

**MEMORANDUM**

DATE: April 23, 2010

TO: Casey Toomay,  
Budget Manager

FROM: Dan Partridge, RS, MPH  
Director

CC: Cynthia Wagner,  
Assistant City Manager

RE: 2011 Budget Request



*Healthy People Build Strong Communities* - The Lawrence-Douglas County Health Department strives to create and maintain conditions that keep people healthy. We work on the public's behalf to:

- Safeguard community health and safety through swift response to illness outbreaks
- Identify urgent and everyday health problems by tracking the health of the community to recognize health trends early
- Assess health problems and promote wellness by fostering community health initiatives
- Collaborate with community partners to protect health and control the costs associated with health problems.

Public health programs are aimed at prevention and are shown to be cost-effective. As a city-county health department, our agency is an official governmental entity with responsibilities for protecting the public's health. This letter summarizes our budget request to the City of Lawrence for 2011 and reflects current Health Department services.

For 2011, the budget amount requested from the City of Lawrence is \$648,929. This represents a 0% increase over 2010 as per guidance from your memo.

Revenue

In addition to local support from the City and the County, the Health Department funds approximately half of its budget through fees for services and traditional state and federal grant funds earmarked for public health. These revenues have been included in our 2011

budget submittal. We anticipate a decrease in grant funds for many of our core public health programs including;

- a 15% decrease for public health continuing education;
- elimination of the AIDS Health Education and Risk Reduction grant;
- a 15% reduction in Immunization Action Plan funding;
- a 20% cut in Local Environmental Protection grant for sanitation code enforcement;
- a 5% decrease in Maternal & Child Health program funding; and,
- a 30% decrease in state aid to local grant funds for public health prevention and promotion programs barring no further reductions from local maintenance of effort.

The Department's H1N1 Influenza A pandemic response has played a significant role in shaping our financial position as we enter 2010 with improved financial reserves. We will continue, as opportunities present themselves, to pursue alternative sources of revenue that support our mission.

The Health Board routinely reviews fees for services and increases fees when indicated. For example, annually in December a family planning cost report analysis is completed and fees adjusted accordingly. Over the past two years our fee for our most popular birth control method has doubled.

Recent State budget decisions have included the elimination of the Food Service inspection program in January of 2010 and the Teen Pregnancy Case management grant in July 2009. Together these two actions represent more than \$160,000 in lost revenue. We have adjusted to this reduction by eliminating 2 of 3 environmental health specialist positions and 1 of 4 maternal and child health nurse case manager positions.

Health Department staffing continues to decline with a 15% reduction when compared to the January 1, 2009 staffing level. Our community would benefit from a comprehensive community health assessment and plan. Funding and staffing constraints have hampered our progress in this area.

### Expenditures

With level funding from the City of Lawrence and Douglas County the Health Department's total budgeted expenditures for 2011 reflect a \$72,168 or 2% decrease from 2010. City monies will be utilized to assist with funding the budgeted program expenses and to partially provide the local match/maintenance of effort requirements of the grants.

The 2011 Budget includes a 2% cost of living wage adjustment as a budgeted figure. The actual amount will be determined by the Health Board at the end of 2010. As in 2010 in an effort to control costs the employee longevity bonus is suspended. Cost shifting from state to local government continues with an additional increase of \$1,200 for out of criteria lab samples as established by the Kansas Department of Health and Environment (KDHE). The 2011 proposed budget provides minimal funding for continuing education/professional development allowing for very little training outside of State mandated workshops and conferences. This places a financial burden on employees to keep certifications and licenses

current. With no funding for human resource training our ability to remain current on issues is compromised.

Additionally in order to balance expenditures with projected revenues the budget does not provide for the use of temporary, (PRN) staffing, this will result in fewer family planning ARNP appointment slots and longer wait times for other clinic services.

Health Department employees are covered under the Douglas County health insurance plan. Premiums for 2011 have not been set by the County. The amount included in our 2011 Budget request reflects a 5% rate increase.

The Health Department continues to serve as the fiscal agent for the Douglas County Community Health Improvement Project (CHIP). Grant revenues and expenditures for Douglas County CHIP in the amount of \$124,053 related to comprehensive tobacco use prevention are included in our attached budget (attachment A).

#### Impact of a 2.5% reduction in funding for commodity and contractual expenses

The proposed level funded budget calls for \$426,886 in combined commodity and contractual expenses which is a 1% reduction from 2010. In an effort to comply with the budget guidance calling for a description of the impact of a reduction of 2.5% we calculate this additional reduction to be \$5,326. One impact of a reduction in City of Lawrence support will be a corresponding dollar for dollar cut in State of Kansas Aid to Local support. While we do not expect that a \$5,326 reduction in funding would further reduce the level of service we provide, or number of employees we employ, our likely response would be to look to reduce personnel costs by reducing the growth of these costs, as more than 80% of our expenses are personnel related

We are pleased to submit this 2011 budget and are available to answer any questions you may have.

#### *Attachments:*

*A: 2011 proposed budget*

*B: Accomplishments, Goals and Objectives for 2009-2010*

*C: Organization Chart*

# Attachment A: 2011 Budget

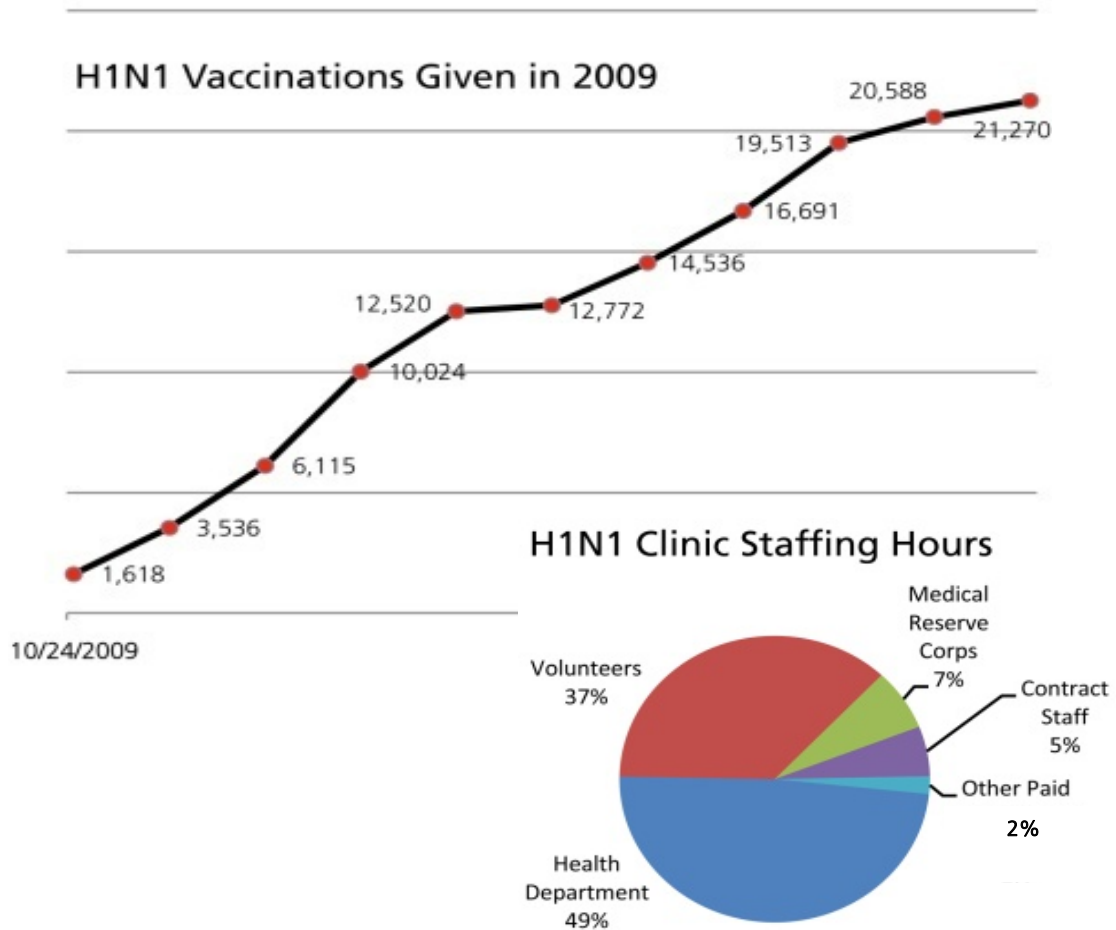
Lawrence-Douglas County Health Department		2009	2010	Proposed 2011
2011 Budget Proposed 04/19/10		Actual	Budget	Budget
<b>Revenue</b>				
50010 - City				
500100 - City Operating		513,900	504,123	498,605
500101 - City Health Insurance		155,099	144,806	150,324
	<b>Total 50010 - City</b>	<b>669,000</b>	<b>648,929</b>	<b>648,929</b>
50020 - County				
500200 - County Operating		720,000	715,000	715,000
500201 - County Health Insurance		218,900	246,235	225,487
500202 - County Mill Levy Aging		10,000	10,000	10,000
	<b>Total 50020 - County</b>	<b>948,900</b>	<b>971,235</b>	<b>950,486</b>
51000 - Operating Revenue				
511000 - Contract Services		93,857	93,600	14,003
512000 - Fees		359,579	313,027	345,555
519000 - Interest		418	600	200
	<b>Total 51000 - Operating Revenue</b>	<b>453,854</b>	<b>407,227</b>	<b>359,758</b>
517000 - Grant Income				
5170001 - Federal		5,000	5,000	5,000
5170002 - State		1,120,304	740,645	732,271
5170003 - Local/Private		15,664	64,420	63,470
	<b>Total 517000 - Grant Income</b>	<b>1,140,968</b>	<b>810,065</b>	<b>800,741</b>
57000 - Other Revenue				
570001 - Other		8,263	-	-
570002 - CHIP Grant		123,606	165,612	124,053
	<b>Total 57000 - Other Revenue</b>	<b>131,869</b>	<b>165,612</b>	<b>124,053</b>
	<b>Total 5000 - Revenue</b>	<b>3,344,591</b>	<b>3,003,067</b>	<b>2,883,967</b>
	Cash Balance Forward	120,000	58,223	105,155
	FROM Board Designated Fund	-	-	-
	<b>Total Income</b>	<b>3,464,591</b>	<b>3,061,290</b>	<b>2,989,122</b>
<b>Expense</b>				
6000 - Payroll Expenses				
60010 - Gross Salaries & Wages		1,775,988	1,742,271	1,694,220
60020 - Payroll Related Expenses		-	-	-
600200 - Payroll Taxes (SS & MC)		128,441	133,284	129,608
600201 - Insurance - Health		343,662	391,041	375,811
600202 - KPERS		100,521	123,017	135,582
600203 - Insurance - Unemployment		2,303	9,330	15,926
600204 - Insurance - Work Comp		14,212	15,346	11,163
600205 - Insurance - Prof. Liability		15,545	9,000	12,000
60020 - Payroll Related Expenses - Other		-	-	-
	<b>Total 60020 - Payroll Related Expenses</b>	<b>604,684</b>	<b>681,018</b>	<b>680,089</b>
	<b>Total 6000 - Payroll Expenses</b>	<b>2,380,672</b>	<b>2,423,289</b>	<b>2,374,309</b>
6300 - Contractual Service Expenditures				
63001 - Interpreters		8,007	9,335	7,850
63002 - Advertising				
	<b>Total 63002 - Advertising</b>	<b>4,546</b>	<b>1,395</b>	<b>1,605</b>
63003 - Bank & Credit Card Fees		3,054	3,500	3,500
63004 - Continuing Education / Meetings				
	<b>Total 63004 - Continuing Education / Meetings</b>	<b>9,463</b>	<b>20,000</b>	<b>13,575</b>
63005 - Copying & Printing		6,664	6,147	3,870
63006 - Insurance - Non-Payroll Related		2,869	3,200	3,000
63007 - Laboratory		15,663	17,440	18,675
63008 - Mileage / Tolls / Parking		29,327	32,645	25,559
63009 - Miscellaneous		16,430	5,300	7,455
63010 - Phone & Communications		15,003	16,063	19,140
63011 - Postage & Delivery		8,919	19,175	12,150
63012 - Publications & Subscriptions		2,110	1,762	759
63013 - Repair & Maintenance		2,294	2,024	1,810
63014 - Service & Licensing Contracts		21,365	20,950	26,650
63015 - Medical Fees		2,993	3,000	3,150
63016 - Network Consultant Fees		39,260	19,938	20,200
63017 - Legal Fees		3,096	1,700	1,500
63018 - Physician Fees		14,569	13,565	14,365
63019 - Dues		4,493	2,885	3,820
63020 - HR Consultant		-	-	-
63021 - Business Administration Fees		1,918	2,150	1,950
	<b>Total 6300 - Contractual Service Expenditures</b>	<b>212,043</b>	<b>202,174</b>	<b>190,583</b>
6400 - Commodities				
64001 - Medical Supplies		15,783	17,819	16,350
64002 - Pharmaceuticals		186,866	192,414	201,739
64003 - Office Supplies		10,413	12,715	13,240
64004 - Other Supplies		18,639	7,247	4,974
	<b>Total 6400 - Commodities</b>	<b>231,701</b>	<b>230,195</b>	<b>236,303</b>
6500 - Other Expenses				
65001 - CHIP Personnel		101,401	131,268	104,193
65002 - CHIP Contractual		24,150	30,771	15,533
65003 - CHIP Commodities		31	3,573	4,960
	<b>Total 6500 - Other Expenses</b>	<b>125,582</b>	<b>165,612</b>	<b>124,686</b>
Capital Equipment		1,320	1,500	31,500
TO Funded Depreciation		41,454	31,021	31,741
TO Board Designated Fund		25,000	7,500	-
	<b>Total Expense</b>	<b>3,017,772</b>	<b>3,061,290</b>	<b>2,989,122</b>
	<b>Net Income</b>	<b>446,819</b>	<b>-</b>	<b>(0.00)</b>

## Attachment B: Accomplishments, Goals and Objectives for 2009-2010

The Strategic Plan for the Lawrence-Douglas County Health Department calls for enhanced relationships with the community, policy-makers and staff. 2009 events related to these three goals include:

### Community

In 2009 the world experienced an H1N1 Influenza A pandemic. Our local response included over 2,000 hours of direct clinic staffing and an additional untold number of hours devoted to response planning, coordination and communication. At the end of 2009, despite vaccine supply shortages, 21,270 vaccinations were provided in Lawrence and Douglas County.



*Douglas County Fairgrounds vaccination clinic  
October 28, 2009.*

## Policy-makers

Documenting and communicating agency performance is an essential component of establishing trust and accountability with policy-makers. In 2009 the following performance scorecard was created and is ongoing for 2010.

Index	Program	Data Source	Target (Goal)	2009			
				1Q	2Q	3Q	4Q
<b>A. WIC</b>							
1	% of WIC women delivering an infant weighing $\leq$ to 2500 grams	KWIC	$\leq$ 6%	6.4%	7.2%	7.9%	3.7%
2	% of children at high risk for low hemoglobin level	KWIC	$\leq$ 9%	9.1%	7.5%	5.1%	5.8%
3	% of WIC children 2-5 YO who are overweight ( $\geq$ 95% BMI for age)	KWIC	$\leq$ 7%	12.4%	10.2%	9.3%	9.2%
4	% of WIC infants who breastfed for a minimum of 6 months	KWIC	$\geq$ 30%	28%	40%	27%	34%
5	% of Douglas County infants utilizing WIC services	KWIC / KS Vital Stat.	N/A	40.21%	40.75%	40.09%	36.54%
6	\$ Value of WIC checks redeemed in DG Co	KWIC	N/A	\$246,910.00	\$236,423.00	\$238,983.00	\$240,685.00
<b>B. Project LIVELY</b>							
1	% of services clients connected to	Access	$\geq$ 90%	88%	99%	96%	98%
2	% of clients receiving a home visit at a frequency appropriate to their need	Access	$\geq$ 90%	96%	98%	100%	98%
3	% of clients contacted within 3 business days of referral	Access	$\geq$ 90%	99%	100%	98%	100%
4	% of clients satisfied with Project LIVELY services (once annual)	Access	$\geq$ 95%	NA	95%	NA	NA
5	% of community partners satisfied with Project LIVELY services (once annual)	Access	$\geq$ 95%	NA	97%	NA	NA
<b>C. Clinic Services</b>							
1	% of family planning clients age 15-25 testing positive for Chlamydia	KDHE	$\leq$ 5%	7.0%	5.1%	2.7%	3.6%
2	% of 2-year old clients completing the primary immunization series	CO-CASA	$\geq$ 90%	81%	79%	78%	80%
3	% of communicable disease case investigations initiated within 24 hours	Epi Log	100%	98%	99%	99%	99%
<b>D. Child Care Licensing</b>							
1	Rate of enforcement action taken in Douglas County (suspensions/fines/revocations) (# per 100)	CLARIS	TBD	0.00	0.00	0.00	0.00
2	% of complaint investigations initiated within 5 business days	Access	100%	100%	100%	100%	100%
3	Rate of reportable accidents (# per 10,000 child care days)	Access	TBD	0.02	0.02	0.04	0.01
<b>E. Environmental Health</b>							
1	Septic System failure rate (# per 1,000)	FoxPro	$\leq$ 1	0.3	0.4	0.4	0.5
2	% of well samples testing positive for fecal coliform bacteria	FoxPro	$\leq$ 5%	0.0%	0.0%	6.7%	0.0%
3	% of recreational water facilities closed	FoxPro	$\leq$ 3	2.6	2.0	4.9	4.4
4	% of food service inspections documenting 5 or more critical violations	Access	$\leq$ 10%	3%	2%	5%	3%
5	% of inspection quota met	Access	$\geq$ 90%	114%	104%	110%	100%
6	% of environmental complaint investigations initiated by the next business day	Access	$\geq$ 90%	100%	100%	100%	100%
<b>F. Emergency Preparedness</b>							
1	Technical Assistance Review (TAR) Score (once annual)	TAR	$\geq$ 65	NA	NA	82	NA
2	% of command staff contacted within 60 minutes of initiation of call down	Training Log	$\geq$ 95%	89%	93%	0%	88%
3	% of all staff contacted within 90 minutes of initiation of call down	Training Log	$\geq$ 80%	95%	91%	98%	88%
4	% of new staff having completed basic ICS training with the first 6 months of employment	Training Log	100%	67%	100%	NA	NA
5	% of all staff who have completed all required Incident Command System (ICS) training	Training Log	$\geq$ 90%	74%	93%	100%	97%
<b>G. Maternal and Child Health (MCH)</b>							
1	% of enrolled teen mothers with no repeat pregnancy during program enrollment	TPCM Outcome Log	$\geq$ 85%	99%	96%	NA	NA
2	Premature Birth Rate (% of MCH infants born at < 37 weeks gestation)	Perinatal Outcome Report	$\leq$ 7.6%	0.0%	0.0%	18.8%	0.0%
3	Low Birth Weight (% of MCH infants born at < 2500 grams)	Perinatal Outcome Report	$\leq$ 5%	0.0%	0.0%	18.8%	0.0%
<b>H. Administration</b>							
1	% of relevant strategic plan objectives completed by the planned timeframe	Admin. Review	$\geq$ 90%	NA	NA	NA	NA
2	% of programs with total expenditures at or below the YTD budgeted amount	QuickBooks	100%	100%	100%	88%	88%
3	% of agency performance measures meeting or exceeding target goal	Access	$\geq$ 90%	45%	39%	64%	71%
4	% of press releases resulting in media coverage	Log	$\geq$ 75%	33%	56%	80%	100%
5	# of visits to the website	Google Analytics	10% growth per Quarter	593	745	1126	3619
6	Average number of pages per website visit	Google Analytics	$\geq$ 2.5	3.0	2.7	2.7	1.3
7	% of computers successfully receiving anti-virus updates	IT Report	100%	100%	100%	100%	100%
8	% of computer viruses blocked	IT Report	100%	100%	100%	100%	100%

## Staff

Beginning in 2007 and annually thereafter the Department conducts an anonymous employee survey. Shown below are the 3 metrics with the greatest relative change from 2007 to 2009.

### Lawrence-Douglas County Health Department Quality of Work Life Survey – 2007-2009

Strongly Agree      Agree      Disagree      Strongly Disagree

4       3       2       1

2. My work gives me a feeling of personal accomplishment.  
2007 – 3.4      2008 – 3.3      2009 – 3.8

10. I understand how decisions are made at the Health Department.  
2007 – 2.5      2008 – 2.6      2009 – 2.9

15. At the Health Department, we are open and honest about how decisions are made.  
2007 – 2.6      2008 – 2.5      2009 – 2.8

These responses correlate with the Health Department's emphasis on improving internal channels of communication and broadening participation in decision making processes.

# Attachment C: Organization Chart

January 2010

