(6,228,387)	(5,728,387)	(7,723,126)	(8,223,126)
Ending Undesignated Fund Balance	4,314,041	3,465,843	1,511,712	1,771,712	1,115,280	1,094,788
Target Fund Balance ⁴	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000

Financial Plan Notes:

¹ 2010 Actuals are taken from the 2010 CAFR

² 2011 Estimated is based on 2nd Quarter Financial Plan

³ 2013 and 2014 Projected are based on assumption of 3% growth in revenues and 4.5% expenditures

⁴ Target fund balance is based on historically maintaining minimum of \$1 M.

⁵ ABT debt service includes LHW debt share of \$8,950/year.

**2012 Proposed Budget for
Emergency Medical Services 1190/0830**

Code/ Item#	Description	Expenditures	FTEs *	TLTs
Adopted Budget				
AD01	2011 Adopted Budget	68,802,602	119.37	0.00
Adjustments to Adopted Budget				
SQ01	2011 Service Levels Adjusted for 2012 Costs	(965,910)	.02	0.00
Efficiency Reductions				
ER01	Enhanced Rapid Dispatch Project Increase in Telephone Referral Cost	30,000	0.00	0.00
ER02	Strategic Initiative Focus on Efficiency Studies	93,175	0.00	0.00
		123,175	0.00	0.00
Technology Cost Savings				
CS03	CBD/CAD IT Project Efficiencies	(4,767)	0.00	0.00
Program Changes				
PC01	EMS Levy Planning Strategic Initiative	115,450	0.00	0.00
Central Rate Changes				
CR01	Flexible Benefits	(172,800)	0.00	0.00
CR05	General Fund Overhead Adjustment	20,086	0.00	0.00
CR07	Technology Services Operations & Maintenance Charge	(21,773)	0.00	0.00
CR08	Technology Services Infrastructure Charge	(96,683)	0.00	0.00
CR09	Geographic Information Systems Charge	2,334	0.00	0.00
CR10	KCIT Operations Charge/Rebate	9,340	0.00	0.00
CR11	Telecommunications Services	(967)	0.00	0.00
CR12	Telecommunications Overhead	(1,089)	0.00	0.00
CR13	Motor Pool Rate Adjustment	(19,158)	0.00	0.00
CR14	Facilities Management Space Charge	23,708	0.00	0.00
CR15	Insurance Charges	(68,278)	0.00	0.00
CR16	Radio Access	266	0.00	0.00
CR18	Radio Direct Charges	5,355	0.00	0.00
CR19	Radio Reserve Program	(574)	0.00	0.00
CR20	Prosecuting Attorney Civil Division Charge	(1,167)	0.00	0.00
CR21	Debt Service Adjustment	(142)	0.00	0.00
CR22	Long Term Leases	58,290	0.00	0.00
CR25	Financial Service Charges	23,902	0.00	0.00
CR26	Retirement Rate Adjustment	(83,122)	0.00	0.00
CR27	Industrial Insurance Rate Adjustment	(14,766)	0.00	0.00
CR36	Property Services Lease Administration Fee	1,192	0.00	0.00
CR37	Facilities Management Strategic Initiative	257	0.00	0.00
CR38	Major Maintenance Repair Fund	1,650	0.00	0.00
CR46	KCIT Technology Projects	14,562	0.00	0.00
CR48	Business Resource Center	69,835	0.00	0.00
		(249,742)	0.00	0.00
Technical Adjustments				
TA01	Adjustments to Regional Support Services	175,554	0.00	0.00
TA02	Adjustments to Advanced Life Support Services	(213,980)	0.00	0.00
TA03	Advanced Life Support Use of Reserves	3,317,690	0.00	0.00
TA04	Appropriation of Reserve for Potential ALS Facility Renovation	250,000	0.00	0.00
TA05	Longevity Premium-Coalition Bargaining	3,598	0.00	0.00
TA06	BLS Allocation	10,601	0.00	0.00
TA39	COLA Adjustment	(17,271)	0.00	0.00
TA50	Revenue Adjustment (\$5,379,332)	0	0.00	0.00
		3,526,192	0.00	0.00

**2012 Proposed Budget for
Emergency Medical Services 1190/0830**

Code/ Item#	Description	Expenditures	FTEs *	TLTs
2012 Proposed Budget		71,347,000	119.39	0.00

* FTEs do not include temporaries or overtime.

** Please see Budget Transparency Section table at the end of the program plan pages for section information as identified in the Budget Transparency Ordinance No. 16445.

Emergency Medical Services

PROGRAM HIGHLIGHTS

The total 2012 Proposed budget for Emergency Medical Services (EMS) is \$71,347,000 with funding for 119.37 FTEs. This amount aims to support Emergency Medical Services that aligns with elements of the King County Strategic Plan while responding to the change drivers impacting the Division's financial situation.

Adjustments to Base Budget

2011 Service Levels Adjusted for 2012 Costs – (\$965,910) Expenditure / \$1,060,197 Revenue.

Adjustments to the 2011 Adopted Budget were made to incorporate changes in labor and select other operating costs (-\$318K), increased Services and Charges (\$1.1M), and annualize partial year 2011 changes. All of the adjustments result in a net change of (\$965,910) in expenditures from the 2011 Adopted Budget. The revenue adjustment was made to balance to the preliminary 2012 revenue estimates.

Efficiency Reductions

Enhanced Rapid Dispatch for Eastside Comm Center-\$30,000 Expenditure / \$30,000 Revenue. This proposal serves to implement, at the Eastside Comm Center, the enhanced dispatch protocols which have been successful at the Valley Communications Center. The protocol facilitates continuing rapid triage for life threatening medical emergencies, while allowing adequate time to triage low acuity service requests for transfer to the nurse line as an alternative to more expensive BLS/ALS dispatch.

Strategic Initiative Focus on Efficiency Studies- \$93,175 Expenditure / \$85,362 Revenue. This proposal reallocates existing budget to implement studies related to creating EMS operational efficiencies. Proposed study areas include a Community Medical Technician (CMT) pilot, staffing efficiency analysis and communications/dispatch efficiency study.

Technology Cost Savings

Computer-Based Dispatch / Computer-Assisted Dispatch Efficiencies (\$4,767) Expenditure / (\$4,767) Revenue. 2012 projected costs savings attributable to the eCBD/CAD Integration Strategic Initiative. Through 2011, a total of \$26,869 of savings has been achieved; 2012 is the last year savings will be taken on this project.

Program Changes

EMS Levy Planning Initiative-\$115,450 Expenditure / \$115,450 Revenue. This proposal allocates budget for increased expenditures associated with EMS levy planning for the 2014-2019 levy period. The levy planning process typically covers a 16 month period with the bulk of funding and expenditures occurring in 2012.

HEALTH & HUMAN POTENTIAL STRATEGIC PLAN AREA

Central Rate Adjustments – \$249,742. This series of adjustments captures the net effect of countywide charges from the 2011 Adopted Budget, and results in a \$249,742 increase in charges to Emergency Medical Services. Details about each rate can be found in the How We Deliver Introduction, and the agency-specific changes are detailed in the central rate section of the agency crosswalk.

Technical Adjustments

Regional Support Services Adjustments- \$175,554 Expenditure / (\$7,840) Revenue. Proposed adjustments serve to make changes to the Regional Support Services Allocation consistent with the financial policies established in the EMS levy ordinance.

Advanced Life Support (ALS) Adjustments-(\$213,980) Expenditure / (\$411,718) Revenue. Proposed adjustments serve to make changes ALS allocations based on the EMS Financial Plan policies as established in the EMS levy ordinance.

Advanced Life Support (ALS) Use of Reserves- \$3,317,690 Expenditure / \$3,313,357 Revenue. This proposal serves to implement the May 13, 2011 recommendation of the EMS Regional Partners, EMS Advisory Committee and its Finance Subcommittee to appropriate the use of reserves to cover the 2012 increment of a multi-year expenditure driven by the conversion of paramedics from the PERS retirement system to the LEOFF retirement system. Additional funding for increased diesel and dispatch costs is also included.

Reserve for ALS Facility Renovation-\$250,000 Expenditure / \$250,000 Revenue. This proposal serves to implement the May 13, 2011 recommendation of the EMS Regional Partners and the EMS Advisory Committee and its Finance Subcommittee to appropriate sufficient contingency budget to support the planned renovation of Bellevue's Medic 3 facility. This proposal conforms to auditor recommendations to accommodate anticipated expenses not currently budgeted in the ALS allocations.

Funding for Longevity Premium-\$3,598 Expenditure / \$3,598 Revenue. This proposal sets aside budget for pending legislation (Ordinance 2011-0314) that would provide a 1.5% longevity premium for certain County employees with 15 or more years of service. If adopted, 92 EMS employees would be affected by this proposal.

Basic Life Support (BLS) Adjustments-\$10,601 Expenditure / \$10,601 Revenue. Proposed adjustments serve to make changes to BLS allocations based on the EMS Financial Plan policies as established in the EMS levy ordinance.

COLA - (\$17,271). This amount reflects the change from the preliminary Office of Economic and Financial Analysis forecast for Cost of Living Adjustment (COLA), which was 1.77 percent, to the final 2012 COLA rate of 1.63 percent.

Revenue Adjustment – (\$5,379,332) This amount reconciles Essbase to Mbase due to the fact Essbase does not recognize account 30800, Beginning Unencumbered Fund Balance, as a valid revenue account while EMS's business practice is to apply this account as a revenue source.

2012 Proposed Financial Plan
Emergency Medical Services Fund/Emergency Medical Services 1190/0830

	2010 Actual ¹	2011 1st Qtr Supplemental ²	2011 Estimated ³	2012 Proposed ⁸	2013 Projected ⁴	2014 Projected ⁵
Beginning Fund Balance	\$ 29,988,811	\$ 34,891,636	\$ 38,627,395	\$ 33,462,959	\$ 25,766,639	\$ 21,754,624
Revenues						
Property Taxes	64,780,871	61,230,215	62,325,897	59,536,069	61,621,530	64,712,766
Grants	2,186	1,650	1,650	1,650	1,650	1,650
Charges for Services	193,498	190,000	190,000	192,761	192,761	195,040
Interest Earning/Misc Revenue	778,185	438,200	228,200	446,200	830,200	199,200
Other Financing Sources	52,248	54,000	54,000	54,000	54,000	54,000
Transfer from Current Expense Subfund						
Total Revenues	65,806,988	61,914,065	62,799,747	60,230,680	62,700,141	65,162,656
Expenditures						
Advanced Life Support Services	(35,272,596)	(40,016,845)	(39,747,319)	(38,641,290)	(40,550,293)	(42,123,722)
Basic Life Support Services	(15,032,807)	(15,154,163)	(15,154,163)	(15,396,394)	(15,799,943)	(16,164,921)
Regional Services	(5,952,633)	(7,108,377)	(6,555,521)	(7,295,051)	(7,527,528)	(7,742,411)
Strategic Initiatives	(833,196)	(1,614,202)	(1,598,165)	(1,811,631)	(1,795,389)	(1,300,000)
Use of Designations/Program Balances	-	(557,068)	(557,068)	(759,181)	(759,181)	(759,181)
Disaster Response Contingency - Restricted	-	(3,420,000)	(3,420,000)	(3,540,000)	(3,720,000)	(3,794,400)
Use of Reserves	-	(840,000)	(840,000)	(3,807,690)	-	-
King County Auditor's Office	(68,181)	(91,947)	(91,947)	(95,763)	(99,822)	(69,939)
Total Expenditures	(57,159,413)	(68,802,602)	(67,964,183)	(71,347,000)	(70,252,156)	(71,954,574)
Estimated Underexpenditures			-			
Other Fund Transactions						
GAAP Adjustments	(5,600)		-		-	-
Journal Correction	(3,391)	1,500,000				
Assume Disaster response not used				3,420,000	3,540,000	3,720,000
Total Other Fund Transactions	(8,991)	1,500,000	-	3,420,000	3,540,000	3,720,000
Ending Fund Balance	38,627,395	29,503,099	33,462,959	25,766,639	21,754,624	18,682,706
Reserves & Designations						
Reserve for Encumbrances	(118,317)	(519,010)	(118,317)	(118,317)	(118,317)	(118,317)
Program/Provider Balances	(5,200,985)	(2,361,819)	(4,497,826)	(3,766,973)	(2,764,082)	(1,466,428)
ALS Provider Loans	704,379	469,586	469,586	234,793	-	-
Reserve for KCM1 Equipment Replacement	(2,042,123)	(371,306)	(602,123)	(602,123)	(602,123)	(602,123)
Designations from 2002-2007 levy	(230,842)	(240,841)	(230,842)			
Reserves for Unanticipated Inflation	(2,310,000)	(2,129,821)	(2,129,821)	(1,944,755)	(1,047,642)	(1,047,642)
Salary Reserves	-	(1,095,000)	(1,095,000)	(1,200,000)	(1,440,000)	(1,440,000)
Operations/Dispatch	-	(620,000)	(620,000)	(370,000)	(370,000)	(370,000)
Equipment/Capital	(360,749)	(1,200,619)	(1,200,619)	(950,619)	(950,619)	(950,619)
Risk Abatement	(565,000)	(2,200,000)	(2,200,000)	(2,200,000)	(2,200,000)	(2,200,000)
ALS Retirement Liability	(2,185,000)	(3,900,000)	(3,900,000)	(875,592)	(875,592)	(875,592)
Underspending	-	-	-			
Millage Reduction ⁹	(5,041,654)	(6,041,654)	(6,041,654)	(6,741,654)	(6,941,654)	
Total Reserves & Designations	(17,350,291)	(20,210,484)	(22,166,616)	(18,535,240)	(17,310,029)	(9,070,721)
Ending Undesignated Fund Balance	\$ 21,277,104	\$ 9,292,615	\$ 11,296,343	\$ 7,231,399	\$ 4,444,595	\$ 9,611,985
Target Fund Balance ⁶	\$ 3,948,419	\$ 3,714,844	\$ 3,767,985	\$ 3,613,841	\$ 3,762,008	\$ 3,909,759

	2010 Actual ¹	2011 Adopted ²	2011 Estimated ³	2012 Proposed	2013 Projected ⁴	2014 Projected ⁵
EMS Grants (PH Fund 1800)						
Center for Evaluation of EMS (CEEMS) ⁷	(757,231)	(1,138,601)	(1,057,210)	(1,281,692)	(1,270,437)	(426,686)
Entrepreneurial Projects (EMS On-line)	(342,620)	(405,873)	(383,475)	(542,283)	(572,228)	(625,281)
Other Grants/Use of KCM1 Donations	(167,433)	(22,395)	(7,666)	(17,796)	(5,000)	(5,000)
TOTAL GRANTS	(1,267,284)	(1,566,869)	(1,448,351)	(1,841,771)	(1,847,665)	(1,056,967)
Total EMS Expenses with Grants	(58,426,697)	(70,369,471)	(69,412,534)	(73,188,771)	(72,099,821)	(73,011,541)

Financial Plan Notes:

¹ 2010 Actuals are taken from the 2010 CAFR or 14th Month ARMS/IBIS.

² 2011 Adopted does not comply with EMS Financial Plans; a plan complying with financial policies was adopted as part of the 1Q supplemental ordinance

³ 2011 Estimated is based on current forecast

⁴ 2013 is based on following EMS Financial Policies for 2008-2013 levy period

⁵ Status Quo estimate of 2014 based on levy rate of \$.30/1,000 AV

⁶ Target fund balance is based on 6% of revenues

⁷ These are primarily research oriented grants

⁸ ABT Debt Service in the amount of \$32,480 will be covered within the Regional Support Services contingency

⁹ Millage reserve in 2014 is eliminated; millage will be incorporated into the rate for the new levy.

**2012 Proposed Budget for
Local Hazardous Waste 1280/0860**

Code/ Item#	Description	Expenditures	FTEs *	TLTs
Adopted Budget				
AD01	2011 Adopted Budget	14,908,204	0.00	0.00
Technical Adjustments				
TA01	Local Hazardous Waste Fund-Technical Adjustment	221,403	0.00	0.00
2012 Proposed Budget		15,129,607	0.00	0.00

* FTEs do not include temporaries or overtime.

** Please see Budget Transparency Section table at the end of the program plan pages for section information as identified in the Budget Transparency Ordinance No. 16445.

Local Hazardous Waste

PROGRAM HIGHLIGHTS

The total 2012 Proposed budget for Local Hazardous Waste (LHW) is \$15,129,607. This amount aims to support LHW services that align with elements of the King County Strategic Plan while responding to the change drivers impacting the Fund's financial situation.

Technical Adjustments

Adopted Rate Increase-\$221,403 Expenditure / \$221,403 Revenue. This adjustment projects anticipated expenditures and revenues resulting from the April, 2011 adoption of Local Hazardous Waste rate increases by the Board of Health. This increase allows the Fund to maintain current residential and business service levels.

2012 Proposed Financial Plan
Local Hazardous Waste / Local Hazardous Waste 1280 / 00860

	2010 Actual ¹	2011 Adopted	2011 Estimated ²	2012 Proposed	2013 Projected ³	2014 Projected ³
Beginning Fund Balance	6,775,024	4,962,816	7,141,877	4,445,949	4,475,561	4,004,324
Revenues		-				
STATE GRANTS	734,449	610,122	610,122			
INTERGOVERNMENTAL PAYMENT	7,084,125	6,997,778	6,997,778	9,161,096	9,186,299	9,214,919
CHARGES FOR SERVICES	4,516,160	4,556,088	4,556,088	5,974,367	5,974,367	5,974,367
MISCELLANEOUS REVENUE	149,284	48,288	48,288	23,756	63,494	96,554
Total Revenues	12,484,018	12,212,276	12,212,276	15,159,219	15,224,160	15,285,840
Expenditures						
SERVICES & OTHER CHARGES	(2,578,993)	(3,532,060)	(3,532,060)	(3,539,055)	(3,771,513)	(3,889,247)
INTRAGOVERNMENTAL SERVICE	(9,538,173)	(11,376,144)	(11,376,144)	(11,590,552)	(11,923,884)	(12,406,569)
Total Expenditures	(12,117,166)	(14,908,204)	(14,908,204)	(15,129,607)	(15,695,397)	(16,295,816)
Estimated Underexpenditures		-	-	-	-	-
Other Fund Transactions						
Total Other Fund Transactions	-	-	-	-	-	-
Ending Fund Balance	7,141,877	2,266,888	4,445,949	4,475,561	4,004,324	2,994,348
Reserves & Designations						
Total Reserves & Designations	-	-	-	-	-	-
Ending Undesignated Fund Balance	7,141,877	2,266,888	4,445,949	4,475,561	4,004,324	2,994,348
Target Fund Balance ⁴	2,080,670	2,035,379	2,035,379	2,526,537	2,537,360	2,547,640

Financial Plan Notes:

¹ 2010 Actuals are taken from the 2010 CAFR or 14th Month ARMS/IBIS.

² 2011 Estimated is based on 1st Quarter Financial Report

³ 2013 and 2014 Projected are based on 2009 actual revenues with the new rate adjustment and using updated information where available.

For expenditures, it is based on agencies' projections and a 2.3% inflation on non-salary expenses.

⁴ Target fund balance is based on 2 months operating reserves

⁵ 2013/2014 ABT debt service of \$8,950 is carried in 1800 PH/MEO financial plan.

Health and Human Potential Strategic Plan Area

	2010 Adopted		2011 Adopted		2012 Proposed	
	Expenditures	FTEs	Expenditures	FTEs	Expenditures	FTEs
COMMUNITY AND HUMAN SERVICES						
COMMUNITY & HUMAN SERVICES ADMIN	\$ 2,819,792	14.00	\$ 6,461,293	36.00	\$ 7,277,360	15.00
DEVELOPMENTAL DISABILITY	26,601,025	16.00	28,379,501	16.00	27,421,079	16.00
CFS COMMUNITY SERVICES OPERATING	5,439,408	16.50	5,413,256	15.50	4,772,840	14.50
CFS T/T COMMUNITY AND HUMAN SERVICES	1,626,371	-	1,442,873	-	3,714,101	-
VETERANS SERVICES	2,780,173	9.00	2,767,183	8.00	3,061,189	7.00
VETERANS AND FAMILY LEVY	12,285,228	12.00	12,181,323	11.00	9,863,770	11.00
HUMAN SERVICES LEVY	14,174,179	4.50	10,709,151	4.50	9,293,807	4.50
ALCOHOLISM/ SUBSTANCE ABUSE	28,365,656	40.90	30,731,877	36.90	28,226,707	32.70
MENTAL HEALTH	181,260,652	96.50	174,417,973	73.50	168,760,427	75.50
MENTAL HEALTH & DRUG DEPENDENCY	38,670,051	10.75	40,809,577	13.75	41,023,077	13.00
MENTAL HEALTH AND SUBSTANCE ABUSE MIDD	4,900,207	1.90	4,979,122	2.75	5,012,727	2.75
HUMAN SERVICES GF TRANSFERS	849,151	-	626,283	-	2,006,283	-
	319,771,893	222.05	318,919,412	217.90	310,433,367	191.95
PUBLIC HEALTH						
PUBLIC HEALTH	193,042,505	1,231.00	208,544,702	1,187.46	198,918,179	1,080.02
MEDICAL EXAMINER	4,461,662	26.59	4,692,125	25.46	4,720,080	24.81
EMERGENCY MEDICAL SERVICE	66,585,574	119.99	68,802,602	119.37	71,347,000	119.39
LOCAL HAZARDOUS WASTE	14,293,130	-	14,908,204	-	15,129,607	-
PUBLIC HEALTH GF TRANSFERS	26,575,465	-	24,464,977	-	25,041,950	-
	304,958,336	1,377.58	321,412,610	1,332.29	315,156,816	1,224.22
TOTAL HEALTH AND HUMAN SERVICES	\$ 624,730,229	1,599.63	\$ 640,332,022	1,550.19	\$ 625,590,183	1,416.17

Public Defense division of DCHS and Jail Health Services division of DPH are reported in the Justice and Safety section of the Budget Book.

Justice and Safety MIDD programs are reported out under the Justice and Safety section along with their narrative.

Employment and Education Resources and Federal Housing and Community Development are reported out in the Economic Growth and Built Environment section of the Budget Book.

**Health and Human Potential
by Budget Transparency Section**

APPRO NAME	SECTION NAME	2012 Proposed Expenditures	2012 Proposed Revenues	2012 Proposed FTEs	2012 Proposed TLTs
80 Public Health					
0800	Public Health				
	0800.8026 Org Attributes: Cross-Cutting Business Services			77.26	0.25
	0800.8027 Protection: Preparedness	4,466,712	4,466,712	15.45	10.20
	0800.8030 Provision: EMS Grants	1,841,771	1,841,771	8.50	
	0800.8034 Promotion: Health Promotion and Disease/Injury Prevention	12,321,193	12,321,193	27.30	8.40
	0800.8036 Protection: Infectious Disease Prevention and Control	31,033,293	31,033,293	115.52	3.00
	0800.8041 Provision: Regional and Community Based Programs	32,743,034	32,743,034	54.99	1.00
	0800.8049 Org Attributes: Regional and Cross-Cutting Services	16,581,371	16,341,371	71.42	10.84
	0800.8067 Protection: Environmental Health Field Based Services	18,260,737	18,260,737	121.00	
	0800.8078 Provision: Public Health Center Based Services	79,721,914	79,721,914	577.17	0.75
	0800.8114 Promotion: Regional and Community Based Programs	604,620	604,620	3.00	
	0800.8184 Protection: Regional and Community Based Programs	1,343,534	1,343,534	8.41	0.21
	Public Health Total	198,918,179	198,678,179	1,080.02	34.65
0810	Medical Examiner	4,720,080	4,720,080	24.81	
0830	Emergency Medical Services				
	0830.5803 Provision: BLS Provider Services	15,396,394	12,005,101		
	0830.5806 Provision: ALS Provider Services	38,641,290	38,641,290	82.64	
	0830.8800 Provision: EMS Contingency Reserves	8,202,634	998,441	1.88	
	0830.8802 Provision: EMS Regional Support Services	7,295,051	6,774,217	32.37	
	0830.8803 Provision: EMS Initiatives	1,811,631	1,811,631	2.50	
	Emergency Medical Services Total	71,347,000	60,230,680	119.39	
0860	Local Hazardous Waste	15,129,607	15,159,219		
80 Public Health Total		290,114,866	278,788,158	1,224.22	34.65
93 Community & Human Services					
0117	Veterans and Family Levy				
	0117.9759 Veteran's Levy Operating	9,563,770	7,871,954	11.00	1.00
	0117.9770 Veteran's Levy Capital	300,000			
	Veterans and Family Levy Total	9,863,770	7,871,954	11.00	1.00
0118	Human Services Levy				
	0118.9775 Human Services Levy Operating	8,593,807	7,821,090	4.50	
	0118.9786 Human Services Levy Capital	700,000			
	Human Services Levy Total	9,293,807	7,821,090	4.50	
0480	Veterans Services	3,061,189	2,794,760	7.00	
0885	Children and Family Services Revenues		6,723,922		
0887	Children and Family Services Transfers to Community and Human Services	3,714,101			
0888	Children and Family Services Community Services - Operating				
	0888.8400 CFS Division Administration	1,694,470	907,432	10.50	
	0888.8410 CFS Community Services	3,078,370	575,188	4.00	
	Children and Family Services Community Services - Operating Total	4,772,840	1,482,620	14.50	
0920	Developmental Disabilities				
	0920.9250 DD Early Intervention	6,523,924	6,075,540	4.00	
	0920.9260 DD Community, Youth & Adult Services	20,897,155	20,928,633	12.00	
	Developmental Disabilities Total	27,421,079	27,004,173	16.00	
0924	MHCADS - Mental Health				
	0924.9800 Mental Health Contracts	157,758,619	170,025,651	36.50	2.00
	0924.9827 Mental Health Direct Service	11,001,808		39.00	
	MHCADS - Mental Health Total	168,760,427	170,025,651	75.50	2.00
0935	Community and Human Services Administration	7,277,360	6,173,346	15.00	
0960	MHCADS - Alcoholism and Substance Abuse				
	0960.9837 Substance Abuse Contracts	26,726,225	26,864,463	17.50	
	0960.9855 Substance Abuse Direct Service	1,500,482	1,471,393	15.20	
	MHCADS - Alcoholism and Substance Abuse Total	28,226,707	28,335,856	32.70	
0987	Mental Health and Substance Abuse MIDD	5,012,727		2.75	
0990	Mental Illness and Drug Dependency Fund	41,023,077	45,989,497	13.00	
93 Community & Human Services Total		308,427,084	304,222,869	191.95	3.00
97 General Fund Transfers					
0694	Human Services GF Transfers	2,006,283			
0696	Public Health GF Transfers	25,041,950			
97 General Fund Transfers Total		27,048,233			
Grand Total		625,590,183	583,011,027	1,416.17	37.65

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