
Fiscal Year 2014 Recommended Budget



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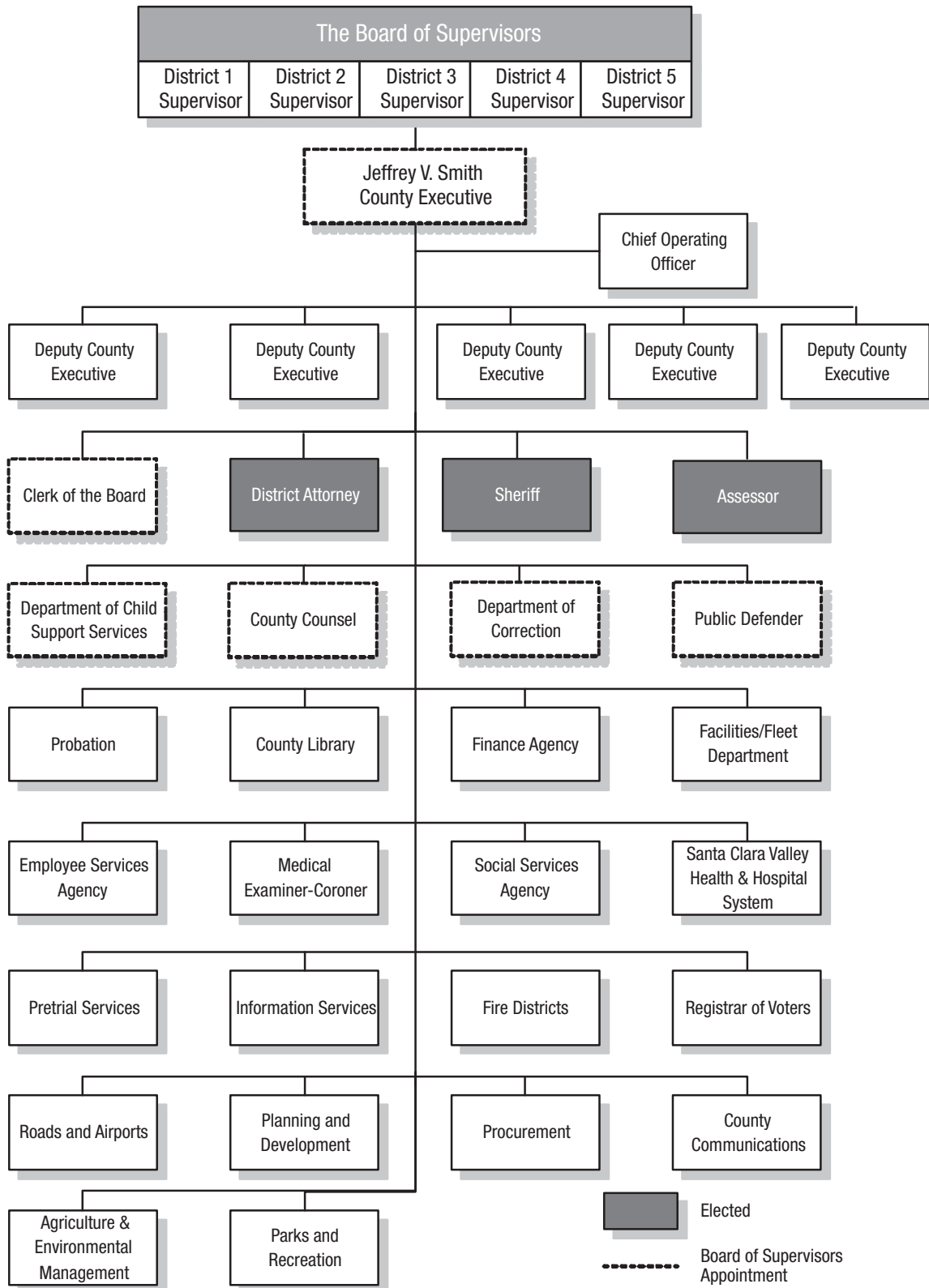
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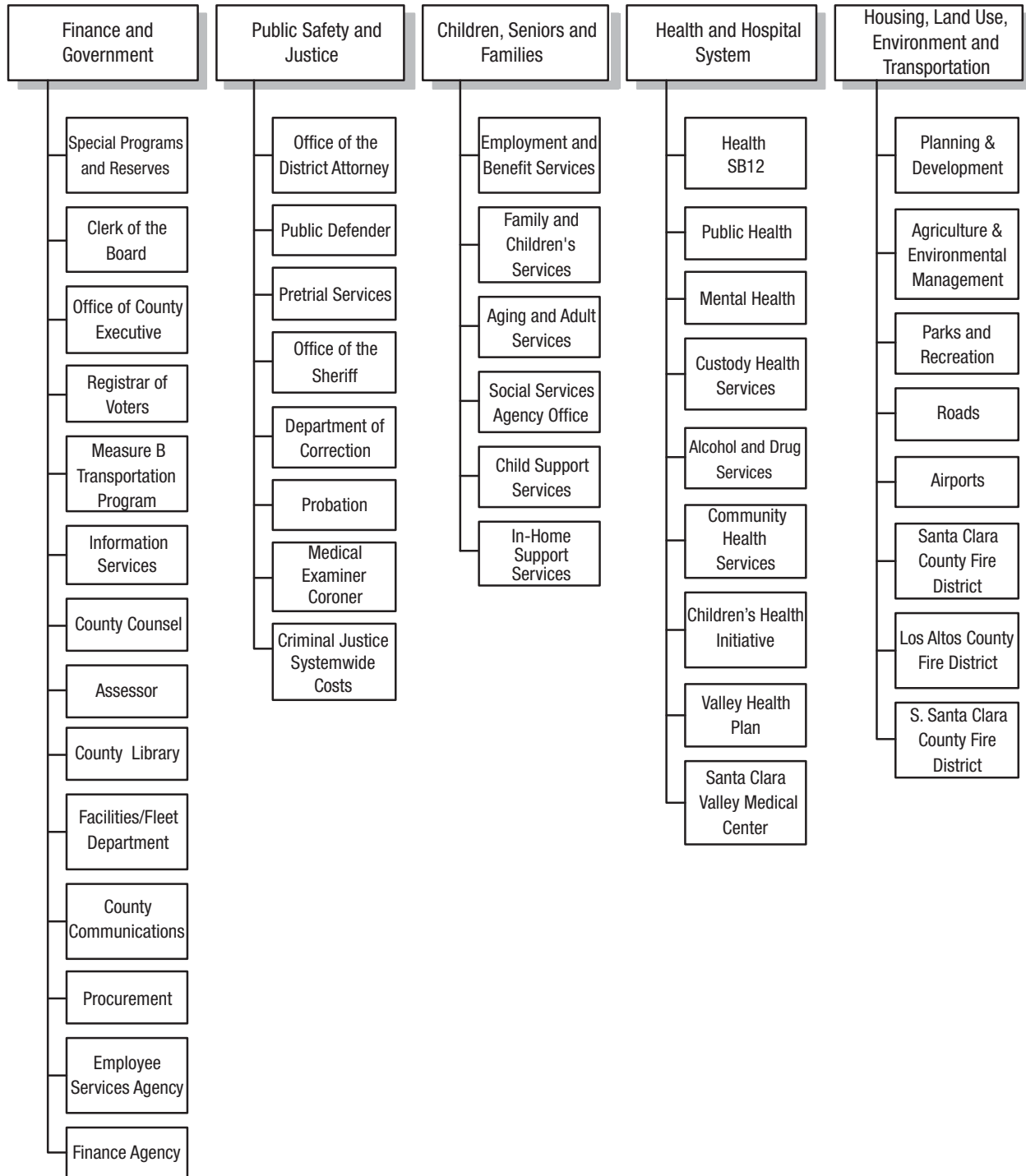
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Board of Supervisors



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FY 2014 Recommended Budget online**



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FY 2014 County Executive's Budget Message

May 1, 2013



To: Board of Supervisors

From: Jeffrey V. Smith
County Executive

Subject: FY 2014 Recommended Budget

The relief experienced last year with the approval of a maintenance budget will be short lived. In FY 2014 we are projecting a \$67 million deficit. Although the magnitude of this shortfall is less than what the County experienced on an annual basis from FY 2003 through FY 2012, it still creates major challenges for our organization.

Even more threatening is the unprecedented level of uncertainty that we must address from every direction, State, Federal and legal. Proposals for the expansion of the Medi-Cal program, the proposed State claw back of 1991 realignment funding, the impacts of sequestration and implementation of Health Care reform, and lastly, litigation that threatens our ability to collect Measure A revenue

approved by the voters could all thwart the County's desire to create a financially sustainable organization.

In order to attain financial stability we need to reduce the cost of a unit of service. The costs of our benefit programs are rising much faster than our discretionary revenues, and it will be important to obtain the agreement of our labor partners to shoulder more of the cost of pensions and retiree health costs. This agreement occurred in the last contract negotiation and will be a key aspect of the negotiations that are pending. The County simply cannot continue to absorb the rising costs of these benefit programs without the participation of employees.

Over the past 10 years, the Administration and the Board have worked hard to solve close to \$2 billion in budget deficits and limit the impact on the workforce as much as possible. One approach we have used to balance expenditure reductions with service reductions has been to reduce the contribution to benefit programs like retiree health. At this point in time, the unfunded liability for the retiree health program has grown from \$425 million in FY 2003 to \$1.8 billion in FY 2012. We can no longer choose to fund programs and services at the expense of this growing funding requirement, and must increase our contributions in order to smooth our expenditure curve required to fund this benefit.

The Evolution of the Budget Balancing Strategy for FY 2014

In December, the Office of Budget and Analysis projected our General Fund deficit to be \$90 million. We proposed a plan to solve one-third of the deficit with departmental reductions, one-third of the deficit with concessions from labor and one-third of the deficit from "Countywide solutions."

Since that time we have seen modest improvement in economically sensitive revenues like the public safety sales tax and property taxes. Our initial estimate for year-to-year growth in public safety sales tax assumed a \$14-\$16 million increase and current projections have allowed us to increase this revenue source by \$15 million. However, property taxes are expected to increase beyond our initial \$10-\$15 million estimate. Instead, our current assumption of a 3.79% roll growth will result in a \$32.9 million increase in this crucial revenue stream. Our local economy appears to be on the upswing and we have pushed our revenue assumptions to assume that the economy will continue to expand over the next 18 months. The good news is that our estimated deficit has declined to \$67 million; the bad news is we still have a structural deficit that must be addressed in order for us to reach the level of financial stability that we have been striving for over the past decade.

The first component of our budget balancing strategy, departmental reductions, has been achieved through solutions that total \$28.7 million. Many of these solutions focus on the creation or enhancement of revenue streams and do not result in the elimination of positions or reduction in services to clients. In fact on a net basis, we are increasing the total number of General Fund positions by 59. We have also been successful in utilizing AB 109 funding to support criminal justice programs to improve services for individuals that are now the County's responsibility. We have been able to free up \$5.1 million in General Fund resources (part of the \$28.7 million in department solutions), while improving the services we are providing to individuals that are spending time in County jail instead of State prison or who are now under the jurisdiction of the County's Probation Department instead of State Parole.

County departments continue to focus on pursuing solutions that will increase efficiency, reduce costs, or improve and enhance revenue collections. Actions at the state level have also resulted in changes in the way we can claim for mental health costs, resulting in a significant

increase in revenue. From an overall perspective, we feel very satisfied in being able to develop over \$28 million in gap-closing solutions with little or no impact on our service delivery systems.

A second critical component of our budget balancing plan is the inclusion of projected Measure A revenues in our assumptions even though this initiative is being legally challenged as this budget goes to print. Specifically, we are recommending the following allocation of Measure A funds:

- \$20 million will be used to assist in the balancing of the budget (Countywide solution), preserving existing services.
- A \$15 million reserve is recommended to support new program initiatives, pending further analysis by the Administration and discussion in the Board's policy committees.
- A \$10 million reserve is recommended pending the outcome of healthcare reform, Medi-Cal expansion and sequestration.

This approach to the allocation of Measure A revenues is necessary due to the uncertainty surrounding the measure. If the Court finds the 1/8 sales tax approved by the voters in 2012 to be invalid, we will have to address an additional \$20 million shortfall beyond that which we are already projecting. While the money allocated to new program initiatives and the unallocated reserve will not be released until the case is fully resolved, the \$20 million being used to balance the budget will be spent incrementally from July 1, 2013 and represents a risk if the Courts determine the initiative to be invalid.

The third component of the strategy is the need to reduce the cost of a unit of service. In 2011 we approached our labor organizations for help to solve a \$225 million deficit, and we asked them to consider concessions that totaled \$75 million in net General Fund savings. Although the negotiations were difficult, together we successfully achieved our goals. The result was that in FY 2013 we were able to recommend a maintenance budget

with no further reductions. In FY 2014 we are facing a much smaller shortfall but a structural deficit nonetheless. We are now targeting concessions of \$21.7 million, two-thirds less than the level agreed upon in 2011. The County can no longer absorb the increase in the cost of our benefit programs including retiree health, pension and health insurance programs. While we have set aside \$21.7 million in one-time funds to allow for an orderly negotiation process that could extend beyond the contract expiration dates, we are committed to presenting contracts to the Board that are fiscally responsible and allow the County to achieve a sustainable budget into the future.

If we are unable to reach agreement with our labor organizations to eliminate our structural deficit and are forced to utilize the one-time funds to cover ongoing operations, we will only delay the \$21.7 million deficit to FY 2015. The County has been forced to use this strategy in the past and the difficulty of getting back to a break-even point is substantial, often resulting in debilitating program reductions and stagnant wages.

A Continuing Commitment to Infrastructure

Recognizing that we have not made adequate investments in our infrastructure, especially facilities and information technology, we are committing \$29.8 million for capital improvements and major maintenance projects and \$26.2 million for information technology including an additional \$16.3 million investment in HealthLink. This allocation of \$56 million in one-time funds is critical to getting our organization back on track in providing the facilities and tools that are necessary to provide efficient and effective services to our customers.

Last year we set a clear goal to take available one-time funds and make investments in the infrastructure of our organization. We simply cannot afford to allow our facilities or IT equipment to live beyond its useful life. We also made it clear that we want to minimize covering ongoing costs with one-time funds, as that approach leads to a downward spiral of increasing deficits. Since we project \$191.3

million in one-time funds, we are investing in our maintenance and repair backlog, improvements at our James Ranch Facility in Morgan Hill, and the seismic upgrade of Buildings Two and Three at the Berger Drive complex. The full list of the capital projects we are recommending are included in Table 1. The recommended General Fund allocation of \$29.8 million is in addition to the \$13.75 million approved by the Board in FY 2013. An additional \$2.5 million in AB 109 funds will support backlog maintenance projects in facilities used by our AB 109 clients, to assure the health and safety of both staff and clients. These allocations confirm our commitment to investing in our facility infrastructure in a manner that will reduce costs in the future. Although this is a significant allocation, the maintenance and repair backlog still exceeds \$32 million, so additional resources are required and should be considered for this purpose if they become available during the budget hearing or the fiscal year.

Table 1: FY 2014 Recommended Capital Projects

New General - Funded Projects	Amount
Seismic Project of Berger Drive Bldgs. 2 and 3	\$13,000,000
FY 2014 Backlog Maintenance	\$2,500,000
James Ranch - Kitchen and Gymnasium	\$5,000,000
Juvenile Hall Kitchen and HVAC	\$2,500,000
Civic Center Master Plan	\$2,250,000
Sheriff's Office Canine Housing Unit	\$2,050,000
FY 2014 Energy Conservation	\$1,000,000
County Fairgrounds Development Plan	\$500,000
FY 2014 Capital Planning	\$500,000
Multilingual Signage Phase I	\$500,000
General Fund Projects & Backlog	\$29,800,000
AB 109 Funded Backlog	\$2,500,000
Total	\$32,300,000

In the case of information technology, we realize that if the County organization is going to advance, we have to dramatically increase our investment in technology. Last year we dedicated \$20 million from the technology bond to updating our equipment and systems. These investments were targeted in the following areas:

- Telecommunications/Mitel PBX Replacement CLARAnet projects



- Server/Workstation/Storage/Backup/Printer Replacement
- Enterprise Software/Mobility/Security
- County Communications 911 Equipment and Radio Infrastructure

At the same time we embarked on the implementation of the electronic health record at our Health and Hospital System. The HealthLink system is on the verge of going live as this document is being released, and the level of investment, energy and commitment has been outstanding. We are adding an additional investment of \$16.3 million to HealthLink, based on information accumulated during the project build. It is essential that we have adequate resources in place when the system goes live on May 4, 2013, and for the additional waves that follow. We recognize that this is a significant additional investment but one that will reap many benefits for clients as our communication and interaction with patients will improve significantly.

In addition, we are investing close to \$10 million in other technology projects including \$4.4 million to fully implement our Office 365 project with Microsoft. This project has been carefully planned and will provide significant benefits and services to County departments. This project, along with the Common Directory, will greatly improve the tools available to County staff and enhance their ability to communicate across departments. At the same time we are recommending \$3.4 million to continue our process of replacing IT equipment throughout the County. By not providing adequate resources during difficult financial times, we have fallen behind in replacing obsolete equipment. These investments are critical in providing County staff with the tools to do their jobs in the most efficient and effective manner possible.

Finally, we must recognize that we need additional human capital to oversee and maintain the many complex systems we are developing and using. The Information Services Department has absorbed substantial reductions over the past decade. At the same time, technology has become an increasingly important aspect of how we do business day in and

day out. Integrated information and communications technology is no longer “nice to have,” but is a prerequisite for keeping the promises that government has made. We must maintain and improve our technology as the demand for greater transparency increases.

In reviewing our current ISD organization, we realize that the structure needs to be changed and new resources inserted to support the many new and complex systems that will be or have been implemented over the past 5 years. For that reason we are recommending adding \$1.5 million to support a restructuring of the department and the addition of 7 new positions. This investment is critical to improve organizational functioning, as well as to build the bench strength we require as baby boomers retire.

AB 109 – Public Safety Realignment

Public Safety Realignment was implemented on October 1, 2011 and represents one of the most significant changes in the criminal justice system in recent memory. Santa Clara County has embraced this change and developed an approach and system that is being recognized as a model throughout the State. This process has been collaborative, with all members of the Public Safety and Justice community at the table, seeking alternatives that will reduce recidivism while maintaining a safe community, and aiming for a balanced approach to the new responsibilities that have been delegated to counties. This balance has been achieved through the allocation of resources to address the needs of the individuals coming into the system (services), changes in our jail system housing inmates for extended periods of time, and safely supervising individuals coming to the County from State institutions.

Table 2 shows a pie chart reflecting that of the \$40 million we are projecting to receive from the State for this purpose in FY 2014, 31% is being allocated to provide mental health, drug and alcohol and health services to clients, 30% is being allocated to the Sheriff and the Department of Correction to provide staff and support changes, as

well as programs, within the County Jail system and at the Reentry Center to address the increase in and changing demographics of the population, and 22.0% is being allocated to the Probation Department to provide the resources to safely supervise individuals coming from the State system that were previously supervised by State Parole.

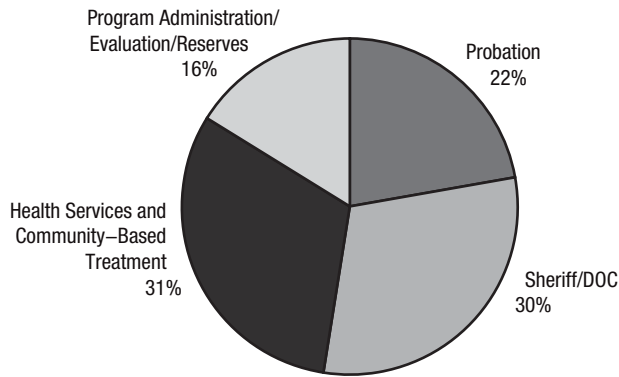


Table 2: Allocation of AB 109 Resources

In 2012 the County opened the Reentry Resource Center as a one-stop location for individuals to obtain needed services and referrals. This facility has become recognized for providing targeted, compassionate assistance to the people who request help. We are working closely with State Parole and the Sheriff to make the services available there open to all those that walk through the front door.

After 20 months of operation, the realigned criminal justice system is close to being fully implemented. This budget recommends an allocation of the majority of available resources based on our experience to date, as one of the main goals of the process has been to be flexible and respond to the needs of the population. We have received our first program evaluation in March of 2013 and continue to pursue feedback to determine what programs are working, those that need to be modified and those that need to be replaced. We recently released an RFP that will make available an additional \$1 million to community-based organizations to provide a wide variety of services to clients. In addition, we are recommending the allocation of \$4 million to provide additional housing options to those individuals who are coming into

the community from the criminal justice system. We believe this will begin to address one of the most difficult problems for those released from prison or county jail, the need to find stable housing.

From an overall perspective, we feel very proud of what we have accomplished as a County in relation to Public Safety Realignment. The collaboration in what can be an adversarial system is exemplary and I would like to recognize the Executive Leaders from all of the Public Safety and Justice departments for what has been accomplished in this area.

Risks and Threats to the County Budget

As mentioned previously, we are presenting a budget that has a number of significant risks that could require the consideration of unpleasant alternatives if decisions do not go our way.

Measure A

Based on the collection of sales taxes by other jurisdictions within the County, we estimate that Measure A will generate approximately \$45 million in sales tax revenue in FY 2014. Earlier in this message we provided a summary of our approach to Measure A. Following this message in Section 1, under the Special Programs and Reserve budget, is a more detailed description of the initiatives that are being recommended at this time. If the measure is invalidated, we are at risk for the \$20 million that has been used to avoid additional General Fund reductions. In addition, our estimate of FY 2013 fund balance includes \$11.25 million in one-time resources from FY 2013 projected sales tax collections to support our capital budget. Although we are confident that our position will prevail as it did in Superior Court, we need to be aware of this very significant risk to almost one-third of both our ongoing deficit solutions and our one-time funding for capital projects in FY 2014.

Sequestration

Sequestration is the term used to describe the practice of using mandatory spending cuts in the federal budget if the cost of running the government exceeds either an arbitrary amount or



the gross revenue it brings in during the fiscal year. After Congress failed to agree on a strategy of how to reduce the deficit, sequestration was implemented on March 1, 2013 and includes an \$85 billion cut equally divided between defense and non-defense programs. Since sequestration was delayed by five months, the effective percentage reductions will be approximately 13 percent for non-exempt defense programs and 9 percent for non-exempt non-defense programs. Other reductions include 2 percent in Medicare programs, 5.1 percent to other non-exempt non-defense mandatory programs.

We have had some difficulty determining specific impacts at the County level but it is important to know that the County receives about \$1 billion in federal aid annually. Medicaid reimbursement (Medi-Cal) provides for 60 percent of this amount with the remaining 40 percent coming from other programs. A cursory review indicates that a majority of the funds are from programs exempt from the sequestration process and would be relatively unaffected. At the same time, impacts to Medicare are of concern in terms of how that will affect the hospital and the already meager reimbursements we receive from patients with this type of health insurance coverage.

As the impacts of sequestration are more clearly understood and pressure mounts on Congress to agree on a more logical process, there is an increased potential for reductions in programs like Medi-Cal which, if carried out, create a real threat to the financial stability of Valley Medical Center.

Medi-Cal Expansion

The proposed Medi-Cal expansion included in the Governor's FY 2014 budget is a high risk because the State insists on either the claw back of 1991 realignment funds or giving counties more responsibilities while taking funds. As much as we have advocated to the State and gained support from our local delegation and stakeholders, there is still much uncertainty regarding what the Governor and State legislature will ultimately adopt. There are also other legislative proposals

under consideration that may present challenges and/or opportunities. This will require the continued close monitoring of SCVMC and other departments through the next year and maintain flexibility as ACA reforms are implemented.

Retiree Health – Unfunded Liability

As mentioned previously, the funding of our retiree health benefit program is an area of great concern. Although the FY 2014 budget funds 100 percent of the normal cost, we are still not funding the unfunded liability which has grown to \$1.8 billion. The Board has requested, and the Administration will provide, funding options to address this issue, but it is clear that dedicating any ongoing source of funding to this liability will impact our ability to provide direct services. The increase in the unfunded liability resulted from our choice to maintain services during the time of the great recession, but now we face the consequences of this action.

The Administration will present a series of alternatives to the Board ranging from Board policies to obligate future funding sources, to the development of a funding plan that will direct the Administration to fund an increasing portion of the unfunded liability in the future.

Reserves

Consistent with our core value of maintaining a strong financial foundation, this budget retains the Contingency Reserve at 5 percent of General Fund revenues, net of pass-throughs, or \$104,250,000. In recent years, we have been able to recommend a Reserve for Economic Uncertainty and provide for some contribution to the cash reserve. In this budget we have used virtually all of our financial flexibility to solve the General Fund deficit and address our most critical needs and therefore have not established similar reserves for FY 2014. However, we have established a \$10 million reserve supported by Measure A funds to address the uncertainties described above.

Efforts to streamline work processes and reorganize work units for efficiency and effectiveness sometimes have the unintended consequence of altering work responsibilities, resulting in the need to review and revise job classifications. A reserve of \$800,000 is recommended to provide a source of funding for the costs associated with Board-approved reclassifications and reorganizations in FY 2014. While we know these funds may be allocated to other higher priority needs, we are not in position to set aside any other general reserves at this time.

In the case of AB 109 we have established three reserves; we have retained \$1 million in ongoing funds to provide the flexibility required to address issues that come up during the course of the fiscal year as we continue to evaluate the program as currently structured; we have established a one-time reserve of \$4 million to address housing needs for the reentry population; and we have also established a one-time reserve of \$1.4 million to provide additional flexibility to address non-recurring needs in this program.

Transforming County Government

Since its launch in 2010, the Center for Leadership and Transformation (CLT) has continued to be a source of inspiration for me and for our employees. Over 48 cross-boundary teams have been formed, and over 350 employees have been trained as part of CLT project teams or at executive CLT classes held at Stanford University. Included in this budget is a report on each of the teams that are working on current process improvement efforts, or those that have operationalized and implemented their innovative solutions in the last year.

Through the unique cross-functional team training approach offered by CLT, teams of employees work together to develop process improvements to achieve desired program outcomes. Team efforts have resulted in performance improvements that otherwise might not have come to fruition. As it creates bridges between Departments and networks among employees, CLT serves as a vehicle to develop the talent and competencies of

our employees. New programs, such as the one-stop approach used by the Re-Entry Resource Center, and the partnership between the Probation Department and the Social Services Agency in maximizing the local placement of juvenile delinquents so they can maintain contact with their families, are the result of reaching across departmental boundaries and taking time to explore employees' ideas for change.

In FY 2014, the CLT will be one aspect of transformation in the County, serving as a tool for employees to communicate with each other and with management about new ways to serve clients, engage one another, solve problems, be informed, and achieve the results they desire in their jobs and for their clients. Surrounding CLT are the County mission, values and vision elements, which together are the foundation of the County's commitment to an effective and transparent organization.

Conclusion

The Board of Supervisors and this Administration are committed to achieving a sustainable budget. Last year we achieved a maintenance budget that required no reductions, but we recognized at that time that FY 2014 would be a difficult year. Even though the economy has improved and delivered improved revenue growth, our cost of doing business continues to exceed revenue growth. We must find lasting strategies for reducing the cost of providing a unit of service and we are committed to this goal. We know it will be difficult, but we really have no choice. Due to the many uncertainties we face, we must move forward thoughtfully and carefully.

The impacts of sequestration or Medi-Cal Expansion could impact the local economy in ways that we cannot predict at this time. It would be foolhardy not to plan for possible impacts resulting from decisions made in Sacramento and Washington D.C. Since we can only control expenditures, we have little choice but to do so. This course is not a pleasant one, but if we do not face up to these difficult choices today, the road will become much

more difficult in the future. Our history has shown the negative consequences of using one-time funds to support ongoing expenses, and it has taken us years to recover from the resulting compound deficits.

For FY 2014, we are proposing a budget that invests our available one-time funds in the infrastructure of our organization. We are making progress in dealing with maintenance and backlog issues and addressing seismic issues that require our attention. We are also recognizing in this budget the importance of information technology and the need to increase our commitment in this critical

area of our organization. We are behind the curve in terms of our ability to implement digital government, and must allocate the resources necessary to maintain and improve our efforts in this area.

We are facing an ongoing series of uncertainties that change each year but never seem to disappear. We are fortunate to have an outstanding group of employees that are committed to our mission and believe in public service. This commitment is critical to ensuring that we provide the services that our community needs and that they are available and delivered in the most efficient and effective manner possible.



The County as a Learning Organization

Introduction

During FY 2013, the County has taken additional steps towards becoming a learning organization. Peter Senge defines a “learning organization” as a dynamical system that is in a state of continuous adaptation and improvement. Learning organizations have structures that facilitate team learning with features such as boundary crossing and openness. Team learning requires individuals to engage in dialogue and discussion; therefore team members develop open communication, shared meaning, and shared understanding.

This description applies to the work being done in the County under the auspices of the Center for Leadership and Transformation (CLT). CLT is one facet of culture change starting to take hold in the County, in addition to the introduction of seven Vision Elements as a way to link desired outcomes to the County Mission and Values, and to departmental operations. The seven Vision Elements are:

- Customer Focus
- Performance Measurement and Results
- Mid-Manager/Employee Empowerment and Engagement
- Use of Latent Talent and Resources
- Reduce the Cost of Services
- Consolidation Where Needed
- Build Bench Strength

Responsibility and Accountability

All Executive Leaders are expected to link their annual performance goals to one or more of the Vision Elements, and CLT teams also link their desired outcomes to one or more of the Vision Elements. In addition, the focus of both the Executive Circle (formerly Department Head) and Executive Leadership (formerly Executive Management) meetings will include focused discussions on budget matters, as well as an emphasis on the shared goals of customer service, operational excellence, and innovation, aligned together in the interest of the County mission.

Executive evaluations have been revised to include focused mentoring and bench-building efforts on behalf of their employees. The County is fortunate to have an excellent Learning and Employee Development division within the Employee Services Agency (ESA), offering a wide variety of courses to employees at all levels, and by multiple means.

Center for Leadership and Transformation (CLT)

CLT, as described in the County Executive's message, is a training program for unique cross-functional teams of employees working together to develop process improvements to achieve desired program outcomes. CLT also includes a four day program for Executive Leaders to learn from top talent at Stanford University about strategy, transformation, personal mastery, team dynamics and more. These Stanford sessions are also an opportunity for executives to get to know one another and better understand one another's perspectives.

One of the reasons behind the success of CLT is employee-led CLT teams. These teams take incremental steps toward meaningful and ambitious goals, a course of action validated in the book, “The Progress Principle,” by Teresa Amabile and Steven Kramer.¹ In their research, Amabile and Kramer found that the typical form of time pressure in organizations today is “being on a treadmill” – running all day to keep up with many different (often unrelated) demands, but getting nowhere on your most important work. In instances in which people were terrifically creative under high time pressure, people felt like they were “on a mission,” working hard to meet a truly urgent deadline on an important project.

CLT provides the opportunity for employees to focus on process improvements and desired outcomes that are integral to their jobs, with the knowledge that County leadership supports the improvement effort, and that by working together, the chances of achievable results are higher.

Is it not atypical to see a class evaluation with comments such as these:

“Leadership is present and working with us.”

1. Teresa Amabile and Steven Kramer, Harvard Business Review Press (2011)

“Sharing the experience with Department peers provided more growth than I’ve had in the last two years.”

“Very progressive. I wasn’t sure at the beginning that set goals would be met.”

CLT Activities in FY 2013

- Five classes were held with participants from 18 departments. Exercising the principles of a learning organization, a variety of classroom approaches were presented, in an effort to provide for larger classes and where appropriate, entire departments or divisions.
- Nearly 300 employees participated in classes.
- Countywide survey on communication conducted in December 2012 shows that employees are interested in receiving information on a wide range of topics, and that we have work to do so they can be better informed.
- Reports from 25 teams; those in FY 2013 that either initiated new projects, or are in the process of moving from the “diagnosis” to the “implementation” phase of the “Rapid Transformation” process outlined during the CLT training.

Regardless of the specific focus, these cross-boundary teams are making great strides in improving results for clients, as well as the methods used by employees to meet client needs. Some projects, such as the Strategic Action and Results (STAR) teams in the Parks Department are deep; these five teams are working on behalf of the entire Department, and applications were taken from all staff to form the teams. Other teams, such as the Fix IT team are broad, and are focused on the implementation of the Countywide Office 365/Software as a Service (SaaS)/Common Directory project. Many other teams are in between, focused on efforts within their own department or between all of the departments within the Health and Hospital System, for instance.

Goals for FY 2014

CLT has work to do to continue outreach to employees Countywide. Activities planned for FY 2014 include the following:

- Cultivate Executive Leadership focus on Vision and Strategic direction.
- Develop a CLT Strategic Plan – Phase II in alignment with the County Executive, Executive Leaders, and the Board of Supervisors.
- Clearly develop an Operational Plan; monitor and execute to the Plan for desired results, and incorporate feedback loops at all levels for mitigating actions, as needed.
- Facilitate management and employee engagement in the Operational Plan, its implementation, monitoring and systematic evaluation.
- Create a Countywide Marketing/Communication campaign to educate and inform the organization about CLT and how it supports County and Departmental objectives.
- Redesign the CLT portal page to incorporate CLT as a tool in the service of the Countywide vision and strategy.
- Coordinate systematic quarterly feedback to Executive Leaders and employees on CLT and other change efforts.

The County is part way through what may be viewed as a 10-year transformation plan. The County is currently nearing the end of Phase I of transforming the County into a learning organization, in that the organization has made significant progress on recognition of the need to change, early adoption, and foundation-building. The second of the three phases, “middle adoption,” is expected take about four years, and involves “heavy lifting” and the elimination of impediments. As current CLT projects are operationalized, a greater proportion of the County and its clients will both recognize and benefit from the effects of employee-led, leadership-supported change efforts.

Center for Leadership and Transformation Team Status Overview

Cross-Boundary: County of Santa Clara Employee Communications

Vision Elements Addressed by the Project	<ul style="list-style-type: none"> ◆ Customer/Client Focus ◆ Employee Empowerment and Engagement ◆ Use of Latent Talent and Resources ◆ Build Bench Strength
Desired Outcome of Project	Improve Countywide employee communication.
Primary Benefits/Outcomes of Project to Date	<p>Workforce Engagement at all levels and Communication survey results and analysis that may be used to guide future efforts at improving communication in the following six categories:</p> <ol style="list-style-type: none"> 1. Access to Information/Content 2. Technology & Employee Portal 3. Two-Way Communication 4. Training 5. Framework & Policies (Transparency) 6. Overall Resources & Departmental Solutions
Next Steps	Present recommendations to Deputy County Executive, Leslie Crowell and County Executive, Jeff Smith for further discussion, and/or approval for further execution of plan.
Additional Comments	Survey results strongly suggest that further efforts are warranted, both within departments and at the Countywide level.

Cross-Boundary: Countywide Parking Management Task Force

Departments Included	<ul style="list-style-type: none"> ◆ Department of Revenue (lead) ◆ County Executive's Office ◆ Facilities and Fleet Department ◆ Employee Services Agency ◆ Parks and Recreation ◆ Sheriff's Office
Vision Elements Addressed by the Project	<ul style="list-style-type: none"> ◆ Customer/Client Focus ◆ Employee Empowerment and Engagement ◆ Build Bench Strength
Desired Outcome of Project	Review Countywide parking program and update, streamline, improve efficiencies and interdepartmental coordination. Add features to support County policies regarding public access and environmental goals.
Primary Benefits/Outcomes of Project to Date	<p>Creation of the Parking Enforcement Review Committee (PERC) that has completed the following tasks:</p> <ul style="list-style-type: none"> ◆ Revised and updated County Parking Ordinance ◆ Developed Parking Administrative Guidelines (PAG). ◆ Solidicated new parking citation processing vendor. ◆ Improved public access to citation information and parking regulations (Internet). ◆ Designated Clean Air and Electric Vehicle parking areas. ◆ Re-designed and standardized parking citation forms. ◆ Updated violation, fine and penalty schedule.



Cross-Boundary: Countywide Parking Management Task Force

Next Steps	Fine tuning of PAG, County employee survey to determine clean air vehicle usage. Promulgation of information related to recent parking program changes via New Employee Orientation and notice to departments. Permit review. Signage review. Enforcement and Appeal Officer training opportunities. Enforcement equipment (electronic hand held devices).
Additional Comments	Broad scope; cross-agency collaboration and coordination.

Cross-Boundary: Fix-IT – Information Technology (IT) Centralization/Integration/Optimization through Rapid Transformation

Departments Included	<ul style="list-style-type: none"> ◆ Health and Hospital System (HHS) ◆ Facilities and Fleet ◆ Probation Department ◆ Public Defender/Alternate Defender ◆ Parks Department ◆ Social Services Agency ◆ Information Services Department ◆ County Counsel
Vision Elements Addressed by the Project	<ul style="list-style-type: none"> ◆ Reduce the Cost of Services ◆ Use of Latent Talent and Resources ◆ Consolidation where Needed ◆ Build Bench Strength
Desired Outcome of Project	<ul style="list-style-type: none"> ◆ Reducing technology operating costs ◆ Reducing energy and space resources ◆ Provide a consistent and uniform IT environment ◆ Provide an equal and standardized high level of support ◆ Redirecting resources to provide value-added services
Primary Benefits/Outcomes of Project to Date	<ol style="list-style-type: none"> 1. Team produced inventory of IT assets using Lansweeper, which has provided valuable information for other projects and planning efforts for infrastructure upgrades and the Office 365 (Software as a Service – SaaS)/Common Directory project. 2. Team researched and provided background information on consolidation best practices and methods of gathering data on employee skills. 3. Team provided recommendations to the Chief Information Officer (CIO) that provided a basis for existing actions starting with the FY 2014 budget.
Next Steps	The CIO has been working to take steps in the areas of IT organizational changes and has made requests in the FY 2014 budget process to support the initial steps in this direction.
Additional Comments	Team members have worked on the SaaS/Common Directory and other cross-boundary projects such as the Integrated Workplace Management Software project, the HHS HealthLink project, and numerous collaborative operational IT efforts.



Cross-Boundary: Project North Star

Departments Included	<ul style="list-style-type: none"> ◆ Health and Hospital System (HHS) ◆ Social Services Agency (SSA)
Vision Elements Addressed by the Project	<ul style="list-style-type: none"> ◆ Customer/Client Focus ◆ Reduce Cost of Services ◆ Performance Measurement and Results
Desired Outcome of Project	Providing health services to clients in a timely fashion and reduce the need for multiple trips to either agency in search of eligibility status by streamlining information between the SSA and HHS related to Medi-Cal eligibility.
Primary Benefits/Outcomes of Project to Date	The primary benefit of the project has been the implementation of a web-based Medi-Cal query tool. This tool was developed by SSA IS staff and it allows HHS financial counseling staff to check an applicant's Medi-Cal status via a web-based query. In the past, HHS staff would call SSA staff for this information. Then this process changed to where requests were e-mailed to a SSA CST. This process took a lot of staff resources. Now that the Medi-Cal query tool has been implemented, HHS financial counseling staff enter minimal applicant information (name, DOB, SSN), and receive real-time Medi-Cal status. This information allows the HHS financial counseling staff to proceed with enrollment into a HHS health coverage program. This is a more efficient and cost-effective way of getting required information. It also allows HHS staff to get Medi-Cal status directly from SSA rather than requiring the applicant to go to SSA to get it.
Next Steps	The CLT Team identified short-term and long-term goals. The short-term goal has been accomplished. The long-term goals require an engagement of the team's executive leaders to understand what is and isn't feasible. That said, there is a near-term project the team is working on, and that is getting Valley Care/Low Income Health Program (LIHP) enrollee data into CalWIN. This is critical to the successful implementation of the Medi-Cal expansion. A SSA/HHS team, which is a subset of the CLT Team with a few additional members, is working diligently on this project. Another project which may be in the CLT team's future is developing the SSA/HHS process for implementing expanded presumptive eligibility for Medi-Cal.
Additional Comments	The CLT process has allowed SSA and HHS to really focus on areas of improved partnership and communication. This is helping the two agencies get better prepared for the full implementation of health care reform.

Clerk-Recorder's Office (CRO): AS400 Replacement

Vision Elements Addressed by the Project	<ul style="list-style-type: none"> ◆ Customer/Client Focus ◆ Reduce the Cost of Services
Desired Outcome of Project	To replace the Department's legacy mainframe application platform with an application environment incorporating current technology and best practices.
Primary Benefits/Outcomes of Project to Date	<ul style="list-style-type: none"> ◆ Increased manageability of the automated workflow in the Department. ◆ Reduce software maintenance costs by implementing a modern application. ◆ Increased customer self-service functions internally and externally. ◆ Increased integration with other Department and County applications. ◆ Increased redundancy and high availability of mission critical systems.
Next Steps	Complete procurement phase. Implementation will begin in FY 2014.

Clerk-Recorder's Office (CRO): Call Center

Vision Elements Addressed by the Project	<ul style="list-style-type: none"> ◆ Customer/Client Focus
Desired Outcome of Project	<ul style="list-style-type: none"> ◆ Reconfiguration to create a Call Center, utilizing resources on hand. ◆ Rerouting of calls from all the divisions to one centralized location – Call Center, so that the calls are not 'lost' between several divisions. ◆ Reassigning exiting FTEs to the Call Center. ◆ Implementing training programs for Call Center staff to eliminate calls being transferred to other divisions. ◆ To replace the Department's legacy mainframe application platform with an application environment incorporating current technology and best practices.
Primary Benefits/Outcomes of Project to Date	<ul style="list-style-type: none"> ◆ With minimum costs involved, successfully able to establish a centralized Call Center. ◆ Centralizing of the calls has helped tremendously in reducing the amount of 'abandoned' customer calls. ◆ Increased customer service levels that can be monitored through Symposium-generated reports. ◆ Metrics from the implementation to the present (September 2011 through March 1, 2013): <ul style="list-style-type: none"> ◆ Average Answer Delay has decreased from 1.08 sec to .38 sec (decrease of .7 sec or 64.81%) ◆ Call handing efficiency has increased by 82.94% (abandoned calls have decreased from 170 to 29) ◆ Service levels (Symposium aggregated metric) has increased from 72.36% to 96.78% (an increase of 33.75%).
Next Steps	<ul style="list-style-type: none"> ◆ Ongoing training for Call Center Staff. ◆ Exploring possibility of having monitoring capabilities of the incoming calls, for training purposes.

Clerk-Recorder's Office (CRO): Wedding Chapel Renovation

Vision Elements Addressed by the Project	<ul style="list-style-type: none"> ◆ Customer/Client Focus
Desired Outcome of Project	The Chapel is where couples experience one of their major life events. The Chapel has not been updated for nearly 15 years and is not reflective of the occasion it is used to celebrate. Project goal is to provide an up-to-date location, reflective of the joyous life event of marriage.
Next Steps	Currently working with Facilities and Fleet Department to approve final selection of changes to current Chapel. Estimated completion of the project is June 30, 2013.

Controller-Treasurer Department: Accurate Collaborative Timekeeping

Vision Elements Addressed by the Project	<ul style="list-style-type: none"> ◆ Customer/Client Focus ◆ Performance Measurement and Results
Desired Outcome of Project	<ul style="list-style-type: none"> ◆ Reduce payroll adjustments. ◆ Aim at reducing or minimizing corrections on paychecks so that employees can appropriately correct the paychecks. ◆ Will monitor the number of payroll corrections for a longer time period to assess the resulting effects of the project.
Primary Benefits/Outcomes of Project to Date	Held User Group Meetings for timekeepers Countywide to address best practices. Implementation of Kronos Employee Self Service to various departments.



Controller-Treasurer Department: Accurate Collaborative Timekeeping

Next Steps	<ul style="list-style-type: none"> ◆ Form a committee to address and update, if needed, existing Countywide time and attendance policies and procedures. ◆ Compare initial analysis of adjustments to a recent period to determine if there is a change.
Additional Comments	Will monitor the progress and look for areas for future enhancement.

Controller-Treasurer Department: ePayable Program

Vision Elements Addressed by the Project	<ul style="list-style-type: none"> ◆ Customer/Client Focus ◆ Performance Measurement and Results ◆ Reduce Cost of Services
Desired Outcome of Project	<ul style="list-style-type: none"> ◆ Improve services to County vendors who wish to get paid with a preloaded debit card instead of ACH or County warrant. ◆ Increase rebate revenues.
Primary Benefits/Outcomes of Project to Date	Currently the Department has received rebate revenues exceeding the budgeted amount by \$26K and expect to have additional rebate revenues.
Next Steps	<ul style="list-style-type: none"> ◆ Program has “gone live” and is operational. ◆ The Controller-Treasurer will continue to work with Bank of America to enroll vendors onto the ePayable Program and sustain usage of this program to continue to receive and increase rebate revenues, and streamline the payment process by enrolling the existing warrant payment vendors to ePayable.

Department of Revenue (DOR): Emergency Response

Vision Elements Addressed by the Project	<ul style="list-style-type: none"> ◆ Employee Empowerment and Engagement ◆ Build Bench Strength
Desired Outcome of Project	Develop DOR safety protocols/procedure for emergency events (e.g., threatening visitor, robbery, evacuation) that include drill models, procedures and trainings.
Next Steps	<ul style="list-style-type: none"> ◆ Meet with Sheriff's Office to arrange site evaluation, presentation, and training. ◆ Development of procedures and drill protocols. ◆ Conduct drills and evaluate.
Additional Comments	Safety is a concern among DOR employees.

Department of Revenue (DOR): Equipment

Vision Elements Addressed by the Project	<ul style="list-style-type: none"> ◆ Employee Empowerment and Engagement ◆ Consolidation where Needed
Desired Outcome of Project	<ul style="list-style-type: none"> ◆ Examine DOR equipment needs and conditions to upgrade/update/improve/implement. ◆ Perform full inventory, establish short and long-term goals, implement prioritized, phased and incremental acquisition plan, and integrate where appropriate.
Primary Benefits/Outcomes of Project to Date	Research, specifications and acquisition of second document scanner (Paperless 4G Project) and replacement of five cashiering printers.



Department of Revenue (DOR): Equipment

Next Steps	Compile full Department inventory with acquisition/turnover/depreciation schedule. Assess pain points, costs, and priorities.
Additional Comments	DOR operations are heavily reliant on multiple and complex equipment.

Department of Revenue (DOR): Microfiche Project

Vision Elements Addressed by the Project	<ul style="list-style-type: none"> ◆ Employee Empowerment and Engagement ◆ Consolidation Where Needed
Desired Outcome of Project	<ul style="list-style-type: none"> ◆ Review entire DOR Microfiche resource. ◆ Perform full inventory, to include subject, type, date, location, volume, duplication, missing, usage (who, what, frequency). ◆ Determine appropriate purge plan, implement and document the plan.
Primary Benefits/Outcomes of Project to Date	DOR Microfiche inventory compiled. Microfiche types reviewed and retention vs purge schedule developed. All microfiche relocated to central area for processing.
Next Steps	<ul style="list-style-type: none"> ◆ Identification of missing, duplication, out-of-order microfiche. ◆ Segregation of fiche to be retained and destruction of inventory to be purged. ◆ Consolidation, re-organization and relocation of retained inventory. ◆ Preparation of indexed listings.
Additional Comments	Modern technology has eliminated the need for much of this old record resource, however, not all.

Department of Revenue (DOR): Paperless 4G (Get Green Go Green)

Vision Elements Addressed by the Project	<ul style="list-style-type: none"> ◆ Customer/Client Focus ◆ Reduce the Cost of Services ◆ Employee Empowerment and Engagement ◆ Consolidation Where Needed
Desired Outcome of Project	<ul style="list-style-type: none"> ◆ Scan and link DOR documents to accounts in the CUBS system. CUBS is used for the management and organization of the accounts payable database, workflow and related collection processes. ◆ Improved efficiency and effectiveness of DOR collections processes by providing backup documentation to collectors in electronic rather than hard copy format.
Primary Benefits/Outcomes of Project to Date	<ul style="list-style-type: none"> ◆ Better/faster customer service, higher employee productivity, simultaneous access to all staff. ◆ Reduced paper storage requirements easing current space shortage.
Next Steps	<ul style="list-style-type: none"> ◆ Record retention policy and schedule. ◆ Implement second scanner. ◆ Roll back to pre-start date of October 2012 to capture older documents. ◆ Floor remodel to incorporate additional space freed up from project.
Additional Comments	Multi-dimensional direct and positive impact on all DOR staff.



Department of Revenue (DOR): Website

Vision Elements Addressed by the Project	<ul style="list-style-type: none"> ◆ Customer/Client Focus ◆ Employee Empowerment and Engagement ◆ Use of Latent Resources
Desired Outcome of Project	<ul style="list-style-type: none"> ◆ Review of DOR public portal as well as other media which provides DOR's public face and information. ◆ Update information, format and presentation, and technological capacities of DOR web site. ◆ Improve customer friendliness in terms of navigation, logic and clarity, and visual attractiveness. ◆ Create "intranet" site for internal DOR use.
Primary Benefits/Outcomes of Project to Date	<ul style="list-style-type: none"> ◆ Survey of DOR staff for ideas to improve site, update FAQs. ◆ Presentation to DOR staff. ◆ Acquisition of shorter, more customer friendly URLs. ◆ New DOR photo for FY 2014 Budget Book.
Next Steps	Development of survey to DOR clientele and public soliciting input; Then design and develop new website.
Additional Comments	High energy and enthusiasm.

Employee Services Agency: Center for Excellence in Educational Development (CEED) and Learning Management System

Vision Elements Addressed by the Project	<ul style="list-style-type: none"> ◆ Customer/Client Focus ◆ Reduce the Cost of Services ◆ Consolidation where Needed
Desired Outcome of Project	<ul style="list-style-type: none"> ◆ Enhance the County's mission to be a learning organization by creating a learning center for County employees. The CEED Center will provide learning opportunities for employees through different vehicles -in the classroom, online, through mentoring and coaching, and experiences (i.e., internships). ◆ Consolidate training registration and compliance tracking across the County into a more cost-effective, central resource. ◆ Make training for employees more accessible.
Primary Benefits/Outcomes of Project to Date	<ul style="list-style-type: none"> ◆ Roll-out of sccLearn (County's learning management system) in March 2012. ◆ Launch of eLearning content (over 270 courses on business, wellness, and desktop software) in April 2013. ◆ Roll-out of compliance certification process for Driver Training in April 2013.
Next Steps	<ul style="list-style-type: none"> ◆ Communication strategy to change the County culture from training in a classroom to learning opportunities online and in the office as well as in the classroom. ◆ Roll-out Manager's Team Dashboard feature in sccLearn to allow for automatic manager notification as well as the ability to monitor employee's training. ◆ Rollout compliance certification process for Sexual Harassment Prevention Training for Managers, Supervisors and Leads. ◆ Develop metrics/return on investment for sccLearn and web-based training.



Employee Services Agency: Human Resource (HR) Focus	
Vision Elements Addressed by the Project	<ul style="list-style-type: none"> ◆ Customer/Client Focus ◆ Performance Measurement and Results ◆ Reduce the Cost of Services
Desired Outcome of Project	<ul style="list-style-type: none"> ◆ More streamlined recruiting process ◆ Up-to-date job descriptions that enhance the applicant pool ◆ Customized e-learning modules to educate on complex human resources processes
Primary Benefits/Outcomes of Project to Date	<ul style="list-style-type: none"> ◆ Better applicant pool ◆ Filling vacancies faster ◆ Educated managers
Next Steps	Continue to update job descriptions and seek out other e-learning opportunities.
Additional Comments	<p>Center for Leadership and Transformation (CLT) efforts have focused on human resources processes with an eye towards a more accurate, streamlined recruitment process. One major initiative was to update out-of-date job descriptions. This will allow the hiring and screening criteria to be based on current requirements to ensure that the applicant pool includes the necessary, current job skills. Of the nearly 350 job descriptions targeted for updating, Human Resources has completed 90 and 84 are in the active process of review with hiring departments or our labor partners.</p> <p>Another focus of the HR CLT efforts was in the field of training. It was important to familiarize staff on the County's human resources processes which many found to be highly complex and difficult to navigate. With the implementation of the County's Learning Management System, sccLearn, HR now has developed a customized online learning class on the various performance appraisal processes that will allow on-going dialogue between employees and their supervisors to ensure that job skills are kept up-to-date and that work is performed at the highest capacity possible. Learning & Employee Development is also developing an on-line course on the County's hiring process. Our aim is to have this finalized and ready for launch in fall 2013.</p> <p>The County recognizes the importance of its internal applicant pool and promotional opportunities. However, there are many requirements outlined in various memoranda of understandings and department agreements that may delay the filling of these positions. The team dedicated to the internal transfer/promotional process mapped the "as is" process, identified redundancies, and were able to collapse the approval process to be more streamlined. By minor changes, the necessary hiring requisition arrives at Human Resources in minutes, rather than days.</p>

Information Services Department: Web-based Queries of Criminal Justice Information	
Vision Elements Addressed by the Project	<ul style="list-style-type: none"> ◆ Customer/Client Focus ◆ Reduce Cost of Services ◆ Use of Latent Talent and Resources
Desired Outcome of Project	Provide web-based access to the County's legacy Criminal Justice Information Control (CJIC) system to access information such as person search, warrants, registrants, probation supervision, etc. Develop an extension of the CJIC system, presented in a secure web environment, with a graphical user interface, accessed via mobile devices in the field.
Primary Benefits/Outcomes of Project to Date	<ul style="list-style-type: none"> ◆ Provide better and more timely access to information for public safety personnel. ◆ Incorporate Geographical Information Systems (GIS) presentation as a tool to assist in investigative analysis, warrant service, etc. ◆ Incorporate 'mug shots' for improved identification of offenders. ◆ Allow for more efficient use of officer time in the field. ◆ Reduce calls to dispatchers.
Next Steps	Project is nearing completion with an implementation date of June 2013.



Library District: Adding Value in the Community

Vision Elements Addressed by the Project	Customer/Client Focus
Desired Outcome of Project	Increase visibility of library services and public awareness of and support for the Library's offerings, resulting in increased engagement.
Primary Benefits/Outcomes of Project to Date	After gathering input from library patrons through a "word wall" exercise and a series of "Sharing Library Stories" videos, the CLT Team has developed outreach toolkits and training for library staff and other supporters to further spread the word about library services offered. The outreach training has been so successful that two CLT team members will have the opportunity to present it at the California Library Association annual conference. Those two members of the CLT team also went on to guide the creation of a professionally produced library video (available to view at the Library District's YouTube channel) that is currently being heavily used for library outreach and promotional activities.
Next Steps	Continue to build on the momentum of the CLT project to deliver more community outreach and reach a broader segment of the communities served.

Parks and Recreation: Strategic Teams for Action and Results (STAR)

Vision Elements Addressed by the Project	<ul style="list-style-type: none"> ◆ Customer/Client Focus ◆ Performance Measurement and Results ◆ Reduce the Cost of Services ◆ Employee Empowerment and Engagement ◆ Use of Latent Talent ◆ Build Bench Strength
Desired Outcome of Project	Engage a cross section of Department staff in improving customer service, accessing community partnerships and other resources, charting a course towards a sustainable plan for operating the regional parks system, and measuring and communicating the value of the Department's services to County residents and visitors.
Primary Benefits/Outcomes of Project to Date	<ul style="list-style-type: none"> ◆ Creation of strong cross-functional teams that are improving communication, coordination, and working relationships across the Department. ◆ Focus on data driven decision making. ◆ Expanded perspective on Departmental role and services. ◆ Enhanced project management, analytic, and communication skills of team members.
Next Steps	STAR teams are in the process of envisioning the preferred future and developing high value objectives to pursue.
Additional Comments	There are five STAR teams: Customer Service and Communication; Efficiency and Financial Planning; Revenue Generation, Partnerships, Sponsorships and Volunteers; and Performance Measurement. The project is making progress and team members are highly motivated and engaged.

Planning and Development: Transformation and Modernization (TM) Project

Vision Elements Addressed by the Project	<ul style="list-style-type: none"> ◆ Customer/Client Focus ◆ Performance Measurement and Results ◆ Reduce the Cost of Services ◆ Employee Empowerment and Engagement
Desired Outcome of Project	<ul style="list-style-type: none"> ◆ The TM Project is currently assessing customer needs across a wide-range of customer types. The next stage of the project will be the re-thinking and re-design of the Department of Planning and Development's processes and information technology to better meet customer needs; for example, reduced processing time, improved communication and a more simple and transparent workflow. ◆ Two performance measures have been chosen at this point in the project's development: elapsed permit processing time and customer satisfaction. These parameters are being benchmarked and will be monitored to assess progress. ◆ One of the needs most highly ranked by customers in the customer input phase is reduced cost and time for permitting processing. This will be one of the principle objectives of the TM Project. ◆ The intent of the project is to design and implement a development permit process more closely tailored to the needs of permit applicants. While the final specific objectives have not been chosen, the overall goal is to decrease the time, expense and frustration of obtaining a permit by streamlining permit workflow and modernizing supporting information technology.
Primary Benefits/Outcomes of Project to Date	The project has united staff towards a common objective and increased the Department's understanding of customer needs. It is reinforcing a culture of continuous improvement and setting expectations for performance. Customers have commented they have experienced improved attitudes and a higher level of support since the inception of the project. Pilot projects are demonstrating new approaches to the work and novel uses of information technology that will be integrated into final permitting system.
Next Steps	The entire staff of the Department is analyzing customer input and choosing specific project objectives. The next step will be forming work teams to pursue the chosen objectives. Implementation activities will be occurring throughout FY 14.
Additional Comments	The TM Project project has the potential to address the issues raised by business representatives in the County and concerns expressed by permitting customers, including homeowners, developers, agents, and representatives of Stanford University. Once the process re-design and development of information technology specifications are complete, the Department will be in a position to estimate the costs of implementation. These costs, and the business case for making an investment in the County's permitting services, will be presented as a future budget request.

Santa Clara Valley Health and Hospital System: Compliance Low-Hanging Fruit Team

Vision Elements Addressed by the Project	<ul style="list-style-type: none"> ◆ Customer/Client Focus ◆ Employee Empowerment and Engagement ◆ Reduce Cost of Services
Desired Outcome of Project	Achieve quick wins that improve compliance with the Health Insurance Portability and Accountability Act (HIPAA) and other regulatory requirements across Health and Hospital System Departments while increasing awareness and information flow on compliance issues.
Primary Benefits/Outcomes of Project to Date	Project is newly underway, with participants attending a CLT training in March 2013.

Santa Clara Valley Health and Hospital System: Compliance Low-Hanging Fruit Team

Next Steps	<ul style="list-style-type: none"> ◆ Issue ID badge-type card with key contact numbers and common examples of compliance problems. ◆ Engage Hospital staff in Compliance Week. ◆ Provide updates to all staff via electronic newsletter. ◆ Create periodic quiz on compliance and offer incentives to participants. ◆ Update HIPPA training materials. ◆ Ensure that managers are aware of the 30-day timeline for HIPPA training for new staff.
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Santa Clara Valley Health and Hospital System: Compliance Strategic Team

Vision Elements Addressed by the Project	<ul style="list-style-type: none"> ◆ Customer/Client Focus ◆ Employee Empowerment and Engagement ◆ Reduce Cost of Services
Desired Outcome of Project	Assist the SCVHHS in structuring an Ethics and Compliance Program that is proactive and fully-supported by all aspects of the organization.
Primary Benefits/Outcomes of Project to Date	Project is newly underway, with participants attending a CLT training in March 2013.
Next Steps	<ol style="list-style-type: none"> 1. Identify Compliance (and Quality) Champions by Department. These Champions will interact with employees, patients and family members and the Office of Ethics and Compliance to assist the organization in meeting its ethics and compliance goals, and to help identify and resolve issues in a proactive and collaborative manner. 2. Identify roles and expectations for these Champions. 3. Develop strategies and plans with the Compliance Champions for assessing and mitigating risk, educating the workforce, and garnering support and visibility for the Ethics and Compliance program. 4. Develop and implement structural processes to ensure continued compliance with the OIG's 7-Elements of An Effective Compliance Program. 5. Develop and implement structural mechanisms to improve communication and staff recognition. 6. Develop and implement structural mechanism for educating, monitoring and reporting on ethical behavior.

Santa Clara Valley Health and Hospital System: Integrated Compliance and Quality Work Group

Vision Elements Addressed by the Project	<ul style="list-style-type: none"> ◆ Customer/Client Focus ◆ Reduce the Cost of Services ◆ Employee Empowerment and Engagement
Desired Outcome of Project	To integrate compliance, ethics, and quality in order to identify risks, improve patient outcomes, and support staff.
Primary Benefits/Outcomes of Project to Date	Project is newly underway, with participants attending a CLT training in March 2013.
Next Steps	<ul style="list-style-type: none"> ◆ Assess the structure, relationships, and responsibilities for which there is intersection between Compliance, Quality, Risk Management, and Ethics within the Health and Hospital System (HHS). Areas of focus will include communication, staff roles and responsibilities, education, coordination of activities, and strategies for integration of key functions.



Santa Clara Valley Health and Hospital System: Integrated Compliance and Quality Work Group

Next Steps (cont.)	<p>Achieve team goals, which include the following:</p> <ul style="list-style-type: none"> ◆ Improve coordination and communication between departments and individuals to ensure that flow of information is timely, accurate, and complete. ◆ Ensure that required reporting is occurring. ◆ Create a “Hotline” for reporting of issues. ◆ Clarify roles within Compliance, Quality, and Risk Management and reduce redundancy in processes that intersect while also integrating the three to promote proactivity and organizational improvement. ◆ Increase staff understanding of Compliance and Quality requirements and expectations. ◆ Promote a non-punitive environment.
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Social Services Agency (SSA): Overpayment Process and Debt Management

Vision Elements Addressed by the Project	<ul style="list-style-type: none"> ◆ Customer/Client Focus ◆ Performance Measurement and Results ◆ Reduce the Cost of Services
Desired Outcome of Project	<ul style="list-style-type: none"> ◆ Reduce welfare and public assistance overpayments/over issuances. ◆ Improve client satisfaction by streamlining overpayment and debt processes, improving accuracy of debts established and the debt amount. ◆ Reduce SSA time and expense from appeals due to late establishment of debts, inaccurate debt amount, or failure to provide client with debt notice/notice of action. ◆ Improve recovery of overpayments/over issuances. ◆ Improve accuracy of debts established and debt and debtor information to improve debt recovery and reduce uncollectable debts. ◆ Improve SSA's ability to focus on collectable debts by writing off uncollectible debts (including General Assistance debts). ◆ Upgrade and improve automation of collections. ◆ Provide training for Collections Unit related to eligibility process to improve client satisfaction by being able to respond to questions rather than transfer client calls to multiple departments. ◆ Provide training for Eligibility staff on the link between eligibility process and increased County debt.
Primary Benefits/Outcomes of Project to Date	<p>Suspended Claims:</p> <ul style="list-style-type: none"> ◆ SSA's Department of Employment and Benefit Services (DEBS) conducted focused review and clean up of long standing suspended claims in the eligibility system that would not transition to the Collections system (October – December 2012), including an analysis of findings. ◆ Finance Management Services (FMS) wrote off invalid debts, began collection process for valid debts; reviewed and acted on suspended overpayment claims, and significantly reduced the number of suspended claims to increase recovery for valid claims. <p>DEBS enhanced phone queue holding scripts to remind callers/clients to submit periodic reports on time, which improved customer satisfaction and accuracy and timely information exchange.</p>

Social Services Agency (SSA): Overpayment Process and Debt Management

Primary Benefits/Outcomes of Project to Date (cont.)

DEBS, FMS, and SSA Information Services (IS) completed the automation interface for General Assistance (GA) work project credits into the California Welfare Information Network (CalWIN), which reduces manual input for Collections staff, improves accuracy of collection invoices to clients, and ensures clients received total earned credits to reduce the loan balance.

FMS and SSA IS completed the upgrade and implementation of automated Skip Tracing and Client Locate collection tools to identify current address data, bankruptcy filings, and automated records of deceased debtors, which expedites the ability to locate clients and begin collection process and expedites access to information required to identify debts eligible for write off. Automated tools enable performance measurement and results of skip tracing activities, and helps identify most effective methods.

FMS, SSA IS, and the County Information Services Department (ISD) implemented updates of the SSA collections information on the County web and SSA web portals.

FMS and SSA IS completed upgrades to the collections systems to reduce manual work and correct system interface functionality (system updates to reduce duplicate and redundant input in various fields).

Training:

- ◆ Staff Development created overpayment process refresher training modules for eligibility workers (EW).
- ◆ Staff Development prepared a training module based on focused review analysis, trained core group of staff, and rolled out the eLearning training module to all EWs in DEBS in May 2013.
- ◆ Staff Development developed special training for collections staff (scheduled in May 2013) to provide basic eligibility training to improve staff's ability to respond to clients' questions when calling about the reason for debt establishment (rather than transfer clients to multiple departments within SSA for answers).

FMS added an Eligibility Examiner in the Collections Unit to perform post-collection debt correction review to dramatically improve collectability of debts, provide information to respond to client and EW inquiries, and trouble shoot and resolve problem debts with EW and the Appeals Unit.

Next Steps

- ◆ Online web and Interactive Voice Response (IVR) phone payments will go live July 2013, and a link will be added to the County and SSA web portals.
- ◆ Continue to research and resolve system interface issues between collection and eligibility systems.
- ◆ Write-off aged GA debts after Countywide write-off policy is developed through the Countywide Debt Compromise and Fair Bill Practices Initiative, with report out to be provided by the County Executive's Office.
- ◆ Complete write-off process for other aged welfare debts related to failed collection and eligibility system interface failure (now beyond allowable collection timeline).
- ◆ Implement Collection Unit's client correspondence changes to include multiple languages.
- ◆ Complete automation of GA loan interface between collections and eligibility systems (currently deferred due to CalWIN Web Enablement implementation).
- ◆ Develop and implement debt thresholds to waive debt collection for "amounts too costly to pursue."

Additional Comments

The CLT process provided the essential avenue for FMS Collections & Debt Management to successfully partner with DEBS, SSA IS, Staff Development, and ISD to dramatically improve debt management and collections processes, systems, client service and satisfaction, reduce cost, and measure results. These cross functional teams and joint efforts between client service operations and accounting/finance operations improved client services and reduced negative impact to public funds. The Executive Sponsorship from the County Executive's Office and SSA created the visibility to garner the resources and support needed for exponential and sustainable change.

Social Services Agency (SSA): In-Home Supportive Services (IHSS) Business Process Redesign (BPR)

Vision Elements Addressed by the Project	<ul style="list-style-type: none"> ◆ Customer/Client Focus ◆ Performance Measurement and Results ◆ Employee Empowerment and Engagement ◆ Use of Latent Talent and Resources ◆ Consolidation where Needed ◆ Build Bench Strength
Desired Outcome of Project	<p>Noteworthy improvements in</p> <ul style="list-style-type: none"> ◆ Payroll processing, ◆ Telephone processing/front desk support, and ◆ Workload/caseload management. <p>New Statewide database system, Case Management, Information, and Payroll System (CMIPS II), coupled with internal programmatic redesign should have positive impacts on these three key business areas.</p>
Primary Benefits/Outcomes of Project to Date	<p>CMIPS II launches May 1, 2013 and has prompted changes to the case assignment methodology. All IHSS cases are now assigned to a specific Social Worker and the “banked” system has been eliminated. CMIPS II has also removed bi-weekly payroll processing from the County and transferred it to the State. Staff-led BPR has re-directed work to appropriate staff depending on the issues presented, thereby improving customer service program-wide.</p>
Next Steps	<p>After “go-live” SSA will identify specific metrics to measure improvement in the three areas identified above.</p>
Additional Comments	<p>The CLT experience facilitated the management team to prioritize how to engage and utilize staff knowledge and expertise to create a change effort that looks to staff as the key architects in the unit’s overall business process redesign.</p>

Tax Collector’s Office: Building and Expanding Service Tools (BEST)

Vision Elements Addressed by the Project	<ul style="list-style-type: none"> ◆ Customer/Client Focus
Desired Outcome of Project	<p>Improve customer service communication channels (walk-in, telephone, online).</p>
Primary Benefits/Outcomes of Project to Date	<p>Existing Department of Revenue database has been scored. New incoming accounts are scored as they arrive. Accounts are automatically prioritized and distributed for collector activity. Detailed process review and analysis has begun.</p>
Next Steps	<p>Work with Telephone Services to improve telephone communications with the customers.</p>
Additional Comments	<p>Excellent Customer Service is a goal of the Tax Collector’s Office. To this end, the Office looked at improving the three main ways that customers communicate with the Office (walk-ins, online, telephone). Two of the three areas have been completed, with the third on deck to be worked on. On top of that, the Office continues to evaluate the “completed” areas to revise and make improvements.</p>

Public Safety Realignment Program (AB 109) & Reentry Services

Executive Summary

On June 21, 2011 the Board of Supervisors approved the cross-system Reentry Network to identify reentry and recidivism reduction strategies, streamline processes to link inmates to effective in-custody and community-based programming, and prepare Santa Clara County for the realignment of parolees and low-level prisoners. The enactment of AB 109, the Public Safety Realignment Act of 2011, shifted state prisoners to California counties where they will serve their jail sentence. This legislative change created an opportunity for the County to modify systems and protocols to accommodate a new offender population and create new strategies while learning from the experience of the first year of AB 109 implementation.

Public Safety Realignment Program - First Year

The County's Public Safety Realignment Initial Spending Plan and the County's Community Corrections Partnership (CCP) Implementation Plan were adopted by the Board of Supervisors on September 27, 2011. During the first year of implementation, between October 2011 and September 2012, the total realignment population was 2,498 individuals. Of those 48% were classified as 1170(h) individuals sentenced to local jail instead of state prison, 44% as Post Release Community Supervision (PRCS) individuals released from state prison and now supervised by Probation, and 8% as 1170(h)MS locally sentenced under AB 109. It is expected that over time the PRCS population will continue to decrease as the 1170(h) and 1170(h)MS populations continue to increase.

Key Findings and Enrollment Related to Services

Findings and Enrollment to Services	# Oct. 2011 to Sept. 2012
Average length of sentence for 1170(h)	18 months
Custodial Alternative Supervision Program participants (out-of-custody)	103
PRCS Enrolled in Substance Abuse Treatment residential, outpatient, and/or transitional treatment	82
PRCS/1170(h) Enrolled in Cognitive Behavioral Services	84
PRCS/1170(h) Enrolled in Employment, Vocational, and Educational Services	289
Realignment Population Enrolled in Social Services benefits	266

Reentry Services Strategic Plan

After a five month strategic planning effort that commenced in May 2012, the Board of Supervisors unanimously approved the Five-Year Adult Reentry Strategic Plan for implementation focusing on the following five service areas and goals:

- **Education:** Increase educational opportunities for moderate and high-risk offenders in-custody and in the community;
- **Employment:** Increase the number and percentage of formerly incarcerated individuals successfully participating in and completing job training/preparation programs that will lead to gainful employment;
- **Family Reunification & Support:** Promote familial support and reunification for moderate and high-risk offenders and reduce the impact of incarceration on their children;
- **Health & Well-Being:** Enhance the accessibility of mental health and substance abuse treatment services, and needed health care services for all ex-offenders after release; and
- **Housing:** Improve short and long-term affordable housing for formerly incarcerated individuals who are at moderate or high-risk of recidivating in Santa Clara County.

The five Strategic Priorities Work groups will implement the goals stated above and enhance or expand current services provided through AB 109.

State Funding Allocation Detail

In FY2012 (October 2011 - June 2012) the County received \$13.6 million. In FY2013 the County anticipates to receive \$33.7 million for AB 109 programs and services. In the November 2012 election voters approved the Governor's initiative to constitutionally protect the revenues that fund Public Safety Realignment, a newly dedicated portion of existing state sales tax revenue and Vehicle License Fees.

For FY 2014 the County expects to receive \$40,593,280, of which \$593,280 is mandated for the District Attorney and the Public Defender. To maintain current operations and fund existing activities approved by the



Board of Supervisors as part of the FY 2013 Final Budget and adjustments during FY 2013, \$29.5 million is budgeted with \$10.5 million remaining to be allocated. The Administration is recommending \$9.5 million in new AB 109 programs and services and \$1 million in reserve for unanticipated ongoing program needs for FY 2014 which will bring the total AB 109 program to \$40.5 million. Additionally, the Administration is recommending \$8,871,145 in one-time program needs.

Emerging Issue

During FY 2014 Reentry stakeholders will need to continue to assess the extent to which the County's Realignment Program and Strategic Plan have been implemented and fully develop the data warehouse to enable deeper analysis and a robust outcomes evaluation program. These efforts will enhance cross-departmental collaboration and a better understanding of the services offered by community service providers.

Summary of Departmental Ongoing Allocations for FY 2014 Base and Recommended

Department	FY 2014 Base Allocation		Recommended Change		FY 2014 Total	
	Amount	FTE	Amount	FTE	Amount	FTE
County Executive	\$1,276,296	3.0	\$126,640	1.0	\$1,402,936	4.0
County Counsel	\$128,000				\$128,000	
Employee Services Agency	\$233,860	2.0			\$233,860	2.0
Procurement	\$50,000				\$50,000	
Information Services	\$356,412	2.0	\$475,899	3.0	\$832,311	5.0
Facilities & Fleet	\$658,214		\$109,253		\$767,467	
Criminal Justice System (Reserve)			\$1,000,000		\$1,000,000	
District Attorney	\$296,640	2.0			\$296,640	2.0
Public Defender	\$296,640	2.0	\$484,333	2.0	\$780,973	4.0
Pretrial Services	\$582,462	5.0	\$100,000		\$682,462	5.0
Sheriff	\$507,558	60	\$1,411,612	14	\$1,919,170	74.0
Sheriff's DOC Contract (FTE in Sheriff total)	\$6,461,375		\$1,702,050		\$8,163,425	
Department of Correction	\$2,102,660	18.0	\$139,470	1.0	\$2,242,130	19.0
Probation	\$7,421,995	48.0	\$1,706,741	2.0	\$9,128,736	50.0
Mental Health	\$2,287,956	10.5	\$1,688,192		\$3,976,148	10.5
Custody Health	\$3,916,830	17.0			\$3,916,830	17.0
Department of Alcohol & Drug Services	\$3,382,036	4.0	\$1,489,784	4.0	\$4,871,820	8.0
Social Services Agency	\$200,372	3.0			\$200,732	3.0
Valley Medical Center (Base funding in Custody Health)		9.0				9.0
Total	\$30,159,306	185.5	\$10,433,974	27.0	\$40,593,280	212.5

Summary of FY 2014 Recommended Program Enhancements

Program Areas	Highlights and Impacts
Probation Supervision	Increase Probation staff in the High Risk Offender Units and allocate funds to provide oversight and data analysis.
Custodial Supervision & Direct Inmate Services	Increase programming and reentry activities for inmates in Elmwood and enhance vocational programs.
Custodial Alternatives & Programs	Enhance programs, Reentry Center building safety, and outreach to clients in the community.
Health Services and Community-Based Treatment	Increase funding for cognitive behavioral treatment services; offender treatment case management services, faith based re-entry resource center, outpatient clinic, crisis residential beds, treatment services for Parole Reentry Court, and expanded transitional housing units.
Program Administration & Evaluation and Reentry Center	Allocate funds in support of Program Research and Data analysis and for Reentry Center facility maintenance and repair needs.
Program Data Collection & Sharing	Expand Countywide Data Collection and Data Sharing project.
Legal Services & other Support	Allocate funds for expungement and electronic monitoring services.
Reserve and One-time Program Needs	Allocate funds for unanticipated program needs, vocational/educational, employment, rental assistance, housing projects, and correctional upgrades.



One-Time General Fund Resources and Recommended Allocations

Overview

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

The FY2014 Recommended Budget relies on \$21.7 million in one-time funds to support ongoing operations.

Sources of One-time Funds

General Fund Balance: The estimated fund balance available at the end of FY2013, for use in FY2014, is \$184,350,000, much of which comes from unspent Contingency Reserve funds.

Fund balance from departmental operations is projected at \$61.2 million. An additional \$11.3 million in estimated fund balance is anticipated from the accrual of revenue from the voter-approved 1/8 cent sales tax increase that became effective April 1, 2013. Because of current litigation related to the sales tax measure there is some risk associated with assuming these revenues in the fund balance estimate. Accordingly, the Administration has specifically designated the use of this portion of fund balance to a specific capital project (the Berger Drive Seismic project) for which expenditures will not begin until the FY2013 revenue is assured.

Additional One-time Resources: The Recommended Budget includes \$6.4 million in one-time revenue from the Public Safety Realignment AB109 fund to offset AB109 one-time expenditures. An additional \$107,397 of one-time revenues or reimbursements are expected to offset specific one-time needs in operating departments.

One-time expenditure savings are also recognized, \$145,852 from the CalWORKs program in the Social Services Agency and \$347,267 in one-time salary savings budgeted for new positions to reflect recruitment time.

FY 2014 One-time Resources

Source	Amount
FY 2013 General Fund Balance	
Unspent Contingency Reserve	\$111,906,723
Fund Balance from Departmental Operations	\$61,193,277
FY 2013 1/8 cent Sales Tax (Measure A)	\$11,250,000
Estimated FY 2012 General Fund Balance	\$184,350,000
Other One-time Resources	
Transfer from Public Safety Realignment Fund	\$6,371,145
Salary Savings	\$347,267
CalWORKs Reduction	\$145,852
Miscellaneous Revenue and Reimbursement	\$121,397
Total Other One-time Resources	\$6,971,661
Total One-time Resources	\$191,321,661

Uses of One-time Funds

The following table reflects the FY2014 recommended allocation of one-time resources. Each allocation is discussed in more detail in the County Executive's Recommendation section of each departmental budget.

FY 2014 Allocation of One-time Resources

Use of One-time Resources	Amount
Contingency Reserve	\$104,250,000
Use of One-time Funds for Ongoing Needs	\$21,730,903
FY 2014 Capital Program	\$29,800,000
FY 2014 HealthLink Requirements	\$16,287,453
Public Safety Realignment (AB 109) Needs	\$6,371,145
Technology Microsoft Office 365 Implementation	\$4,400,000
Technology Infrastructure	\$3,400,000
Technology Projects	\$2,105,000
Sheriff Academy	\$1,604,728
Registrar of Voters Ballot on Demand	\$380,000
District Attorney Crime Lab	\$235,000
Clerk of the Board Archives	\$164,000
Clerk of the Board Audio/Visual	\$128,599
Equipment and Supplies for New Positions	\$86,000
Bridge Funding for Delayed Deletion of Positions	\$80,712
Executive Leadership Training	\$75,000
District Attorney North County Office	\$73,000
Public Health Department Chronic Disease	\$54,821
Social Services Agency Seniors' Agenda	\$50,000
Main Jail South Safety/Security	\$45,000
Total Allocation of One-time Resources	\$191,321,661





Overview of General Fund Revenue Trends

Overview

General Fund revenues are projected to total \$2,235,999,372 in FY 2014, compared to \$2,109,860,707 in the FY 2013 Approved Budget; an **increase** of \$126,138,665 or 6%. Major year-over-year increases are

attributable to an increase in property tax revenue (\$32.9 million), AB 109 revenue (\$19.3 million), and Public Safety Sales tax (\$15 million), as well as the recognition of \$45 million in revenue from the voter-approved 1/8 cent sales tax (Measure A).

Table 1: Comparison Revenues from FY 2013 Approved to FY 2014 Recommended

Revenue Category	FY 2014		Inc./(Dec.)	% Change
	FY 2013 Approved	Recommended		
Taxes - Current Property	\$641,900,000	\$674,800,000	\$32,900,000	5.1%
Taxes - Other Than Current Property	\$53,175,000	\$100,052,701	\$46,877,701	88.2%
Aid From Govt Agencies-State	\$581,096,779	\$569,048,828	(\$12,047,951)	-2.1%
Aid From Govt Agencies-Federal	\$399,560,897	\$430,800,030	\$31,239,133	7.8%
Other Financing Sources	\$284,197,104	\$331,497,619	\$47,300,515	16.6%
Charges For Services	\$100,992,411	\$100,376,033	(\$616,378)	-0.6%
Fines, Forfeitures, Penalties	\$16,366,635	\$16,239,978	(\$126,657)	-0.8%
Licenses, Permits, Franchises	\$8,797,342	\$9,845,967	\$1,048,625	11.9%
Revenue From Use Of Money/Property	\$3,679,679	\$2,848,180	(\$831,499)	-22.6%
Revenue From Other Government Agencies	\$20,094,860	\$490,036	(\$19,604,824)	-97.6%
Total Revenues	\$2,109,860,707	\$2,235,999,372	\$126,138,665	6.0%

Major Sources of General Fund Revenue

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

The category "Other Financing Sources" has become a misnomer in that a significant portion of the revenue recorded in this category is actually State revenue from Public Safety Realignment (AB 109) and Health Realignment (SB 1020) accounts.

Table 2: Percent of General Fund Revenue by Category

Revenue Source	FY 2014 Amount ^a	% of Total
Taxes - Current Property	\$674.8	30.2%
Aid From Govt Agencies-State	\$569.0	25.4%
Aid From Govt Agencies-Federal	\$430.8	19.3%
Other Financing Sources	\$331.5	14.8%
Charges For Services	\$100.4	4.5%
Taxes - Other Than Current Property	\$100.1	4.5%
Fines, Forfeitures, Penalties	\$16.2	0.7%
Licenses, Permits, Franchises	\$9.8	0.4%
Revenue From Use Of Money/Property	\$2.8	0.1%
Revenue From Other Government Agencies	\$0.5	-
Total Revenues	\$2,236.0	100.0%

a. \$ millions

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

This peculiarity of County financial reporting distorts the reported level of State revenue, as the original source of revenue for both AB 109 and SB 1020 is, in fact, the State.

Please see additional information relating to this issue in the discussion under the heading "Other Financing Sources" in the following pages.

FY 2014 is the first year the County's new budget system, Public Budget Formulation (PBF) has been used to create the Recommended Budget. The organization structure of revenue accounts in PBF, coupled with changes in financial reporting requirements related to



Public Safety Realignment has skewed the reflection of budgeted revenue in State revenue, Other Financing Sources, and Revenue from Use of Property.

The Office of Budget and Analysis is working with the Controller-Treasurer to develop options for management reporting of revenues that remove these artifacts of the accounting process in future reports.

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

Current Property Tax

Property Tax is expected to contribute nearly \$675 million of the total General Fund revenue, up 5.1% from the amount budgeted in FY 2013. The total year over year increase in budgeted revenue is \$32.9 million.

For FY 2014, the Administration is projecting an increase in the secured roll of 3.79%. This is a somewhat aggressive assumption that reflects continued improvement in the performance of the real estate market, after two years of negative growth in FY 2010 and FY 2011 and modest growth of 1.5% in FY 2012. Residential real estate growth is positive, and commercial real estate growth is projected to see an increase for the third year in a row. Specific figures for commercial values are not available until later in the spring, and the Administration will monitor this account accordingly.

State Revenue

State revenue contributes \$569 million of the total General Fund revenue, or \$12 million less than was budgeted for FY 2013. However, a portion of this reduction is simply a shift in revenue that is received directly from the State to "Other Financing Sources" where the State revenue is recognized in the General Fund as a transfer from a restricted fund.

This revenue shift accounts for a \$34.2 million reduction in the State revenue category, largely offset by a \$15 million increase in Public Safety Sales Tax, and a number of smaller increases in various departments.

State revenues are a large source of non-discretionary revenue which funds health and social service programs. Medi-Cal, child welfare, CalWORKs, Foster Care, Short-Doyle revenues, and SB 90 mandate

reimbursement revenues are among the key reimbursement sources which are budgeted in this category.

Federal Aid

Federal Aid accounts for \$430 million of the General Fund revenue, a \$31.2 million increase over budgeted revenue in this category in FY 2013.

Of the total year-to-year growth in this category, \$11 million is attributable to increases in various Federal allocations for programs in the Social Services Agency, and are largely offset by matching increases in expenditures. Another \$8.3 million of the budgeted increase is a result of changes in the IHSS program, under a new maintenance of effort requirement. The increased Federal revenue budgeted for IHSS is offset by a reduction in budgeted State revenue and an increase in budgeted expenditures, to reflect a more detailed line item budgeting of IHSS program expenses and revenues to assure proper reconciliation of actual County costs to the maintenance of effort requirement.

A \$10 million increase in Federal Medi-Cal in the Mental Health Department is another key element of the increased budget in this area. The revenue is a result of State legislation that allows counties to claim federal reimbursement for Medi-Cal costs beyond state rate limits. Of the total \$10 million increase, \$1.5 million is recognized in the FY 2014 base budget and an additional \$8.5 million is included in the County Executive's recommendations for the Mental Health Department.

The large majority of Federal revenues are budgeted in the Social Services Agency, In-Home Supportive Services, Probation and the Health & Hospital System. Changes in Federal legislation in any of these policy areas could jeopardize projections related to these revenues. The most evident risk in FY 2014 is the implementation of Federal sequestration.

Federal Sequestration

After Congress failed to agree on a strategy of how to reduce the federal deficit, sequestration was implemented on March 1, 2013 and includes an \$85 billion cut equally divided between defense and non-defense programs. Determining specific impacts at the County level has been difficult.

A majority of the federal funds received by the County, particularly in the General Fund, are for programs exempt from the sequestration process and would be relatively unaffected. At the same time, impacts to Medicare are of concern in terms of how that will affect the hospital and the already meager reimbursements we receive from patients with this type of health insurance coverage.

Other Financing Sources

Other Financing Sources contributes \$2331.5 million of the total General Fund revenue, or \$47.3 million more than in FY 2013.

Major revenues reflected in this category are transfers from restricted funds to the General Fund (e.g., Mental Health Services Act funds, AB 109 funds, SB 1020 funds, Property Tax Administration Program funds) and revenue related to the sale or lease of County property.

As discussed earlier, this revenue account has grown considerably as a result of the complicated accounting for receipt of monies under the new Public Safety Realignment (AB 118 and SB 1020) as well as monies for the County's new responsibilities under AB 109. The following table summarizes the major changes in this revenue category from FY 2013 to FY 2014.

Table 3: Major Changes in Other Financing Sources

Reason for Change	Adjustment		Total
	CLB	REC	
Shift from State revenue (AB 1020) in the base budget	\$34.2		\$34.2
Transfer from Public Safety Realignment AB 109 Fund		\$19.3	\$19.3
Transfer from Mental Health Services Act Fund	\$0.8	\$4.0	\$4.8
Removal of one-time revenue for Sale of Property	(\$10.5)		(\$10.5)
Other Miscellaneous Adjustments	(\$0.5)		
Total Changes in Other Financing Sources	\$24.0	\$23.3	\$47.3

Charges for Service

Charges for Services contributes \$100.4 million, relatively flat as compared to the \$101 million budgeted in FY 2013. Revenue in this category comes from a wide variety of departments, for services as diverse as plan check fees in the Planning and Development Department to property tax administration fees in the Finance Agency.

Generally, County fees for services are cost-recovery based, though there are some instances where the fee is governed by statute.

Taxes - Other than Current Property Taxes

Taxes other than current property taxes contribute \$100 million of the total General Fund revenue, or \$46.9 million more than was budgeted in FY 2013.

Revenue from the voter-approved 1/8 cent sales tax increase (Measure A) accounts for \$5 million of this increase. The sales tax increase became effective April 1, 2013, however litigation related to this tax increase has not yet been resolved. The Administration expects that litigation to be positively resolved in FY 2014.

Revenue from the Use of Money

Revenue from the use of money contributes \$2.8 million of the General Fund revenue, or \$831,444 less than budgeted in the FY 2013 approved budget. Earned interest projections are based on both the average daily cash balance in the General Fund, and interest rates. Interest rates and daily cash balances are continuing at low levels as they have in FY 2013. The State pattern of delaying the payment of both health and social services claims for reimbursement also affects interest earnings. Representatives from the Office of the Controller-Treasurer, the County Executive's Office, the Office of Budget & Analysis, the Social Services Agency, Santa Clara Valley Medical Center and members of the Harvey Rose firm meet monthly to discuss the status of the County's cash accounts. This account will continue to require close monitoring in FY 2014.

Fines, Forfeitures and Penalties

Fines, forfeitures and penalties contribute \$16.2 million of the General Fund revenue, relatively equal to the amount budgeted in FY 2013. The majority of this revenue is attributable to bail and fine revenue in the law enforcement departments. This revenue group has been affected by the struggling economy insofar as the low employment rate affects the inability of individuals to pay fees and fines.

Licenses, Permits and Franchises

Licenses, permits and franchises contribute \$9.8 million of the General Fund revenue, a \$1 million increase over the amount budgeted for FY 2013. The majority of this revenue is derived from a variety of application and permit fees, primarily in the Planning and Development

Department, the Agriculture and Environmental Management (AEM) Department and the Department of Revenue.

Revenue from Other Government Agencies

Historically revenue in this category included transfers from trust funds or other intra-county transactions. Virtually all of those transactions are now recorded in the category of “Other Financing Sources.”

In FY 2013 the \$20 million budgeted here represented the expected bond proceeds related to General Fund technology projects (reflected as a transfer to the General Fund from a non-General Fund debt service account). Additional anticipated bond proceeds were budgeted in the SCVMC Enterprise Fund.

In FY 2014 only \$490,000 remains budgeted in this area, an artifact of the work-in-progress realignment of revenue accounts in the County’s new budget system.





All Fund and General Fund Summaries

The following summaries provide financial information at the highest level of detail. The All Funds summary presents expenditure and revenue totals for the entire Santa Clara County budget of \$4.6 billion. Expenditures are presented at the object level of detail, which groups expenditures by category, i.e. salaries and benefits or services and supplies. Revenues are presented by source, which includes property tax, fines and forfeitures etc. Expenditure and revenue information is also presented by policy area. An additional chart featured in this section illustrates the proportions of revenues and expenditures, providing a visual presentation of where the County's revenues come from and how they are spent.

Data is also presented for the General Fund, which totals \$2.4 billion in expenditures. The General Fund is the largest of the County's funds and supports the

majority of the services. All revenues and expenditures that are not segregated for specific categorical purposes are budgeted in the General Fund.

There are a variety of other fund groups, including Capital Funds, Enterprise Funds (Valley Medical Center, Roads), Special Revenue Funds (such as Parks and Recreation) and Internal Service Funds (Data Processing, Fleet Management). The General Fund is discussed in detail because the majority of the County's services are funded from this resource.

Like the All Funds summary, charts are also used to reflect General Fund expenditure and revenue totals. The \$184,350,000 million difference between revenues and expenditures in the General Fund reflects the projected end-of-year balance, which is then reappropriated to fund specific items in the FY 2014 Recommended Budget.

Countywide Budget Summary (All Funds)

	FY 2012	FY 2013	FY 2014			
	Actual	Approved as of 7/1/2012	Current Level Budget (Base)	Recommended	Inc./ (Dec.)	%Change
Expenditures by Policy Area						
Finance and Government	763,550,236	770,969,733	689,797,780	906,651,775	135,682,042	17.6%
Public Safety and Justice	591,186,892	619,690,762	649,158,297	663,553,269	43,862,507	7.1%
Children, Seniors and Families	680,621,901	727,628,815	756,131,157	757,230,413	29,601,598	4.1%
Santa Clara Valley Health & Hospital System	1,786,531,212	1,798,008,109	1,874,391,212	1,938,989,553	140,981,444	7.8%
Housing, Land Use, Environment & Transportation	245,924,032	279,707,050	244,037,509	287,631,200	7,924,150	2.8%
Total Net Expenditures	4,067,814,273	4,196,004,469	4,213,515,955	4,554,056,210	358,051,741	8.5%
Expenditures by Object						
Salary and Benefits	1,972,969,889	2,043,305,107	2,176,953,440	2,217,312,279	174,007,172	8.5%
Services And Supplies	1,582,212,714	1,706,632,387	1,747,500,311	1,791,556,553	84,924,166	5.0%
Other Charges	132,463,995	129,353,304	158,637,726	159,418,967	30,065,663	23.2%
Fixed Assets	235,563,453	133,263,937	16,113,692	99,776,690	(33,487,247)	-25.1%
Operating/Equity Transfers	375,026,255	279,975,181	326,636,755	368,874,532	88,899,351	31.8%
Reserves	0	135,593,227	19,140,050	155,190,050	19,596,823	14.5%
Expenditure Transfers	(230,422,033)	(232,118,674)	(231,466,019)	(238,072,861)	(5,954,187)	2.6%
Total Net Expenditures	4,067,814,273	4,196,004,469	4,213,515,955	4,554,056,210	358,051,741	8.5%
Resources by Type						
Taxes - Current Property	753,194,191	781,855,011	822,178,098	822,178,098	40,323,087	5.2%
Taxes - Other Than Current Property	66,886,826	60,928,285	62,471,252	107,471,252	46,542,967	76.4%
Licenses, Permits, Franchises	30,018,754	30,975,821	33,718,151	34,134,068	3,158,247	10.2%



Countywide Budget Summary (All Funds)

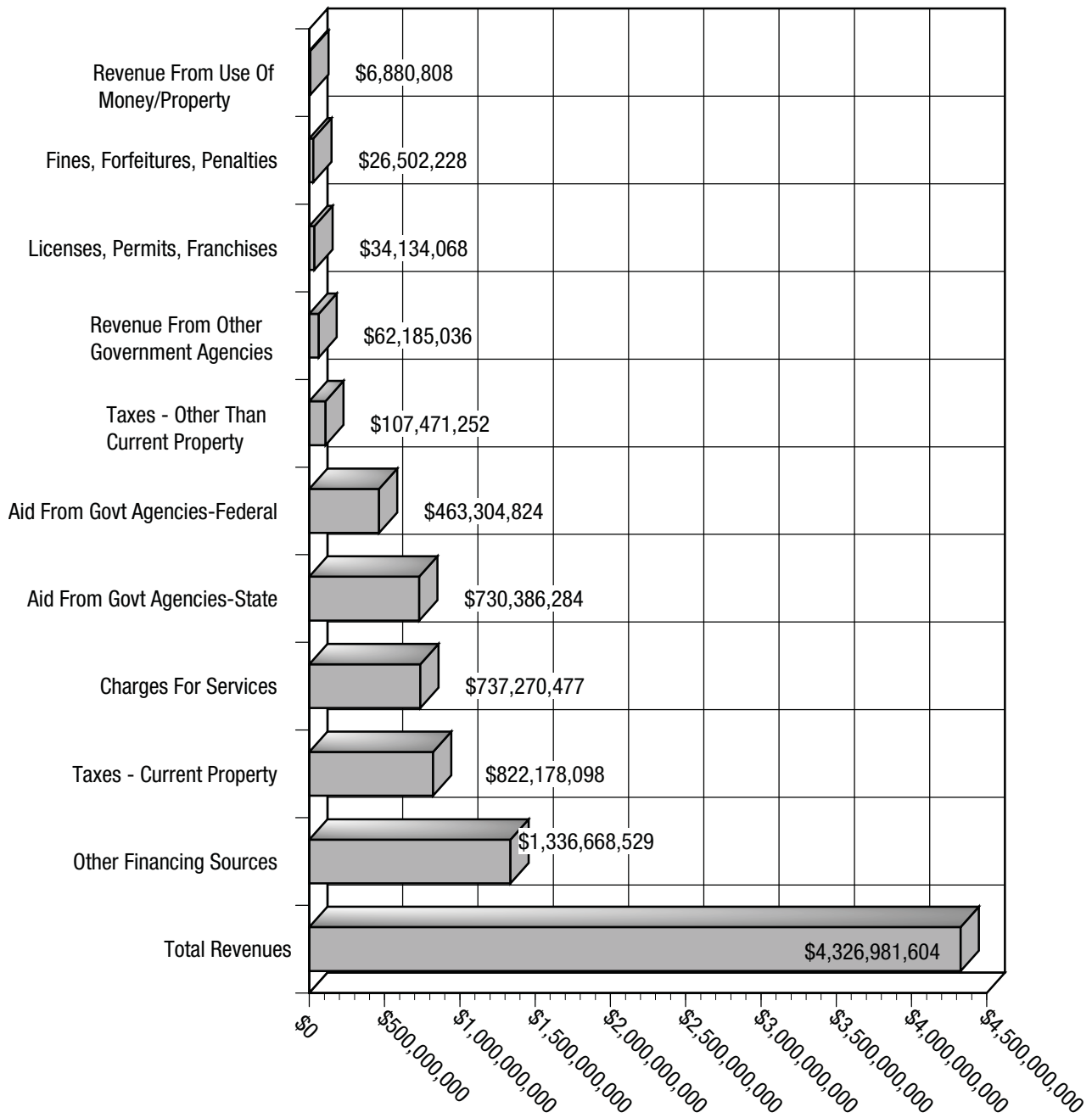
	FY 2012	FY 2013	FY 2014		Inc./(Dec.)	%Change
	Actual	Approved as of 7/1/2012	Current Level Budget (Base)	Recommended		
Fines, Forfeitures, Penalties	25,343,525	25,647,385	26,531,228	26,502,228	854,843	3.3%
Revenue From Use Of Money/Property	10,884,117	8,275,259	6,880,808	6,880,808	(1,394,451)	-16.9%
Aid From Govt Agencies-State	690,577,476	726,530,967	715,147,299	730,386,284	3,855,317	0.5%
Aid From Govt Agencies-Federal	423,600,048	430,035,317	452,626,028	463,304,824	33,269,507	7.7%
Revenue From Other Government Agencies	308,283,776	146,382,813	61,671,164	62,185,036	(84,197,777)	-57.5%
Charges For Services	659,277,669	690,782,086	723,703,150	737,270,477	46,488,391	6.7%
Other Financing Sources	985,280,636	1,134,918,059	1,231,461,484	1,336,668,529	201,750,470	17.8%
Total Revenues	3,953,347,018	4,036,331,003	4,136,388,662	4,326,981,604	290,650,601	7.2%
Resources by Policy Area						
Finance and Government	1,129,868,840	1,160,867,338	1,151,699,180	1,230,034,667	69,167,329	6.0%
Public Safety and Justice	309,945,625	313,842,068	329,554,242	346,639,849	32,797,781	10.5%
Children, Seniors and Families	613,899,803	646,433,392	663,447,746	668,691,000	22,257,608	3.4%
Santa Clara Valley Health & Hospital System	1,652,824,975	1,664,965,493	1,733,118,820	1,803,853,267	138,887,774	8.3%
Housing, Land Use, Environment & Transportation	246,807,775	250,222,712	258,568,674	277,762,821	27,540,109	11.0%
Total Revenues	3,953,347,018	4,036,331,003	4,136,388,662	4,326,981,604	290,650,601	7.2%

Permanent Authorized Positions (FTEs)

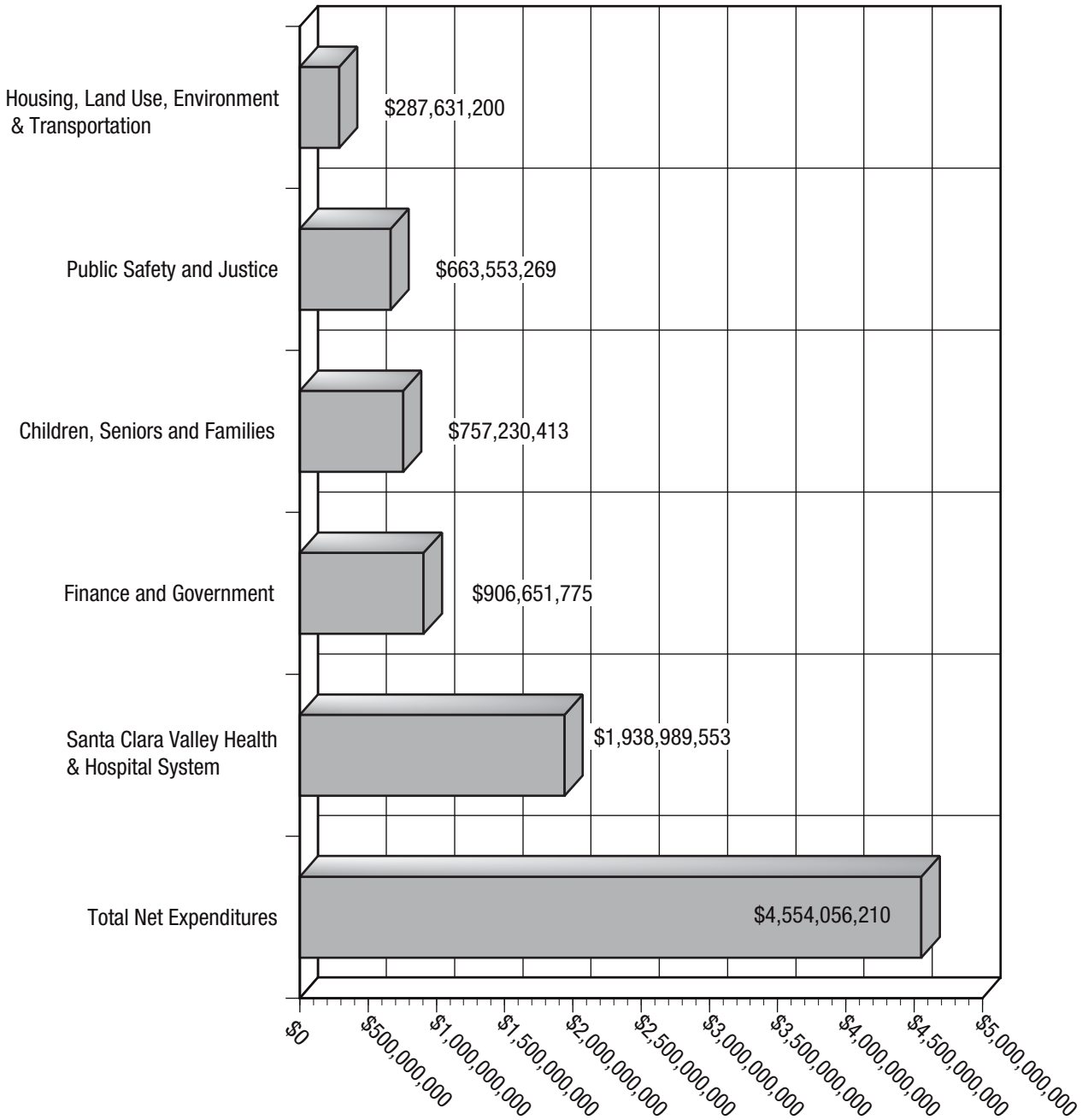
Policy Area	FY 2013	FY 2014		Column 1 to 3	
	As of 7/1/12	Current Level Budget (Base)	Recommended	Inc./(Dec.)	% Change
Finance and Government	1,878.9	1,878.9	1,920.6	41.7	2.2%
Public Safety and Justice	3,545.0	3,567.0	3,594.0	49.0	1.4%
Children, Seniors and Families	2,694.0	2,724.0	2,714.5	20.5	0.8%
Santa Clara Valley Health and Hospital System	6,433.0	6,503.2	6,622.0	189.0	2.9%
Housing, Land Use, Environment and Transportation	787.8	791.8	797.3	9.5	1.2%
Total FTE	15,338.7	15,464.9	15,648.4	309.7	2.0%



All Fund Resources



All Fund Expenditures



Countywide Budget Summary (General Fund)

	FY 2012	FY 2013	FY 2014		Inc./(Dec.)	%Change
	Actual	Approved as of 7/1/2012	Current Level Budget (Base)	Recommended		
Expenditures by Policy Area						
Finance and Government	350,381,750	495,620,641	401,983,995	579,209,884	83,589,243	16.9%
Public Safety and Justice	591,168,808	619,655,762	649,123,246	663,518,218	43,862,456	7.1%
Children, Seniors and Families	607,735,335	653,424,387	683,393,743	682,777,445	29,353,058	4.5%
Santa Clara Valley Health & Hospital System	398,854,902	449,049,132	467,174,227	473,844,651	24,795,519	5.5%
Housing, Land Use, Environment and Transportation	18,653,221	19,794,528	20,780,205	20,999,174	1,204,646	6.1%
Total Net Expenditures	1,966,794,016	2,237,544,450	2,222,455,416	2,420,349,372	182,804,922	8.2%
Expenditures by Object						
Salary and Benefits	1,014,858,257	1,082,178,526	1,146,753,936	1,158,415,458	76,236,932	7.0%
Services And Supplies	962,312,455	1,082,872,827	1,076,294,459	1,090,423,344	7,550,517	0.7%
Other Charges	23,232,988	20,819,515	22,991,150	22,991,150	2,171,635	10.4%
Fixed Assets	2,583,851	712,300	0	640,692	(71,608)	-10.1%
Operating/Equity Transfers	157,022,702	120,977,214	169,316,493	207,783,946	86,806,732	71.8%
Reserves	0	119,875,495	2,893,554	138,943,554	19,068,059	15.9%
Expenditure Transfers	(193,216,237)	(189,891,427)	(195,794,176)	(198,848,772)	(8,957,345)	4.7%
Total Net Expenditures	1,966,794,016	2,237,544,450	2,222,455,416	2,420,349,372	182,804,922	8.2%
Revenues by Type						
Taxes - Current Property	615,804,113	641,900,000	674,800,000	674,800,000	32,900,000	5.1%
Taxes - Other Than Current Property	59,211,855	53,175,000	55,052,701	100,052,701	46,877,701	88.2%
Licenses, Permits, Franchises	9,594,873	8,797,342	9,430,050	9,845,967	1,048,625	11.9%
Fines, Forfeitures, Penalties	14,958,854	16,366,635	16,268,978	16,239,978	(126,657)	-0.8%
Revenue From Use Of Money/Property	4,971,756	3,679,679	2,848,180	2,848,180	(831,499)	-22.6%
Aid From Govt Agencies-State	568,561,697	581,096,779	568,396,267	569,048,828	(12,047,951)	-2.1%
Aid From Govt Agencies-Federal	390,727,068	399,560,897	421,215,817	430,800,030	31,239,133	7.8%
Revenue From Other Government Agencies	10,897,808	20,094,860	(23,836)	490,036	(19,604,824)	-97.6%
Charges For Services	103,846,389	100,992,411	96,005,936	100,376,033	(616,378)	-0.6%
Other Financing Sources	222,947,486	284,197,104	311,727,825	331,497,619	47,300,515	16.6%
Total Revenues	2,001,521,899	2,109,860,707	2,155,721,918	2,235,999,372	126,138,665	6.0%
Revenues by Policy Area						
Finance and Government	860,016,826	888,122,584	888,780,654	935,095,059	46,972,475	5.3%
Public Safety and Justice	309,914,558	313,807,068	329,519,242	346,604,849	32,797,781	10.5%
Children, Seniors and Families	540,509,535	572,164,004	590,718,362	594,246,062	22,082,058	3.9%
Santa Clara Valley Health & Hospital System	279,005,545	324,054,800	334,461,198	347,267,728	23,212,928	7.2%
Housing, Land Use, Environment and Transportation	12,075,435	11,712,251	12,242,462	12,785,674	1,073,423	9.2%
Total Revenues	2,001,521,899	2,109,860,707	2,155,721,918	2,235,999,372	126,138,665	6.0%

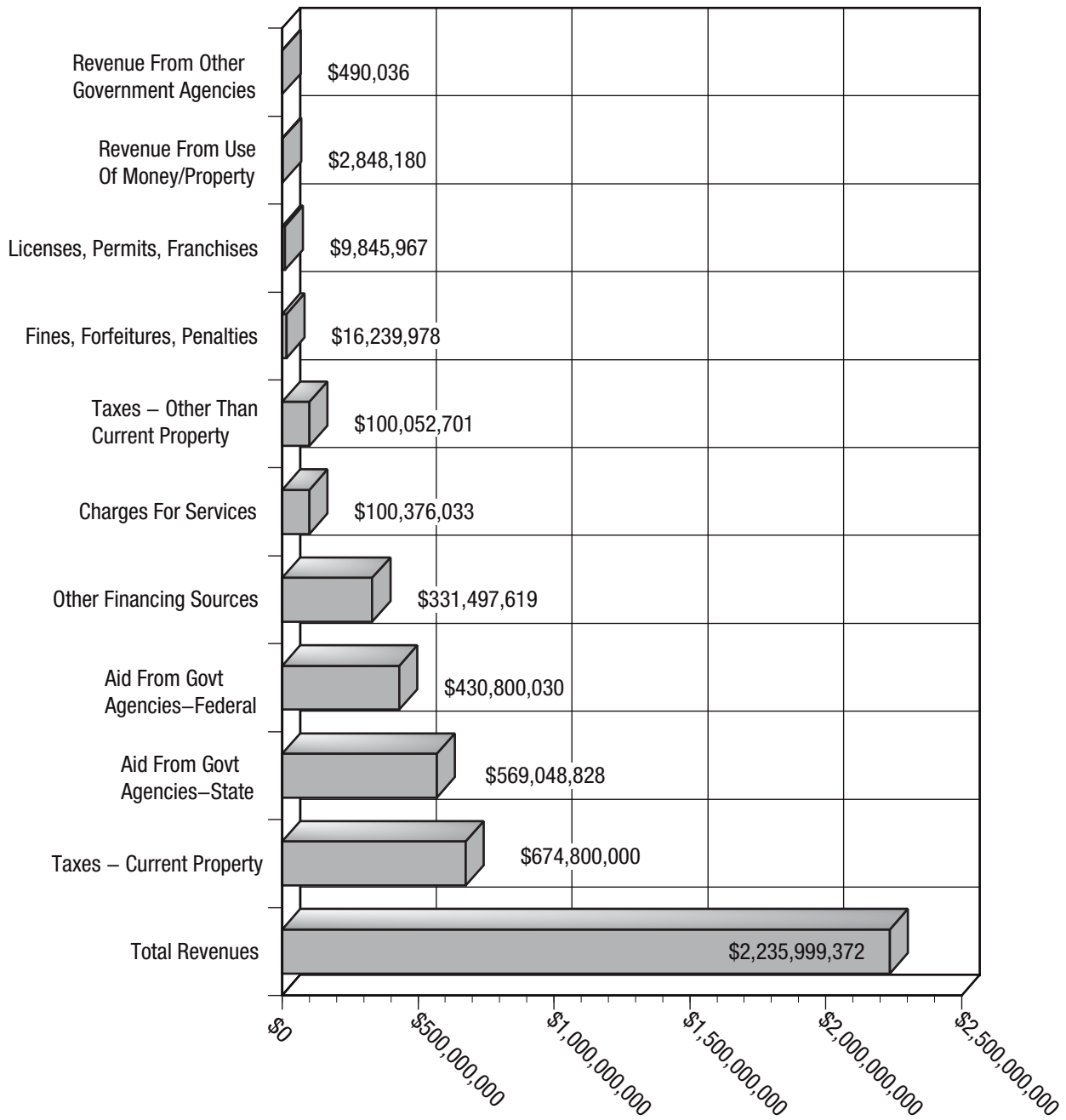


Permanent Authorized Positions (FTEs)

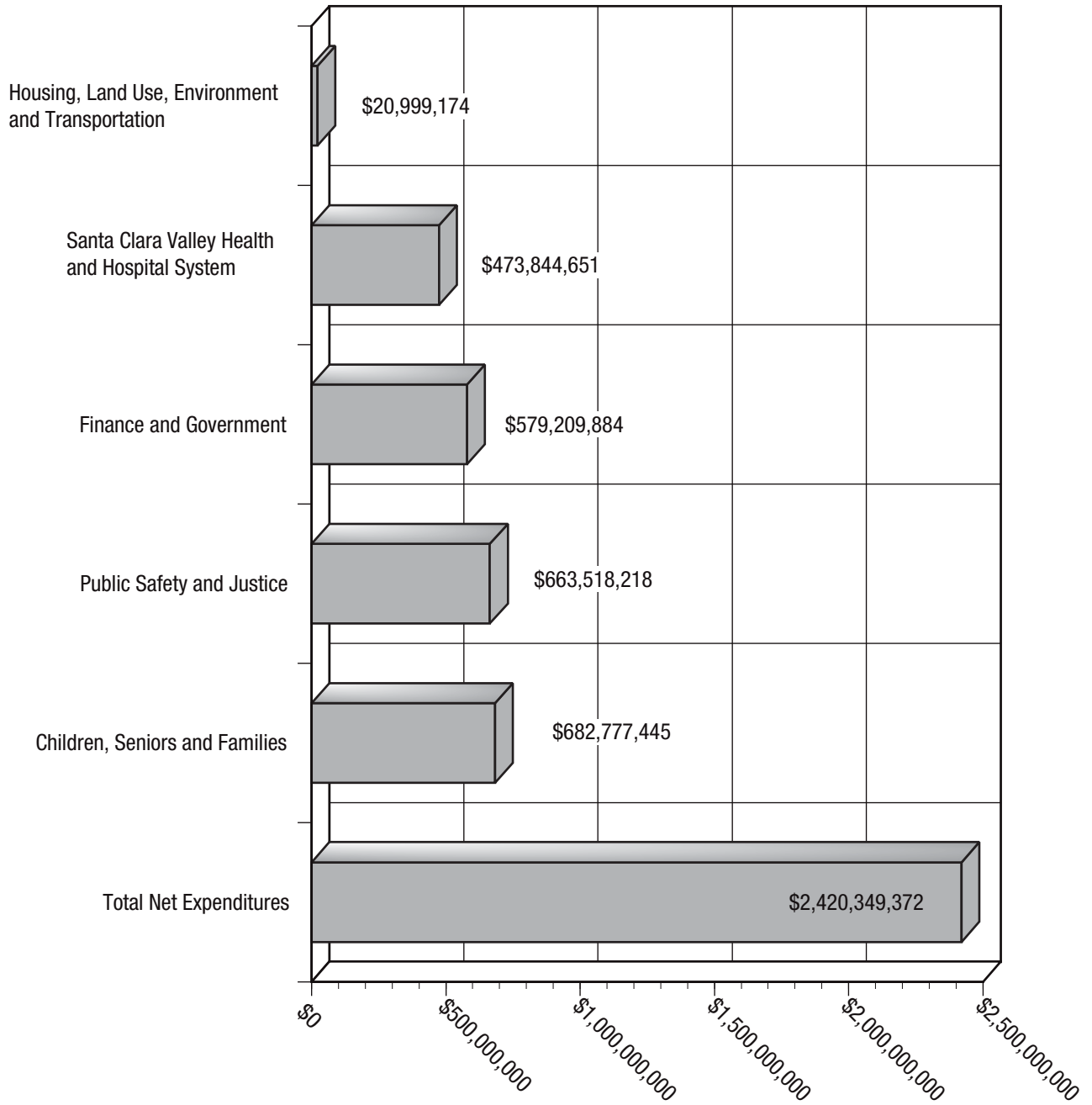
Policy Area	FY 2013	FY 2014		Column 1 to 3	
	As of 7/1/12	Current Level Budget (Base)	Recommended	Inc./.(Dec.)	% Change
Finance and Government	1,415.1	1,415.1	1,447.9	32.8	2.3%
Public Safety and Justice	3,545.0	3,567.0	3,594.0	49.0	1.4%
Children, Seniors and Families	2,405.5	2,440.5	2,427.5	22.0	0.9%
Santa Clara Valley Health and Hospital System	1,264.0	1,284.0	1,285.5	21.5	1.7%
Housing, Land Use, Environment and Transportation	138.5	142.5	154.0	15.5	11.2%
Total FTE	8,768.1	8,849.1	8,908.9	140.8	1.6%



General Fund Resources



General Fund Expenditures





Historical Fund Balance Allocations for the General Fund^a

Fiscal Year	General Fund Balance as of June 30 ^b	Contingency Appropriation	Capital Budget	Computer and System Related	Reserves and Other One-time Needs	Ongoing Costs
2013 Estimated	\$184,350,000	\$104,250,000	\$29,800,000	\$26,192,453	\$2,376,644	\$21,730,903
2012 Approved	\$127,600,000	\$96,650,000	\$13,750,000	\$3,624,808	\$8,975,192	
2011 Approved	\$99,124,000	\$91,376,397	\$7,747,603			
2010 Approved	\$121,660,000	\$91,144,521	\$8,775,000	\$6,345,456	\$1,861,867	\$13,533,156
2009 Approved	\$126,261,000	\$93,760,139				\$32,500,861
2008 Approved	\$93,200,000	\$93,200,000				
2007 Approved	\$167,028,000	\$87,744,712	\$13,557,133	\$5,585,977	\$30,302,810	\$29,837,368
2006 Approved	\$178,960,000	\$87,730,182	\$9,525,000	\$3,524,530	\$27,359,542	\$50,820,746
2005 Approved	\$164,600,000	\$76,640,120	\$10,000,000	\$4,035,000	\$34,024,880	\$39,900,000
2004 Approved	\$98,100,000	\$43,805,944	\$13,950,000	\$1,252,663	\$2,777,393	\$36,314,000
2003 Approved	\$120,300,000	\$37,000,000	\$8,620,000	\$5,900,000	\$58,780,000	\$10,000,000
2002 Approved	\$111,400,000	\$58,648,120	\$11,884,000	\$24,770,630	\$5,097,250	\$11,000,000
2001 Approved	\$133,646,748	\$68,146,748	\$36,057,140	\$17,754,696	\$11,688,164	
2000 Approved	\$96,572,592	\$28,100,000	\$41,319,874	\$19,382,745	\$7,769,973	
1999 Approved	\$95,570,000	\$24,100,000	\$33,705,000	\$20,153,000	\$17,612,000	

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

General Fund Discretionary Revenue

BU	Department	Revenue Account	Account Name	FY 2012 Actual	FY 2013 Approved	FY 2014 Recommended
110	Controller-Treasurer	4002200	Aircraft Taxes	\$2,440,086	\$2,400,000	\$2,400,000
110	Controller-Treasurer	4006200	Prop Tax In-Lieu of VLF	\$175,470,210	\$180,900,000	\$187,800,000
110	Controller-Treasurer	4010100	Sales Tax	\$3,580,652	\$3,100,000	\$3,367,701
110	Controller-Treasurer	4010110	In-Lieu Sales and Use Tax Revenue	\$1,255,021	\$1,270,000	\$1,340,000
111	Controller-Treasurer	4010350	Sales Tax - 2013 Measure A			\$45,000,000
110	Controller-Treasurer	4301100	Interest-Deposits	\$4,225,010	\$3,213,000	\$2,372,000
110	Controller-Treasurer	4403100	State-Motor Vehicle ^a	\$53,593,749	\$47,190,743	\$51,426,483
110	Controller-Treasurer	4404100	State-Highway Prop	\$3,024	\$3,000	\$2,300
110	Controller-Treasurer	4419100	Homeowner Prop Tax	\$2,708,716	\$3,485,000	\$2,946,000
112	Tax Collector	4001100	Current Secured	\$284,471,230	\$298,400,000	\$308,200,000
112	Tax Collector	4002100	Current Unsecured	\$27,051,981	\$29,600,000	\$32,300,000
112	Tax Collector	4003100	Property Taxes - Retiree Benefit Levy	\$111,405,433	\$125,000,000	\$132,400,000
112	Tax Collector	4006100	Prop Taxes-SB813	\$8,927,006	\$8,000,000	\$8,600,000
112	Tax Collector	4205100	Penalties and Costs	\$34,750,396	\$30,000,000	\$26,000,000
114	County Recorder	4020300	Real Prop Transfe Tx	\$16,718,557	\$16,000,000	\$21,500,000
148	Department of Revenue	4020400	Transient Occup Tx	\$370,685	\$325,000	\$365,000
148	Department of Revenue	4106100	Franchises	\$1,483,840	\$1,480,000	\$1,470,000
501	Social Services Agency	4301100	Interest-Deposits	\$184,368	\$161,679	\$161,679
Total Discretionary Revenue				\$728,639,964	\$750,528,422	\$827,651,163

- a. Beginning in FY 2013 a portion of State-Motor Vehicle is received through trust funds associated with AB 118 Public Safety Realignment accounting changes.



Use of Discretionary Revenue and Fund Balance

Many General Fund programs and services are supported by specific revenues from either State or Federal allocations, grants, charges for services, or fees. However, a significant portion of the cost of General Fund operations is covered by discretionary revenue. This revenue, primarily from property taxes, is budgeted at \$827.7 million in the FY 2014 Recommended Budget.

The annual budget for each department reflects expenditures for operations, including staff, services and supplies, and other appropriations that may be unique to the department (e.g., capital expense, debt service, expenditure transfers). Revenues budgeted in each department are revenues generally associated with the expenditures in the same department. Where total revenues are less than total expenditures there is a resulting net General Fund cost.

Discretionary revenues are, for the most part, budgeted and recorded in the Finance Agency. There is no formal allocation of these revenues to operating departments.

Total General Fund expenditures and revenues must match for the budget to be balanced. One-time fund balance from the prior fiscal year is used as a source of funding to cover one-time costs in the current year budget and, when necessary, to bridge the gap between ongoing revenue and ongoing expense.

The following table reflects the general allocation of discretionary revenue and fund balance that would be necessary if General Fund expenditures and revenues were fully balanced at the department level.

FY 2014 Use of Discretionary Revenue and Fund Balance

	FY 2014 Recommended Budget Level			Use of FY 2013 Fund Balance		
	Net General Fund Cost Before Allocation of Discretionary Revenue	Use of Discretionary Revenue	Net General Fund Cost After Allocation of Discretionary Revenue	For One-time Needs	For Ongoing Needs	Total Use of Fund Balance
General Fund Operations						
Board of Supervisors	(\$6,037,650)	\$5,926,560	(\$111,090)	\$0	\$111,090	\$111,090
Clerk of the Board of Supervisors	(\$6,731,067)	\$6,607,219	(\$123,848)	\$0	\$123,848	\$123,848
Office of the County Executive	(\$7,860,757)	\$7,716,123	(\$144,634)	\$0	\$144,634	\$144,634
Office of the Assessor	(\$31,110,662)	\$30,538,241	(\$572,421)	\$0	\$572,421	\$572,421
Procurement Department	(\$3,868,550)	\$3,797,371	(\$71,179)	\$0	\$71,179	\$71,179
County Counsel	(\$11,996,796)	\$11,776,061	(\$220,735)	\$0	\$220,735	\$220,735
Registrar of Voters	(\$11,151,457)	\$10,566,276	(\$585,181)	\$380,000	\$205,181	\$585,181
Information Services	(\$32,578,820)	\$22,479,385	(\$10,099,435)	\$9,500,000	\$599,435	\$10,099,435
Communications Department	(\$9,998,388)	\$9,814,422	(\$183,966)	\$0	\$183,966	\$183,966
Facilities Department	(\$69,403,939)	\$38,326,940	(\$31,076,999)	\$29,800,000	\$1,276,999	\$31,076,999
Employee Services Agency	(\$11,633,155)	\$11,395,495	(\$237,660)	\$23,616	\$214,044	\$237,660
Finance Agency	\$25,220,855	(\$25,869,544)	(\$648,689)	\$0	\$648,689	\$648,689
Finance & Government Operations	(\$177,150,386)	\$133,074,547	(\$44,075,839)	\$39,703,616	\$4,372,223	\$44,075,839
% of General Fund Operations Total	20.2%	16.7%	55.4%	68.0%	20.7%	55.4%
Office of the District Attorney	(\$77,899,783)	\$76,158,164	(\$1,741,619)	\$308,300	\$1,433,319	\$1,741,619
Office of the Public Defender	(\$48,315,828)	\$47,426,840	(\$888,988)	\$0	\$888,988	\$888,988
Office of Pretrial Services	(\$4,524,305)	\$4,441,060	(\$83,245)	\$0	\$83,245	\$83,245
Criminal Justice Systemwide Costs	\$150,232,349	(\$150,232,349)	\$0	\$0	\$0	\$0
Office of the Sheriff	(\$68,285,150)	\$65,424,008	(\$2,861,142)	\$1,604,728	\$1,256,414	\$2,861,142
Sheriff's DOC Contract	(\$107,585,934)	\$105,606,404	(\$1,979,530)	\$0	\$1,979,530	\$1,979,530
Department of Correction	(\$60,068,681)	\$58,918,446	(\$1,150,235)	\$45,000	\$1,105,235	\$1,150,235



FY 2014 Use of Discretionary Revenue and Fund Balance

	FY 2014 Recommended Budget Level			Use of FY 2013 Fund Balance		
	Net General Fund Cost Before Allocation of Discretionary Revenue	Use of Discretionary Revenue	Net General Fund Cost After Allocation of Discretionary Revenue	For One-time Needs	For Ongoing Needs	Total Use of Fund Balance
Probation Department	(\$96,981,481)	\$95,197,069	(\$1,784,413)	\$0	\$1,784,413	\$1,784,413
Medical Examiner-Coroner	(\$3,454,556)	\$3,390,994	(\$63,562)	\$0	\$63,562	\$63,562
Public Safety & Justice	(\$316,883,370)	\$306,330,636	(\$10,552,733)	\$1,958,028	\$8,594,705	\$10,552,733
% of General Fund Operations Total	36.2%	38.5%	13.3%	3.4%	40.7%	13.3%
In-Home Supportive Services	(\$56,570,882)	\$55,530,005	(\$1,040,877)	\$0	\$1,040,877	\$1,040,877
SSA-Agency Office	(\$89,882,551)	\$88,228,755	(\$1,653,796)	\$0	\$1,653,796	\$1,653,796
SSA-Family & Children Services	\$18,427,071	(\$18,427,071)	\$0	\$0	\$0	\$0
SSA-Employment & Benefit Svcs	\$44,170,907	(\$44,170,907)	\$0	\$0	\$0	\$0
SSA-Aging & Adult Services	(\$4,837,608)	\$4,748,598	(\$89,010)	\$0	\$89,010	\$89,010
Children, Seniors & Families	(\$88,693,063)	\$85,909,380	(\$2,783,683)	\$0	\$2,783,683	\$2,783,683
% of General Fund Operations Total	10.1%	10.8%	3.5%	0.0%	13.2%	3.5%
Public Health Department	(\$30,053,787)	\$29,500,812	(\$552,975)	\$0	\$552,975	\$552,975
Mental Health Department	(\$67,917,351)	\$66,667,704	(\$1,249,647)	\$0	\$1,249,647	\$1,249,647
Custody Health Services	\$0	\$0	\$0	\$0	\$0	\$0
Alcohol and Drug Services	(\$21,722,411)	\$20,917,729	(\$804,682)	\$405,000	\$399,682	\$804,682
Community Health Services	(\$6,913,374)	\$6,786,171	(\$127,203)	\$0	\$127,203	\$127,203
Special Programs-SCVMC Subsidy	(\$157,283,752)	\$138,102,383 ^a	(\$19,181,399)	\$16,287,453	\$2,893,946	\$19,181,399
Health & Hospital	(\$283,890,705)	\$261,974,799	(\$21,915,906)	\$16,692,453	\$5,223,453	\$21,915,906
% of General Fund Operations Total	32.5%	32.9%	27.6%	28.6%	24.7%	27.6%
Planning and Development	(\$5,196,089)	\$5,085,483	(\$110,606)	\$15,000	\$95,606	\$110,606
Agriculture & Environmental Mgmt	(\$3,017,411)	\$2,961,892	(\$55,519)	\$0	\$55,519	\$55,519
Housing, Land Use, Environment & Transportation	(\$8,213,500)	\$8,047,376	(\$166,124)	\$15,000	\$151,124	\$166,124
% of General Fund Operations Total	0.9%	1.0%	0.2%	0.0%	0.7%	0.2%
General Fund Operations Total	(\$874,831,023)	\$795,336,738	(\$79,494,285)	\$58,369,097	\$21,125,188	\$79,494,285
% of Total General Fund	86.4%	96.1%	43.1%	35.9%	97.2%	43.1%
General Fund Special Programs & Reserves						
Special Programs	(\$32,920,140)	\$32,314,425 ^b	(\$605,715)	\$0	\$605,715	\$605,715
Contingency Reserve	(\$104,250,000)	\$0	(\$104,250,000)	\$104,250,000	\$0	\$104,250,000
Special Programs & Reserves Total	(\$37,170,140)	\$32,314,425	(\$104,855,715)	\$104,250,000	\$605,715	\$104,855,715
% of Total General Fund	13.6%	3.9%	56.9%	64.1%	2.8%	56.9%
Total General Fund	(\$1,012,001,163)	\$827,651,163	(\$184,350,000)	\$162,619,097	\$21,730,903	\$184,350,000

a. Includes \$51.4 million from Vehicle License Fee revenue, a pass through to Santa Clara Valley Medical Center through the General Fund subsidy

b. Includes \$25 million of total \$45 million from 2013 Measure A Sales Tax to support reserves; the remaining \$20 million is allocated to all departments





Board Committee Structure

The Relationship to the Budget Process

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

Policy Committee	Chairperson	Vice-Chairperson
Finance and Government Operations Committee	Cortese	Yeager
Public Safety and Justice Committee	Vacant ^a	Wasserman
Children, Seniors and Families Committee	Simitian	Cortese
Health and Hospital Committee	Yeager	Vacant ^b
Housing, Land Use, Environment and Transportation Committee	Wasserman	Simitian

- a. The chairperson for this Committee is the District 2 Supervisor. Supervisor Simitian has assumed responsibility for this function pending an election in District 2.
- b. The vice-chairperson for this Committee is the District 2 Supervisor. Supervisor Simitian assumed responsibility for this function pending an election in District 2.

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

Finance and Government Operations

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

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

The FGOC also focuses on identifying cost-saving recommendations through the use of the Board's independent management auditor, the Harvey Rose

Corporation. The Harvey Rose Corporation reviews the Recommended Budget to assure its accuracy and to identify areas where savings or additional revenues can be found.

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

Public Safety and Justice

This committee is responsible for oversight of the criminal justice system. A key area of focus is preserving the non-custodial treatment options brought about by the implementation of the voter-approved referendum mandating drug treatment instead of incarceration for non-violent drug crimes. Another key area is the implementation of AB109 Realignment which shifted the responsibility for certain offenders from the State to the County. This committee also provides a venue for discussion of matters related to the court system. This committee reviews budget recommendations relating to the criminal justice departments, including the:

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

Children, Seniors and Families

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

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

Health and Hospital

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

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

Housing, Land Use, Environment and Transportation

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

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

FY 2014 Funding Status of Budget Inventory Items Approved in FY 2013

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

The list presented here reflects Budget Inventory items approved by the Board of Supervisors for FY 2013.

With the following exceptions or modifications, funding for ongoing items remains in the FY 2014 base budget and funding for one-time items has been removed from the FY 2014 base budget:

- The 1.0 FTE unclassified Program Manager I Reentry Network Coordinator was replaced by an unclassified Program Manager II during the Mid-

year budget review. This position is responsible for implementing the Adult Reentry Strategic plan adopted by the Board on September 25, 2012. The unclassified Program Manager I position expires June 30, 2013 and has been vacant since March, 2013. (Item 9)

- The Office of Human Relations Mediation Services Human Relations Coordinator III remains in the base budget as an ongoing position. A mediation fee schedule was approved by the Board February 12, 2013 and sufficient revenue to offset the cost of the position is in the FY 2014 base budget. (Item 20b)

Item	Department	Proposal	FTE	Ongoing General Fund Expenses	One-time General Fund Expenses	Other Funds One-time Expenses
1	Agriculture and Environmental Management	a.) Allocate \$10,000 from the General Fund to the Agriculture and Environmental Management Department to increase code enforcement activities and compliance assistance for specific blighted properties in all Supervisorial districts.	0.0	\$0	\$10,000	\$0
		b.) Direct the Agriculture and Environmental Management Department to explore a pilot program between the department's Integrated Waste Management program and the Department of Planning and Development's Division of Code Enforcement to identify clean-up options, events and services available to occupants of blighted residences.	0.0	\$0	\$0	\$0
2	Sheriff	Add two full time Deputy Sheriff positions to the Office of the Sheriff for creation of a Child Sexual Exploitation Unit and increase General Fund appropriations for salaries and benefits in the Office of the Sheriff by \$327,684 on an ongoing basis.	2.0	\$327,684	\$0	\$0
3	District Attorney	a.) Add one full time Management Analyst position and two full time Community Worker positions to the Office of the District Attorney for the Parent Project.	3.0	\$239,508	(\$50,000)	\$0
		b.) Increase General Fund appropriations for salaries and benefits by \$236,508 and increase appropriations for services and supplies by \$3,000 in the Office of the District Attorney on an ongoing basis, and recognize \$50,000 in revenue from the Asset Forfeiture Fund on a one-time basis, resulting in a net fiscal impact on the General Fund of \$189,508 for FY 2013.	0.0	\$0	\$0	\$0
4	Social Services Agency	a.) Allocate \$30,000 from the General Fund on a one-time basis for Sunnyvale Community Services for safety net services.	0.0	\$0	\$30,000	\$0
		b.) Allocate \$30,000 from the General Fund on a one-time basis for West Valley Community Services for safety net services.	0.0	\$0	\$30,000	\$0



Item	Department	Proposal	FTE	Ongoing General Fund Expenses	One-time General Fund Expenses	Other Funds One-time Expenses
5	Public Health	Allocate \$30,000 from the General Fund on an ongoing basis to support a halftime coordinator position in the Community Health Partnership's Community Mammography Access Program.	0.0	\$30,000	\$0	\$0
6	Public Health	Add one fulltime Health Program Specialist position in the Public Health Department to act as the Injury and Violence Prevention Coordinator, increasing ongoing General Fund appropriations for salaries and benefits by \$130,200 and increasing ongoing General Fund appropriations for services and supplies by \$40,000.	1.0	\$170,200	\$0	\$0
7	Clerk of the Board	Allocate \$25,832 from the General Fund on a one-time basis for the South County Youth Task Force.	0.0	\$0	\$25,832	\$0
8	Public Health	Add one fulltime Health Program Specialist position, one halftime Health Program Specialist position, and one fulltime Health Planning Specialist III position to the Public Health Department, and increase ongoing General Fund appropriations by \$399,650 to sustain Communities Putting Prevention to Work efforts in the Public Health Department's Division of Chronic Disease and Injury Prevention.	2.5	\$399,650	\$0	\$0
9	County Executive	a.) Add one fulltime unclassified Program Manager I for a one year term to act as the Reentry Network Coordinator in the Office of the County Executive.	1.0	\$0	\$114,372	\$0
		b.) Increase appropriations for salaries and benefits in the Office of the County Executive by \$114,372 on a one-time basis.	0.0	\$0	\$0	\$0
10	Clerk of the Board	Allocate \$25,000 from the General Fund on a one-time basis for the FireSafe Council for an early warning monitoring system.	0.0	\$0	\$25,000	\$0
11	County Executive	a.) Add one fulltime Veterans Services Representative I and one fulltime Veterans Services Representative II to the Office of the County Executive.	2.0	\$162,144	\$0	\$0
		b.) Increase ongoing appropriations for salaries and benefits in the Office of the County Executive by \$162,144.	0.0	\$0	\$0	\$0
12	Facilities and Fleet	a.) Allocate \$175,000 from existing appropriations in the FY 2013 Backlog/Life Cycle Infrastructure Investment Fund on a one-time basis for installation of a dual-purpose heating and cooling unit for the Juvenile Hall dining area and kitchen.	0.0	\$0	\$0	\$0
		b.) Direct Facilities and Fleet Department to report to Finance and Government Operations Committee with an evaluation of options related to the upgrade of the Juvenile Hall stand-alone kitchen and method for food service delivery and distribution.	0.0	\$0	\$0	\$0
13	Social Services Agency	Allocate \$30,000 from the General Fund on a one-time basis for St. Joseph's Family Center for safety net services.	0.0	\$0	\$30,000	\$0
14	Facilities and Fleet	Allocate \$55,000 from the General Fund on a one-time basis to establish a bike share kiosk at the County Government Center as part of the Valley Transportation Authority pilot Bike Share program.	0.0	\$0	\$55,000	\$0
15	Santa Clara Valley Medical Center	a.) Allocate \$200,000 from existing appropriations in the SCVMC budget for capital improvements, with the specific funding source within the SCVMC budget for capital improvements to be determined at the discretion of the County Executive, for restoration of the Chapel at SCVMC.	0.0	\$0	\$0	\$200,000



Item	Department	Proposal	FTE	Ongoing General Fund Expenses	One-time General Fund Expenses	Other Funds One-time Expenses
		b.) Direct the Administration to report back to the Board of Supervisors, through the Health and Hospital Committee, on options and costs for the creation of a non-denominational chapel at SCVMC.	0.0	\$0	\$0	\$0
16	Social Services Agency	a.) Reinstate two full time Estate Administrator positions recommended for deletion in the County Executive's FY 2013 Recommended Budget, increasing expenditures by \$231,054 and increasing revenues by \$29,528, resulting in a net fiscal impact on the General Fund of \$201,526.	2.0	\$201,526	\$0	\$0
17	Roads	a.) Include the repair of Crothers Road on future capital projects list for the Roads Department.	0.0	\$0	\$0	\$10,000
		b.) Allocate \$10,000 from the Roads Capital Improvement Fund 0020 on a one-time basis to begin a project study and scope of work.	0.0	\$0	\$0	\$0
		c.) Seek assistance and funding from Federal, State, regional and local sources.	0.0	\$0	\$0	\$0
18	Clerk of the Board	a.) Augment the Clerk of the Board's budget by \$2,500 on an ongoing basis to fund the Youth Task Force.	0.0	\$2,500	\$0	\$0
		b.) Assign responsibility to authorize expenditures from the Clerk of the Board's budget, not to exceed \$2,500, to the Board liaison to the Youth Task Force, who shall be designated in the annual assignments recommended by the Board President and approved by the Board.	0.0	\$0	\$0	\$0
		c.) Allow additional support for the Youth Task Force to be provided at the discretion of each Supervisorial District office.	0.0	\$0	\$0	\$0
19	Criminal Justice System-Wide Costs	a.) Allocate \$174,000 from the General Fund on a one-time basis to the Dependency Advocacy Center.	0.0	\$0	\$174,000	\$0
		b.) Direct Dependency Advocacy Center to provide a Mid-Year performance review through Childrens, Seniors and Families Committee.	0.0	\$0	\$0	\$0
20	County Executive	a.) Reduce ongoing expenditures and revenue by \$106,460 related to the County Executive's Recommended Budget for the Office of Human Relations Mediation Services (one Human Relations Coordinator III and revenue from sliding fee scale)	0.0	\$0	\$0	\$0
		b.) Add one-time expenditures and revenues of \$106,460 for the Office of Human Relations Mediation Services (one Human Relations Coordinator III and revenue from sliding fee scale)	0.0	\$0	\$0	\$0
23	Clerk of the Board	Increase appropriations in the Clerk of the Board's Office by \$164,402 on a one-time basis for the records conversion project.	0.0	\$0	\$164,402	\$0
24	Parks	Allocate \$91,000 from the appropriate Parks Fund on a one-time basis for construction of fish screens at Cottonwood Lake.	0.0	\$0	\$0	\$91,000
25	Agriculture and Environmental Management	Allocate \$47,000 from the General Fund to the Palo Alto Animal Services Center on a one-time basis.	0.0	\$0	\$47,000	\$0

Item	Department	Proposal	FTE	Ongoing General Fund Expenses	One-time General Fund Expenses	Other Funds One-time Expenses
26	Social Services Agency	a.) Allocate \$100,000 from the General Fund and \$25,000 from existing appropriations in the Mental Health Department on a one-time basis for two consultants, to assist in the development of the trauma informed system and with the cross systems data integration.	0.0	\$0	\$100,000	\$0
		b.) Direct the Administration to have the Center for Leadership and Transformation (CLT) work with the appropriate departments on this project.	0.0	\$0	\$0	\$0
		c.) Direct Social Services Agency to provide a comprehensive progress report on implementation of trauma informed system and the cross systems data integration at the August CSFC meeting.	0.0	\$0	\$0	\$0
FY 2013 Inventory Total			13.5	\$1,533,212	\$755,606	\$301,000



Section 1: Finance and Government



Finance and Government Operations

Mission

The mission of Finance and Government Operations in the County of Santa Clara is to provide responsive and accountable government with demonstrated effectiveness and efficiency while fostering open communication with its residents.



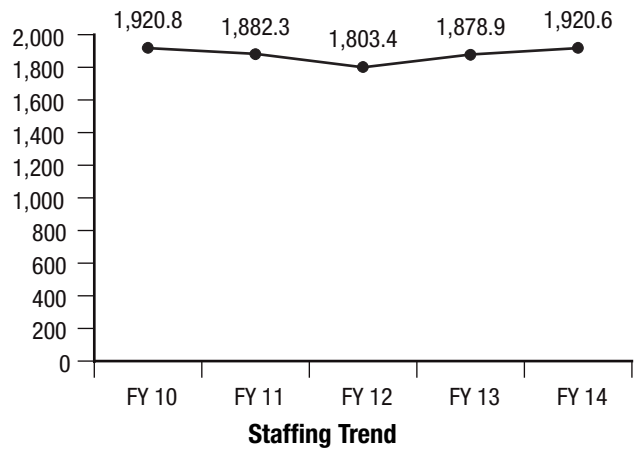
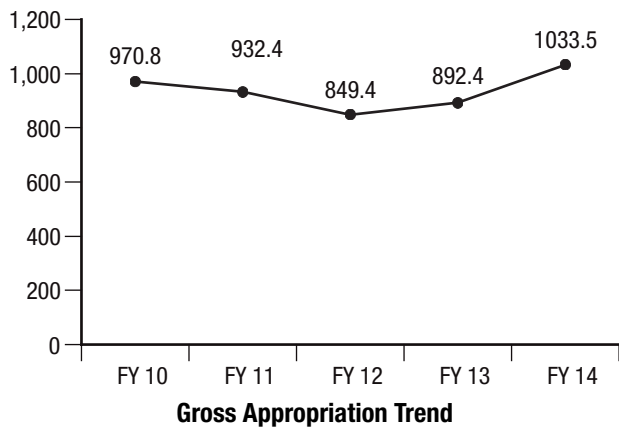
Departments

- ➔ **Contingency Reserve**
- ➔ **Special Programs**
- ➔ **Supervisory District # 1**
- ➔ **Supervisory District # 2**
- ➔ **Supervisory District # 3**
- ➔ **Supervisory District # 4**
- ➔ **Supervisory District # 5**
- ➔ **Clerk of the Board**
- ➔ **Office of the County Executive**
- ➔ **Office of the Assessor**
- ➔ **Measure B Transportation Improvement Program**
- ➔ **Office of the County Counsel**
- ➔ **Registrar of Voters**
- ➔ **Information Services Department**
- ➔ **County Library**
- ➔ **Communications**
- ➔ **Procurement**
- ➔ **Facilities and Fleet**
 - Capital Programs
 - Intragovernmental Services
 - Building Operations
 - Fleet
- ➔ **Employee Services Agency**
 - Human Resources, Labor Relations, and Equal Opportunity & Employee Development
 - Risk Management Department
- ➔ **Finance Agency**
 - Controller-Treasurer/Debt Service
 - Tax Collector
 - County Clerk/Recorder
 - Department of Revenue

Finance and Government Operations

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

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



Net Expenditures By Department

BU	Department Name	FY 2012 Actuals	FY 2013 Approved	FY 2014 Base Budget	FY 2014 Recommended	Amount Chg From 2013 Approved	% Chg From 2013 Approved
119	Special Programs	\$ 142,932,485	\$ 115,229,645	\$ 173,541,233	\$ 205,628,686	\$ 90,399,041	78.5%
910	Reserves	—	96,921,000	—	104,250,000	7,329,000	7.6%
101	Supervisory District #1	971,075	1,147,573	1,207,530	1,207,530	59,957	5.2%
102	Supervisory District #2	1,057,229	1,147,573	1,207,530	1,207,530	59,957	5.2%
103	Supervisory District #3	1,023,493	1,147,573	1,207,530	1,207,530	59,957	5.2%
104	Supervisory District #4	1,048,391	1,147,573	1,207,530	1,207,530	59,957	5.2%
105	Supervisory District #5	1,075,549	1,147,573	1,207,530	1,207,530	59,957	5.2%
106	Clerk-Board Of Supervisors	6,011,166	6,869,072	6,752,135	7,044,734	175,662	2.6%
107	County Executive	22,031,462	15,067,290	15,831,506	16,304,997	1,237,707	8.2%
113	Local Agency Formation Comm-LAFCO	341,943	604,000	812,757	812,757	208,757	34.6%
115	Assessor	28,474,524	31,347,796	32,957,727	32,957,727	1,609,931	5.1%
117	Measure B	12,370,945	6,551,800	3,425,848	3,425,848	(3,125,952)	-47.7%
118	Procurement	3,537,022	3,930,694	4,223,550	4,223,550	292,856	7.5%
120	County Counsel	10,881,424	13,589,294	13,315,728	12,932,315	(656,979)	-4.8%
140	Registrar Of Voters	12,947,807	16,355,542	15,339,123	14,719,123	(1,636,419)	-10.0%
145	Information Services	45,199,689	76,179,917	54,209,532	66,680,318	(9,499,599)	-12.5%
190	Communications Department	11,902,704	12,412,032	11,852,164	11,852,164	(559,868)	-4.5%
263	Facilities Department	82,646,957	94,948,031	44,332,219	105,978,243	11,030,212	11.6%
135	Fleet Services	18,515,414	20,349,096	21,031,720	20,946,220	597,124	2.9%
610	County Library Headquarters	33,668,353	36,732,458	43,636,679	44,332,738	7,600,280	20.7%
130	Employee Service Agency	95,982,186	114,720,254	111,723,363	111,348,506	(3,371,748)	-2.9%
110	Controller-Treasurer	(25,654,792)	(17,078,684)	(21,042,877)	(20,642,325)	(3,563,641)	20.9%
810	County Debt Service	232,880,401	80,520,294	113,074,986	116,987,533	36,467,239	45.3%
112	Tax Collector	7,438,750	20,416,365	20,201,098	20,540,926	124,561	0.6%
114	County Recorder	7,628,345	9,464,172	8,738,752	10,382,635	918,463	9.7%
148	Department Of Revenue	8,637,734	10,101,800	9,802,886	9,907,429	(194,371)	-1.9%
Total Net Expenditures		\$ 763,550,257	\$ 770,969,733	\$ 689,797,779	\$ 906,651,774	\$ 135,682,041	17.6%

Gross Expenditures By Department

BU	Department Name	FY 2012 Actuals	FY 2013 Approved	FY 2014 Base Budget	FY 2014 Recommended	Amount Chg From 2013 Approved	% Chg From 2013 Approved
119	Special Programs	\$ 142,932,485	\$ 115,229,645	\$ 173,541,233	\$ 205,628,686	\$ 90,399,041	78.5%
910	Reserves	—	96,921,000	—	104,250,000	7,329,000	7.6%
101	Supervisory District #1	971,075	1,147,573	1,207,530	1,207,530	59,957	5.2%
102	Supervisory District #2	1,057,229	1,147,573	1,207,530	1,207,530	59,957	5.2%
103	Supervisory District #3	1,022,266	1,147,573	1,207,530	1,207,530	59,957	5.2%
104	Supervisory District #4	1,047,548	1,147,573	1,207,530	1,207,530	59,957	5.2%
105	Supervisory District #5	1,075,549	1,147,573	1,207,530	1,207,530	59,957	5.2%
106	Clerk-Board Of Supervisors	6,083,848	6,932,576	6,806,973	7,099,572	166,996	2.4%
107	County Executive	22,427,229	15,584,634	16,344,850	16,818,341	1,233,707	7.9%
113	Local Agency Formation Comm-LAFCO	640,541	885,780	895,202	895,202	9,422	1.1%



Gross Expenditures By Department

BU	Department Name	FY 2012 Actuals	FY 2013 Approved	FY 2014 Base Budget	FY 2014 Recommended	Amount Chg From 2013 Approved	% Chg From 2013 Approved
115	Assessor	28,474,524	31,347,796	32,957,727	32,957,727	1,609,931	5.1%
117	Measure B	12,370,945	6,551,800	3,425,848	3,425,848	(3,125,952)	-47.7%
118	Procurement	4,110,818	4,451,445	4,781,991	4,781,991	330,546	7.4%
120	County Counsel	28,204,785	30,518,966	31,760,924	31,377,511	858,545	2.8%
140	Registrar Of Voters	12,947,807	16,355,542	15,339,123	14,719,123	(1,636,419)	-10.0%
145	Information Services	46,481,371	77,633,166	55,849,773	68,320,559	(9,312,607)	-12.0%
190	Communications Department	16,246,488	17,591,867	17,390,007	17,390,007	(201,860)	-1.1%
263	Facilities Department	132,639,856	147,444,324	94,542,638	156,188,662	8,744,338	5.9%
135	Fleet Services	18,515,414	20,444,096	21,031,720	21,031,720	587,624	2.9%
610	County Library Headquarters	33,668,353	36,732,458	43,636,679	44,332,738	7,600,280	20.7%
130	Employee Service Agency	102,043,052	120,847,738	118,704,586	120,293,793	(553,945)	-0.5%
110	Controller-Treasurer	20,253,995	20,680,050	19,589,835	20,114,517	(565,533)	-2.7%
810	County Debt Service	232,880,401	80,520,294	113,074,986	116,987,533	36,467,239	45.3%
112	Tax Collector	7,438,750	20,416,365	20,201,098	20,540,926	124,561	0.6%
114	County Recorder	7,628,345	9,464,172	8,738,752	10,382,635	918,463	9.7%
148	Department Of Revenue	8,637,734	10,101,800	9,802,886	9,907,429	(194,371)	-1.9%
Total Gross Expenditures \$		889,800,410 \$	892,393,379 \$	814,454,481 \$	1,033,482,170 \$	141,088,791	15.8%

Revenues By Department

BU	Department Name	FY 2012 Actuals	FY 2013 Approved	FY 2014 Base Budget	FY 2014 Recommended	Amount Chg From 2013 Approved	% Chg From 2013 Approved
119	Special Programs	\$ 21,959,731	\$ 15,775,970	\$ 15,424,764	\$ 15,424,764	\$ (351,206)	-2.2%
910	Reserves	—	—	—	—	—	—
101	Supervisory District #1	—	—	—	—	—	—
102	Supervisory District #2	—	—	—	—	—	—
103	Supervisory District #3	22,500	—	—	—	—	—
104	Supervisory District #4	—	—	—	—	—	—
105	Supervisory District #5	870	—	—	—	—	—
106	Clerk-Board Of Supervisors	502,815	322,585	274,619	312,167	(10,418)	-3.2%
107	County Executive	19,950,886	18,123,880	7,954,744	8,444,240	(9,679,640)	-53.4%
113	Local Agency Formation Comm-LAFCO	340,271	311,780	428,670	428,670	116,890	37.5%
115	Assessor	1,252,524	1,653,761	1,847,065	1,847,065	193,304	11.7%
117	Measure B	573,550	501,890	172,332	172,332	(329,558)	-65.7%
118	Procurement	498,323	405,000	355,000	355,000	(50,000)	-12.3%
120	County Counsel	1,330,339	1,184,940	935,519	935,519	(249,421)	-21.0%
140	Registrar Of Voters	4,350,620	3,567,666	3,567,666	3,567,666	—	—
145	Information Services	28,116,356	53,304,408	33,783,907	34,284,806	(19,019,602)	-35.7%
190	Communications Department	1,875,375	1,807,919	1,853,776	1,853,776	45,857	2.5%
263	Facilities Department	31,711,350	29,680,115	4,169,178	36,578,431	6,898,316	23.2%
135	Fleet Services	21,056,282	21,806,074	22,572,604	22,630,200	824,126	3.8%
610	County Library Headquarters	32,693,218	38,024,828	38,534,461	38,534,461	509,633	1.3%
130	Employee Service Agency	86,943,113	89,573,016	78,015,637	77,679,123	(11,893,893)	-13.3%



Revenues By Department

BU	Department Name	FY 2012 Actuals	FY 2013 Approved	FY 2014 Base Budget	FY 2014 Recommended	Amount Chg From 2013 Approved	% Chg From 2013 Approved
110	Controller-Treasurer	284,827,521	271,209,331	285,113,468	330,205,221	58,995,890	21.8%
810	County Debt Service	62,733,670	70,435,574	91,307,478	91,307,478	20,871,904	29.6%
112	Tax Collector	481,911,664	498,590,000	515,645,000	515,645,000	17,055,000	3.4%
114	County Recorder	32,772,165	29,958,900	37,303,900	37,324,540	7,365,640	24.6%
148	Department Of Revenue	14,445,691	14,629,701	12,439,392	12,504,208	(2,125,493)	-14.5%
Total Revenues		\$ 1,129,868,836	\$ 1,160,867,338	\$ 1,151,699,180	\$ 1,230,034,667	\$ 69,167,329	6.0%

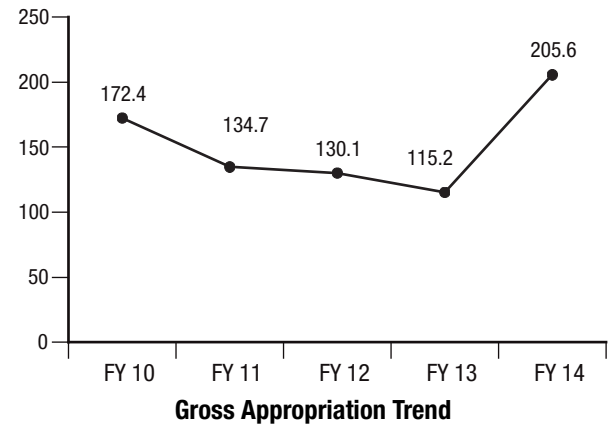


Special Programs and Reserves

Overview

Special Programs is a unique component of the Santa Clara County General Fund budget. This budget unit was designed to accommodate programs that cut across departmental lines or to segregate programs that need to be managed centrally. Over the years the Special Programs budget has included a wide variety of appropriations that are managed by the Office of Budget and Analysis. There are no positions funded in the Special Programs budget, only program expenditures, fixed assets and reserves.

The only budgeted revenue in the Special Programs budget is Tobacco Settlement revenue. Historically, this was a significant revenue source, providing support for a variety of programs in the Santa Clara Valley Health and Hospital System (SCVHHS). However, as tobacco use declines this revenue source has declined as well. FY2014 revenue is budgeted at \$15.4 million. These monies are allocated to Santa Clara Valley Medical Center through the General Fund subsidy (\$12 million) and to the Children's Health Indicative (\$3 million). The relatively small amount of remaining revenue is a source of funding for health programs in general but these monies are not tied to a specific program or expenditure.



Description of Major Services

Santa Clara Valley Medical Center Subsidy

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

General Fund Subsidy to SCVMC¹

Subsidy Component	2011	2012	2013	2014 CLB	2014 REC
VLF Revenue	\$51.6	\$49.4	\$47.2	\$51.4	\$51.4
Tobacco Revenue	\$12.0	\$12.0	\$12.0	\$12.0	\$12.0
Inmate Care	\$11.4	\$11.4	\$11.4	\$11.4	\$11.4
GF Grant	\$48.0	\$14.7	\$17.2	\$88.2	\$78.2
Total Subsidy	\$123.0	\$87.5	\$87.8	\$163.0	\$153.0
One-time Subsidy for FY 2014 HealthLink	\$0.0	\$0.0	\$0.0	\$0.0	\$16.3

1. Approved Budget except as noted, \$ reflected in millions



The General Fund subsidy has been adjusted in the FY 2014 base or current level budget (CLB) to reflect changes in costs for current resources.

Summary of Base Adjustments to the GF Subsidy¹

Basis for Adjustment	Amount
FY 2013 Approved Budget	\$87.8
Net increase in salaries and benefit costs ²	\$41.0
Net increase in HealthLink related position changes	\$10.7
Net increase in debt service obligations	\$10.7
Removal of one-time FY 2013 salary savings and reimbursements	\$5.2
Net increase in intracounty costs ³	\$7.4
Other miscellaneous base adjustments	\$0.2
Total FY 2014 Current Level Budget	\$163.0

1. \$ reflected in millions
2. Includes adjustments to salaries and benefits for FY 2011 and FY 2012 labor concessions for bargaining units with contracts that expire before or during FY 2014 and overall increased cost of employee benefits (health insurance, retiree health, retirement, Workers' Comp).
3. County overhead (Cost Allocation Plan), liability insurance, fleet charges, data processing, etc.

Recommendations in Section 4: Santa Clara Valley Medical Center, will result in a \$10 million reduction in the ongoing General Fund subsidy to SCVMC. However, a one-time subsidy of \$16.3 million is required to fund the continued implementation of HealthLink in FY 2014.

Reserves

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

The FY 2014 base budget includes an ongoing reserve for retirement benefit payments in excess of Internal Revenue Code Section 415(b) limits. These payments apply only to retired employees hired before January 1, 1990 whose annual retirement benefit provided through PERS exceeds the annual maximum established by the Internal Revenue Service. The calendar year 2013 maximum is \$205,000. PERS provides these benefits from a separate fund and requires employers to remit separate payments to this fund. The reserve is \$1,500,000 for FY 2014 and will be transferred to specific departments during FY 2014 when actual costs have been received from PERS. The amount of this reserve will be adjusted as the number of qualifying employees grows in future years.

Criminal Justice Information Control (CJIC)

The Special Programs budget transfers General Fund monies to the Information Services Department Internal Service Fund for the cost of access to CJIC by General Fund departments (e.g., Sheriff, District Attorney). CJIC, the primary information resource for law enforcement in the County, contains criminal history information on numerous individuals, and provides the current status of all persons with open cases or who are currently serving sentences. This function is mandated due to various legal requirements imposed on the County departments that work within the national criminal justice system.

Children's Health Initiative

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

Center for Leadership and Transformation (CLT)

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

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

Additional information about CLT is provided in the Introduction section of this document, immediately following the County Executive's budget message.

Additional Ongoing Programs

Additional programs currently funded in the Special Programs budget include:

- **EcoPass Program:** The EcoPass provides employees with an alternative mode of transportation to and from work and reduces on-site parking needs. In addition to free, unlimited access to VTA buses and

light rail trains, the EcoPass Program also provides guaranteed transportation home in the event of illness, family emergency or unexpected overtime.

- **Insurance and Training Costs for Volunteer Fire Departments:** A contract with the California Department of Forestry and Fire Protection provides training of volunteer firefighters for the South Santa Clara County Fire District. Additionally the County provides reimbursement of expenses for Workers Compensation and liability insurance for volunteer fire departments in the unincorporated area of the County.
- **Tobacco Securitization:** An ongoing appropriation is allocated to cover debt service costs associated with the securitization of tobacco settlement revenue.

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

County Executive's Recommendation

◆ Measure A Sales Tax Reserves

Recommended Action: Allocate anticipated revenue of \$45 million the 2012 voter-approved 1/8 cent sales tax increase as follows:

- \$20 million to preserve existing service levels
- \$15,336,881 to a reserve to fund specific allocations
- \$9,663,119 to a reserve for future allocation

Two reserves are recommended, one to hold sufficient funds for consideration of specific allocations as soon as a positive outcome to the current litigation is achieved, and one for future allocation by the Board of Supervisors for as yet unspecified needs.

Delaying allocation of funds until the County actually begins to see this revenue provides additional time for the Board, the Administration and our community partners to understand the details of each specific proposal through further analysis by the Administration and discussion in the Board's policy committees, followed by specific recommendations from the policy committees and eventual consideration of each proposal by the Board of Supervisors.

Service Impact: Each of the proposed allocations either preserves existing critical programs and services, or provides funding for new or enhanced services.

Recommendations in the budget for the Controller-Treasurer's Office include recognition of \$45 million in ongoing annual revenue anticipated from the voter-approved 1/8 cent sales tax increase (commonly referred to as Measure A). Recognition of this new revenue source is a critical component of the Administration's strategy for balancing the FY 2014 budget.

The County is currently involved in litigation related to the voter-approved sales tax increase. Until that litigation is resolved, all sales tax revenue from this initiative will be held at the State level. While the Administration remains confident that the County will prevail in this litigation, there is some risk associated with allocating any of these monies until that litigation is complete. Because the FY 2014 Recommended Budget relies on \$20 million in revenue to preserve existing programs and services, alternative deficit solutions will be required if the revenue is not received in FY 2014. The Administration will identify such solutions in the first quarter of the new fiscal year in preparation for a possible Mid-year budget adjustment.

The possibility of having to implement an additional \$20 million in deficit solutions in FY 2014 would be made worse if even more of these revenues were immediately allocated for new or enhanced services. Therefore, the Administration recommends reserving the remaining \$25 million until this revenue stream is assured.

Preservation of Existing Service Levels

The General Fund deficit for FY 2014 was initially projected at \$90 million. The Administration's strategy for addressing that deficit included departmental reductions, labor concessions, and countywide solutions meant to reduce the deficit without further impact on departments or employees.

As discussed in the County Executive's Budget Message, the currently projected deficit is \$66.7 million. Net deficit solutions from departments total \$25.0 million and one-time resources available to fund ongoing needs are \$21.7 million. The remaining \$20 million deficit is addressed by using \$20 million of new revenue from the voter-approved sales tax increase to fund existing programs and services, in order to preserve the current level of service to County residents and avoid additional impacts on departmental operations.

As described in the Measure A ballot language, the 1/8 cent sales tax revenue is intended to fund local priorities such as:

- Law enforcement and public safety;
- Trauma and emergency room services;
- Health coverage for low-income children;
- Economic development and job creation;
- Housing for the homeless; and
- Programs to help students stay in school;

Use of \$20 million of the anticipated annual revenue from this source allows the County to balance the FY 2014 budget without any reductions in these key areas.

Reserve to Fund Specific Allocations

The Administration has received a number of requests from County departments and community groups for consideration of funding to be met with the new sales

tax revenue. The following table reflects the allocations recommended for reserve by the Administration, and a brief description of each item follows.

Measure A Proposals

Description	Amount
Community Health Partnership	\$3,350,000
Healthy Kids	\$3,000,000
Permanent Supportive Housing	\$4,000,000
SCVMC Patient Advisory Task Force	\$700,800
SCVN-SSA Safety Net Contract Funding	\$845,860
SCVHHS Center for Population Health Improvement	\$1,574,671
Community Solutions	\$130,900
Domestic Violence Advocacy Solutions	\$624,650
Office of the District Attorney	\$1,110,000
Total Allocated Reserve	\$15,336,881

Community Health Partnership: Allocate \$10 million over 3 years (\$3,350,000 in FY 2014 and FY 2015, and \$3,300,000 in FY 2016) to enhance and increase overall primary care capacity in community health centers and clinics. Funding would support efforts to meet the Triple Aim of better care, better health, and reduced costs, through investment in technology, access and capacity, and the patient-centered health home service modality.

Healthy Kids: Allocate \$3 million on an ongoing basis to allow all low-to-moderate income families to access health insurance for their children. Healthy Kids provides a health insurance option for families whose income or status preclude them from enrolling in Medi-Cal or Healthy Families. Since the first child applied for Healthy Kids in 2001, more than 215,000 children have been assisted in enrolling for the three programs.

Permanent Supportive Housing: Allocate \$4 million on an ongoing basis to a Permanent Supportive Housing (PSH) fund to address the County's need for affordable housing and support safety net services. The PSH fund would be used to increase the supply of permanent affordable housing and services for households with special needs. These residents are men, women, and families with severe and persistent disabling conditions who are homeless or at risk of homelessness and are earning less than 30% of the Area Median Income (AMI).

This housing would support the County's safety net services and advance the County's goal of ending and preventing chronic homelessness in Santa Clara

County. By administering the PSH fund, the County would have the ability to a) align the appropriate resources to populations more efficiently; b) enforce standards for service delivery and outcomes; and c) be responsive and efficient by pooling resources across programs.

Patient Advisory Task Force: Allocate \$700,800 on an ongoing basis to the Santa Clara Valley Medical Center (SCVMC) for the Patient Advisory Task Force. The mission of Patient Advisory Task Force (PATF) is to cultivate a patient-centered culture by engaging patients in decision-making processes to improve their experience, quality of care and satisfaction. PATF goals are to work collaboratively with active and engaged patients of the Santa Clara Valley Health & Hospital System to promote patient-centered care and make improvements in quality of care, continuity of care, and patient satisfaction and care experience.

The Patient Advisory Task Force will offer ideas and suggestions regarding practices that affect patient-centered care, assist in the planning of new services, serve in an educational role, be an avenue for continuous SCVHHS improvements, serve as advocates for patients, promote the use of the HealthLink's personal health record, and assist SCVHHS in maintaining itself as a center of excellence. The team would consist of patients, provider and nurse champions and an on-site coordinator. Both process and outcome measures will demonstrate how the organization meets its goals for engaging patients in decision-making process.

The funding allocation will support a new patient resource center at Valley Specialty Center (VSC); lobby patient helpdesks at VSC Oncology, Diabetes Clinic and Tully Clinic; Healthier Living self-management classes program expansion, a new PATF at Tully Clinic; reproduction of the Patient Resource Guide; a trained cadre of Patient Peer Navigators; and office space for the SCVHHS Health Empowerment Patient Association.

Silicon Valley Council of Nonprofits (SCVN): Allocate \$845,860 on an ongoing basis to restore funding for Social Services Safety Net services. SCVN agencies shared in deficit solutions in FY 2011 with a 25% reduction of critical safety net services. Restoration of funding to pre-FY 2011 levels would be allocated to:

- Children, Youth and Families - \$249,007

- Senior, Adult and the Disabled - \$277,656
- Housing and Homelessness - \$91,657
- Domestic Violence - \$83,720
- Safety Net and Emergency Assistance - \$143,820

Center for Population Health Improvement: Allocate \$1,574,671 on an ongoing basis to implement a Center for Population Health Improvement.

The proposal is aimed at building strong, advanced analytics capacity using the enterprise-wide electronic information infrastructure that goes beyond the demands for higher quality care and operational performance, and delivers on-time, evidence-based interventions that lower costs and improve population health outcomes. These tenets are based on the foundation of the Triple Aim, a national framework geared toward improving overall performance of health systems.

In order to achieve the mission and vision of Better Health for All SCVHHS is proposing to build capacities that 'mine' databases, identify care opportunities, and develop actionable strategies that support better clinical, business, and community problem-solving now and in the future. This can be accomplished through the creation of a Center for Population Health Improvement (aka, EpiCenter) dedicated to population health improvement, comprised of cross-disciplines that include the addition of nine (9) new positions and funding for contract services.

Community Solutions: Allocate \$130,900 on a one-time basis for capital funding for the following needs:

- \$30,000 for 12-passenger van to transport clients
- \$80,000 for interior/exterior paint for 8 facilities
- \$12,900 for furnishings
- \$8,000 for flooring

Domestic Violence Advocacy Consortium: Allocate \$624,650 on a one-time basis for emergency shelter and transitional housing capital projects, including:

- \$175,000 for Next Door Solutions for modernizing IT infrastructure including new computers, server and software for Next Door's five service sites

- \$210,000 for AACI for expansion of client bedroom and communal areas, staff office space, and storage facilities; improvements to handicap accessibility and emergency preparedness measures; upgrades to communal appliances; and installation of window coverings to improve confidentiality.
- \$89,650 for Community Solutions for computers, keyless entry for shelter, furniture, shelter renovation for pantry/storage, replace garage door with wall and double doors, freezer, roof replacement and 8 passenger van.
- \$50,000 for Maitri for transitional home security system, remote controlled thermostats, office intercom, and keyless entry for office and transitional home.
- \$100,000 for YWCA Support Network for upgrades to security system including key pads on shelter apartment doors, badge system, security camera upgrades and new storage facility

Office of the District Attorney: Allocate \$1,110,000 on an ongoing basis to fund a "paperless initiative" and to meet training and staffing needs.

- \$595,000 to fund five new positions and contract services and equipment purchases to implement an initiative aimed at reducing paper files
- \$115,000 to fund one new position for the Misdemeanor Pretrial Diversion and Restitution program
- \$235,000 to fund one new position and training needs in the Crime Lab
- \$165,000 to fund two new clerical positions to support the District Attorney's North County office and the Domestic Violence Unit

Unallocated Reserve

Assuming eventual full funding of the requests described above, an additional \$9,663,119 reserve will remain available for future allocation by the Board of Supervisors.

◆ Reserve for Board-approved Reclassifications and Reorganizations

Recommended Action: Allocate \$800,000 to a reserve to fund the increased cost of salaries and benefits associated with possible reclassifications and reorganizations in FY 2014.

Service Impact: The recommended reserve provides a specific source of funding for costs associated with Board-approved reclassifications and reorganizations during FY 2014.

Efforts to streamline work processes and reorganize work units for efficiency and effectiveness sometimes have the unintended consequence of altering work responsibilities. Both employees and management have opportunities to request that ESA-HR review job classifications in these circumstances.

Board action is required for all reclassifications and all reorganizations that result in staffing level changes. Accordingly, Board action will be required for actual use of the recommended reserve during the fiscal year. Any unspent portion of the reserve will flow to the General Fund balance at fiscal year-end.

Special Programs— Budget Unit 119 Net Expenditures by Cost Center

CC	Cost Center Name	FY 2012 Actuals	FY 2013 Approved	FY 2014 Base Budget	FY 2014 Recommended	Amount Chg From 2013 Approved	% Chg From 2013 Approved
1001	Special Program Fund 0001	\$ 142,932,485	\$ 115,229,645	\$ 173,541,233	\$ 205,628,686	\$ 90,399,041	78.5%
Total Net Expenditures		\$ 142,932,485	\$ 115,229,645	\$ 173,541,233	\$ 205,628,686	\$ 90,399,041	78.5%



Special Programs— Budget Unit 119 Gross Expenditures by Cost Center

CC	Cost Center Name	FY 2012 Actuals	FY 2013 Approved	FY 2014 Base Budget	FY 2014 Recommended	Amount Chg From 2013 Approved	% Chg From 2013 Approved
1001	Special Program Fund 0001	\$ 142,932,485	\$ 115,229,645	\$ 173,541,233	\$ 205,628,686	\$ 90,399,041	78.5%
Total Gross Expenditures		\$ 142,932,485	\$ 115,229,645	\$ 173,541,233	\$ 205,628,686	\$ 90,399,041	78.5%

Special Programs— Budget Unit 119 Expenditures by Object

Object	FY 2012 Actuals	FY 2013 Approved	FY 2014 Base Budget	FY 2014 Recommended	Amount Chg From 2013 Approved	% Chg From 2013 Approved
Services And Supplies	4,221,183	5,745,755	5,762,498	5,762,498	16,743	0.3%
Operating/Equity Transfers	138,711,302	91,636,789	166,278,735	172,566,188	80,929,399	88.3%
Reserves	—	17,847,101	1,500,000	27,300,000	9,452,899	53.0%
Total Net Expenditures	\$ 142,932,485	\$ 115,229,645	\$ 173,541,233	\$ 205,628,686	\$ 90,399,041	78.5%

Special Programs— Budget Unit 119 Revenues by Cost Center

CC	Cost Center Name	FY 2012 Actuals	FY 2013 Approved	FY 2014 Base Budget	FY 2014 Recommended	Amount Chg From 2013 Approved	% Chg From 2013 Approved
1001	Special Program Fund 0001	\$ 21,959,731	\$ 15,775,970	\$ 15,424,764	\$ 15,424,764	\$ (351,206)	-2.2%
Total Revenues		\$ 21,959,731	\$ 15,775,970	\$ 15,424,764	\$ 15,424,764	\$ (351,206)	-2.2%

Special Program Fund 0001 — Cost Center 1001 Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
Current Level Budget			
FY 2013 Approved Budget	—	\$ 115,229,645	\$ 15,775,970
Board Approved Adjustments During FY 2013	—	(4,361,005)	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
IntraCounty Adjustments	—	75,176,270	—
Other Adjustments	—	(12,503,677)	(351,206)
Subtotal (Current Level Budget)	—	\$ 173,541,233	\$ 15,424,764
Recommended Changes for FY 2014			
IntraCounty Adjustments	—	\$ —	\$ —
Decision Packages			



Special Program Fund 0001 — Cost Center 1001
Major Changes to the Budget

	Positions	Appropriations	Revenues
Reduce Hospital Subsidy for VMC Budget Reductions	—	(10,000,000)	—
Increase VMC Subsidy for the Healthlink Project	—	16,287,453	—
Measure A Allocated Reserve	—	15,336,881	—
Reserve for Reclassifications and Reorganizations	—	800,000	—
Measure A Unallocated Reserve	—	9,663,119	—
Information Technology			
Capital			
Subtotal (Recommended Changes)	—	\$ 32,087,453	\$ —
Recommended Budget	—	\$ 205,628,686	\$ 15,424,764



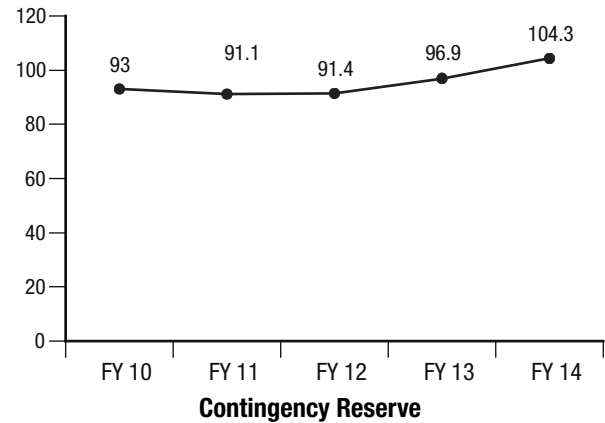
Appropriations for Contingencies

Overview

Contingency Reserve

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

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



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

County Executive's Recommendation

◆ Establish FY 2014 Contingency Reserve

Recommended Action: Set the General Fund Contingency Reserve at a level equal to 5% of ongoing General Fund revenue, net of pass-through revenue. Total ongoing General Fund revenue, net of pass-through revenue in the FY 2014 Recommended Budget is \$2,085,066,628, requiring a reserve of \$104,250,000 to meet the Board policy.

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

General Fund Pass-through Revenues

Account	Description	FY 2014 Amount
4405110	State-Special Circumstances	\$15,924
4406110	State-AFDC-Foster Care	\$11,304,263
4406120	State-CalWorks	\$43,385,849
4406140	State-Adoptions Assistance	\$11,610,504
4406150	State-Kin-Gap	\$3,057,413
4406180	Transition Housing Placement	\$1,728,000
4406400	State-CAPI Cash Assistance	\$8,342,156
4520110	Emergency Assistance	\$1,727,313
4520120	Federal-CalWorks	\$36,135,155
4520130	Federal-AFDC-Foster Care	\$14,640,080
4520140	Refugee Assistance	\$421,030
4520150	CalWorks Diversion	\$6,370
4520160	Federal-Child Care IV-E	\$400,000
4520170	Federal-Adoptions Assistance	\$11,309,324
4520190	CalWorks-Legal Immigrants	\$411,178
Total		\$144,494,559

Total One-time Cost: \$104,250,000



Reserves— Budget Unit 910 Net Expenditures by Cost Center

CC	Cost Center Name	FY 2012 Actuals	FY 2013 Approved	FY 2014 Base Budget	FY 2014 Recommended	Amount Chg From 2013 Approved	% Chg From 2013 Approved
1010	County Reserve Fund 0001	\$ —	\$ 96,921,000	\$ —	\$ 104,250,000	\$ 7,329,000	7.6%
Total Net Expenditures		\$ —	\$ 96,921,000	\$ —	\$ 104,250,000	\$ 7,329,000	7.6%

Reserves— Budget Unit 910 Gross Expenditures by Cost Center

CC	Cost Center Name	FY 2012 Actuals	FY 2013 Approved	FY 2014 Base Budget	FY 2014 Recommended	Amount Chg From 2013 Approved	% Chg From 2013 Approved
1010	County Reserve Fund 0001	\$ —	\$ 96,921,000	\$ —	\$ 104,250,000	\$ 7,329,000	7.6%
Total Gross Expenditures		\$ —	\$ 96,921,000	\$ —	\$ 104,250,000	\$ 7,329,000	7.6%

Reserves— Budget Unit 910 Expenditures by Object

Object	FY 2012 Actuals	FY 2013 Approved	FY 2014 Base Budget	FY 2014 Recommended	Amount Chg From 2013 Approved	% Chg From 2013 Approved
Reserves	—	96,921,000	—	104,250,000	7,329,000	7.6%
Total Net Expenditures	\$ —	\$ 96,921,000	\$ —	\$ 104,250,000	\$ 7,329,000	7.6%

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

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
Current Level Budget			
FY 2013 Approved Budget	—	\$ 96,921,000	\$ —
Board Approved Adjustments During FY 2013	—	10,512	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
IntraCounty Adjustments	—	—	—
Other Adjustments	—	(96,931,512)	—
Subtotal (Current Level Budget)	—	\$ —	\$ —
Recommended Changes for FY 2014			
IntraCounty Adjustments	—	\$ —	\$ —
Decision Packages			



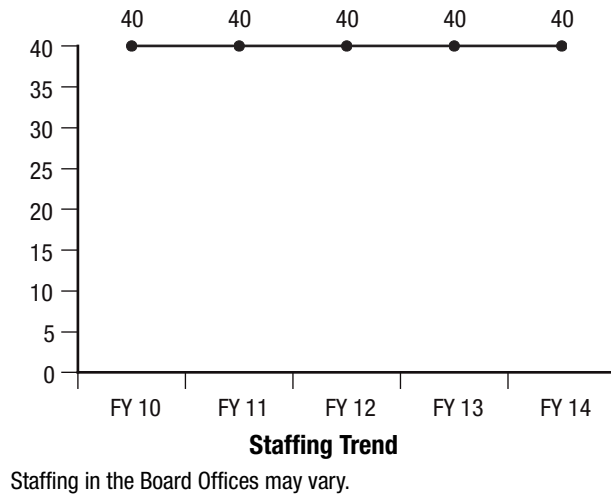
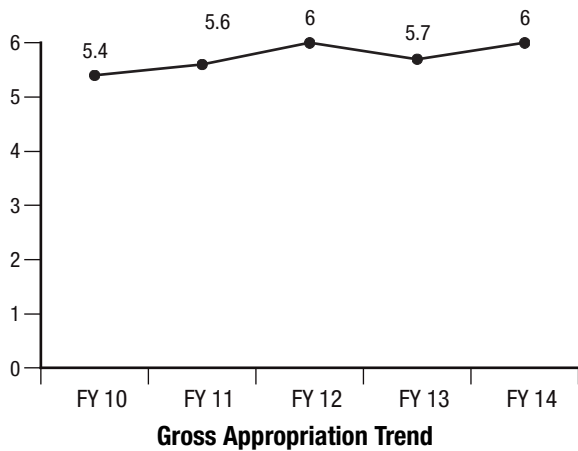
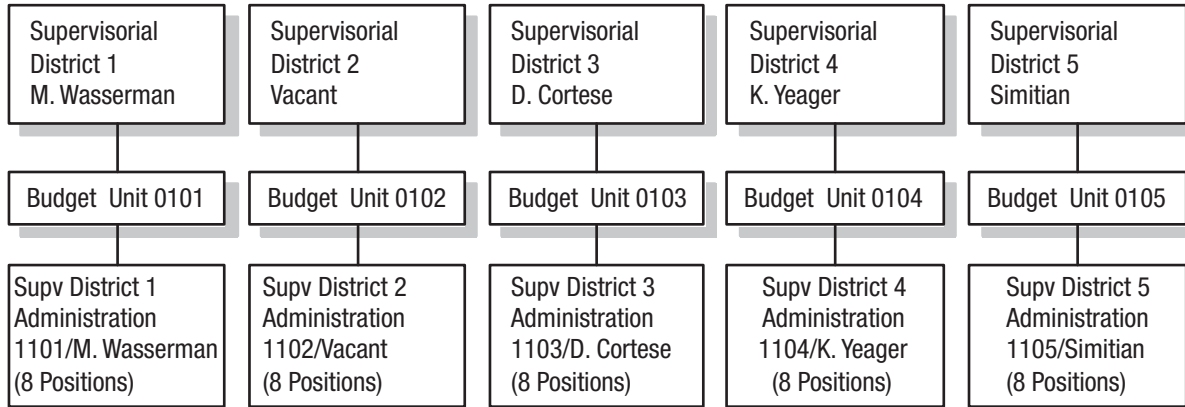
**County Reserve Fund 0001 — Cost Center 1010
Major Changes to the Budget**

	Positions	Appropriations	Revenues
FY 2014 Contingency Reserve	—	104,250,000	—
Information Technology			
Capital			
Subtotal (Recommended Changes)	—	\$ 104,250,000	\$ —
Recommended Budget	—	\$ 104,250,000	\$ —

Section 1: Finance and Government



Board of Supervisors



Mission

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



District 2
Vacant



Goals

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

Description of Major Services

Members of the Board of Supervisors are elected to four-year terms on a staggered basis, as mandated by the State Constitution and in the County Charter. Pursuant to the County Charter, Supervisors may serve no more than three consecutive terms on the Board. The role of the Board President rotates each calendar year among members, and in 2013 Supervisor Ken Yeager is the designated Board President. Each of the five board offices has budget for 8 full-time positions. The Offices of the Clerk of the Board and the County Executive provide support and assistance as well.

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

County Executive's Recommendation

Maintain the current level budget for Fiscal Year 2014.

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

CC	Cost Center Name	FY 2012 Actuals	FY 2013 Approved	FY 2014 Base Budget	FY 2014 Recommended	Amount Chg From 2013 Approved	% Chg From 2013 Approved
1101	Supervisorial Dist #1 Fund 0001	\$ 971,075	\$ 1,147,573	\$ 1,207,530	\$ 1,207,530	\$ 59,957	5.2%
Total Net Expenditures		\$ 971,075	\$ 1,147,573	\$ 1,207,530	\$ 1,207,530	\$ 59,957	5.2%

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

CC	Cost Center Name	FY 2012 Actuals	FY 2013 Approved	FY 2014 Base Budget	FY 2014 Recommended	Amount Chg From 2013 Approved	% Chg From 2013 Approved
1101	Supervisorial Dist #1 Fund 0001	\$ 971,075	\$ 1,147,573	\$ 1,207,530	\$ 1,207,530	\$ 59,957	5.2%
Total Gross Expenditures		\$ 971,075	\$ 1,147,573	\$ 1,207,530	\$ 1,207,530	\$ 59,957	5.2%

Supervisorial District #1— Budget Unit 101 Expenditures by Object

Object	FY 2012 Actuals	FY 2013 Approved	FY 2014 Base Budget	FY 2014 Recommended	Amount Chg From 2013 Approved	% Chg From 2013 Approved
Salary and Benefits	943,979	1,081,432	1,139,202	1,139,202	57,770	5.3%
Services And Supplies	27,097	66,141	68,328	68,328	2,187	3.3%
Total Net Expenditures	\$ 971,075	\$ 1,147,573	\$ 1,207,530	\$ 1,207,530	\$ 59,957	5.2%

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

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
Current Level Budget			
FY 2013 Approved Budget	8.0	\$ 1,147,573	\$ —
Board Approved Adjustments During FY 2013	—	(18)	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	57,788	—
IntraCounty Adjustments	—	1,000	—



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

	Positions	Appropriations	Revenues
Other Adjustments	—	1,187	—
Subtotal (Current Level Budget)	8.0 \$	1,207,530 \$	—
Recommended Changes for FY 2014			
IntraCounty Adjustments	— \$	— \$	—
Decision Packages			
Information Technology			
Capital			
Subtotal (Recommended Changes)	— \$	— \$	—
Recommended Budget	8.0 \$	1,207,530 \$	—

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

CC	Cost Center Name	FY 2012 Actuals	FY 2013 Approved	FY 2014 Base Budget	FY 2014 Recommended	Amount Chg From 2013 Approved	% Chg From 2013 Approved
1102	Supervisorial Dist #2 Fund 0001	\$ 1,057,229	\$ 1,147,573	\$ 1,207,530	\$ 1,207,530	\$ 59,957	5.2%
	Total Net Expenditures	\$ 1,057,229	\$ 1,147,573	\$ 1,207,530	\$ 1,207,530	\$ 59,957	5.2%

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

CC	Cost Center Name	FY 2012 Actuals	FY 2013 Approved	FY 2014 Base Budget	FY 2014 Recommended	Amount Chg From 2013 Approved	% Chg From 2013 Approved
1102	Supervisorial Dist #2 Fund 0001	\$ 1,057,229	\$ 1,147,573	\$ 1,207,530	\$ 1,207,530	\$ 59,957	5.2%
	Total Gross Expenditures	\$ 1,057,229	\$ 1,147,573	\$ 1,207,530	\$ 1,207,530	\$ 59,957	5.2%

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

Object	FY 2012 Actuals	FY 2013 Approved	FY 2014 Base Budget	FY 2014 Recommended	Amount Chg From 2013 Approved	% Chg From 2013 Approved
Salary and Benefits	961,515	1,081,923	1,145,172	1,145,172	63,249	5.8%
Services And Supplies	95,714	65,650	62,358	62,358	(3,292)	-5.0%
Total Net Expenditures	\$ 1,057,229	\$ 1,147,573	\$ 1,207,530	\$ 1,207,530	\$ 59,957	5.2%



Supervisorial Dist #2 Fund 0001 — Cost Center 1102

Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
Current Level Budget			
FY 2013 Approved Budget	8.0	\$ 1,147,573	\$ —
Board Approved Adjustments During FY 2013	—	(35)	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	63,284	—
IntraCounty Adjustments	—	61	—
Other Adjustments	—	(3,353)	—
Subtotal (Current Level Budget)	8.0	\$ 1,207,530	\$ —
Recommended Changes for FY 2014			
IntraCounty Adjustments	—	\$ —	\$ —
Decision Packages			
Information Technology			
Capital			
Subtotal (Recommended Changes)	—	\$ —	\$ —
Recommended Budget	8.0	\$ 1,207,530	\$ —

Supervisorial District #3— Budget Unit 103

Net Expenditures by Cost Center

CC	Cost Center Name	FY 2012 Actuals	FY 2013 Approved	FY 2014 Base Budget	FY 2014 Recommended	Amount Chg From 2013 Approved	% Chg From 2013 Approved
1103	Supervisorial Dist #3 Fund 0001	\$ 1,023,493	\$ 1,147,573	\$ 1,207,530	\$ 1,207,530	\$ 59,957	5.2%
	Total Net Expenditures	\$ 1,023,493	\$ 1,147,573	\$ 1,207,530	\$ 1,207,530	\$ 59,957	5.2%

Supervisorial District #3— Budget Unit 103

Gross Expenditures by Cost Center

CC	Cost Center Name	FY 2012 Actuals	FY 2013 Approved	FY 2014 Base Budget	FY 2014 Recommended	Amount Chg From 2013 Approved	% Chg From 2013 Approved
1103	Supervisorial Dist #3 Fund 0001	\$ 1,022,266	\$ 1,147,573	\$ 1,207,530	\$ 1,207,530	\$ 59,957	5.2%
	Total Gross Expenditures	\$ 1,022,266	\$ 1,147,573	\$ 1,207,530	\$ 1,207,530	\$ 59,957	5.2%



Supervisorial District #3— Budget Unit 103 Expenditures by Object

Object	FY 2012 Actuals	FY 2013 Approved	FY 2014 Base Budget	FY 2014 Recommended	Amount Chg From 2013 Approved	% Chg From 2013 Approved
Salary and Benefits	947,919	1,081,864	1,139,671	1,139,671	57,807	5.3%
Services And Supplies	74,347	65,709	67,859	67,859	2,150	3.3%
Total Gross Expenditures \$	1,022,266 \$	1,147,573 \$	1,207,530 \$	1,207,530 \$	59,957	5.2%
Expenditure Transfers	1,227	—	—	—	—	—
Total Net Expenditures \$	1,023,493 \$	1,147,573 \$	1,207,530 \$	1,207,530 \$	59,957	5.2%

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

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
Current Level Budget			
FY 2013 Approved Budget	8.0	\$ 1,147,573	\$ —
Board Approved Adjustments During FY 2013	—	19	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	57,788	—
IntraCounty Adjustments	—	(13)	—
Other Adjustments	—	2,163	—
Subtotal (Current Level Budget)	8.0	\$ 1,207,530	\$ —
Recommended Changes for FY 2014			
IntraCounty Adjustments	—	\$ —	\$ —
Decision Packages			
Information Technology			
Capital			
Subtotal (Recommended Changes)	—	\$ —	\$ —
Recommended Budget	8.0	\$ 1,207,530	\$ —

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

CC	Cost Center Name	FY 2012 Actuals	FY 2013 Approved	FY 2014 Base Budget	FY 2014 Recommended	Amount Chg From 2013 Approved	% Chg From 2013 Approved
1104	Supervisorial Dist #4 Fund 0001	\$ 1,048,391	\$ 1,147,573	\$ 1,207,530	\$ 1,207,530	\$ 59,957	5.2%
	Total Net Expenditures \$	1,048,391 \$	1,147,573 \$	1,207,530 \$	1,207,530 \$	59,957	5.2%



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

CC	Cost Center Name	FY 2012 Actuals	FY 2013 Approved	FY 2014 Base Budget	FY 2014 Recommended	Amount Chg From 2013 Approved	% Chg From 2013 Approved
1104	Supervisorial Dist #4 Fund 0001	\$ 1,047,548	\$ 1,147,573	\$ 1,207,530	\$ 1,207,530	\$ 59,957	5.2%
Total Gross Expenditures		\$ 1,047,548	\$ 1,147,573	\$ 1,207,530	\$ 1,207,530	\$ 59,957	5.2%

Supervisorial District #4— Budget Unit 104 Expenditures by Object

Object	FY 2012 Actuals	FY 2013 Approved	FY 2014 Base Budget	FY 2014 Recommended	Amount Chg From 2013 Approved	% Chg From 2013 Approved
Salary and Benefits	1,031,441	1,081,432	1,139,202	1,139,202	57,770	5.3%
Services And Supplies	16,107	66,141	68,328	68,328	2,187	3.3%
Total Gross Expenditures	\$ 1,047,548	\$ 1,147,573	\$ 1,207,530	\$ 1,207,530	\$ 59,957	5.2%
Expenditure Transfers	843	—	—	—	—	—
Total Net Expenditures	\$ 1,048,391	\$ 1,147,573	\$ 1,207,530	\$ 1,207,530	\$ 59,957	5.2%

Supervisorial Dist #4 Fund 0001 — Cost Center 1104 Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
Current Level Budget			
FY 2013 Approved Budget	8.0	\$ 1,147,573	\$ —
Board Approved Adjustments During FY 2013	—	(3,446)	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	57,788	—
IntraCounty Adjustments	—	(1,660)	—
Other Adjustments	—	7,275	—
Subtotal (Current Level Budget)	8.0	\$ 1,207,530	\$ —
Recommended Changes for FY 2014			
IntraCounty Adjustments	—	\$ —	\$ —
Decision Packages			
Information Technology			
Capital			
Subtotal (Recommended Changes)	—	\$ —	\$ —
Recommended Budget	8.0	\$ 1,207,530	\$ —



Supervisorial District #5— Budget Unit 105 Net Expenditures by Cost Center

CC	Cost Center Name	FY 2012 Actuals	FY 2013 Approved	FY 2014 Base Budget	FY 2014 Recommended	Amount Chg From 2013 Approved	% Chg From 2013 Approved
1105	Supervisorial Dist #5 Fund 0001	\$ 1,075,549	\$ 1,147,573	\$ 1,207,530	\$ 1,207,530	\$ 59,957	5.2%
Total Net Expenditures		\$ 1,075,549	\$ 1,147,573	\$ 1,207,530	\$ 1,207,530	\$ 59,957	5.2%

Supervisorial District #5— Budget Unit 105 Gross Expenditures by Cost Center

CC	Cost Center Name	FY 2012 Actuals	FY 2013 Approved	FY 2014 Base Budget	FY 2014 Recommended	Amount Chg From 2013 Approved	% Chg From 2013 Approved
1105	Supervisorial Dist #5 Fund 0001	\$ 1,075,549	\$ 1,147,573	\$ 1,207,530	\$ 1,207,530	\$ 59,957	5.2%
Total Gross Expenditures		\$ 1,075,549	\$ 1,147,573	\$ 1,207,530	\$ 1,207,530	\$ 59,957	5.2%

Supervisorial District #5— Budget Unit 105 Expenditures by Object

Object	FY 2012 Actuals	FY 2013 Approved	FY 2014 Base Budget	FY 2014 Recommended	Amount Chg From 2013 Approved	% Chg From 2013 Approved
Salary and Benefits	971,478	1,081,692	1,145,146	1,145,146	63,454	5.9%
Services And Supplies	104,071	65,881	62,384	62,384	(3,497)	-5.3%
Total Net Expenditures	\$ 1,075,549	\$ 1,147,573	\$ 1,207,530	\$ 1,207,530	\$ 59,957	5.2%

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

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
Current Level Budget			
FY 2013 Approved Budget	8.0	\$ 1,147,573	\$ —
Board Approved Adjustments During FY 2013	—	(4,148)	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	63,488	—
IntraCounty Adjustments	—	4,114	—
Other Adjustments	—	(3,497)	—
Subtotal (Current Level Budget)	8.0	\$ 1,207,530	\$ —

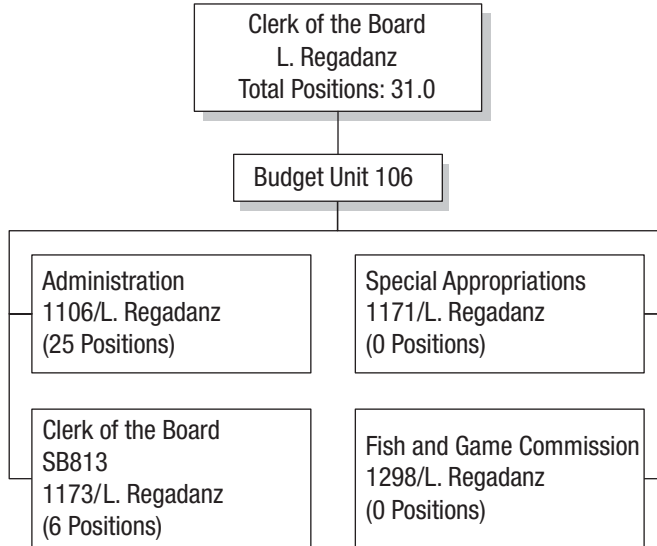


Supervisory Dist #5 Fund 0001 — Cost Center 1105
Major Changes to the Budget

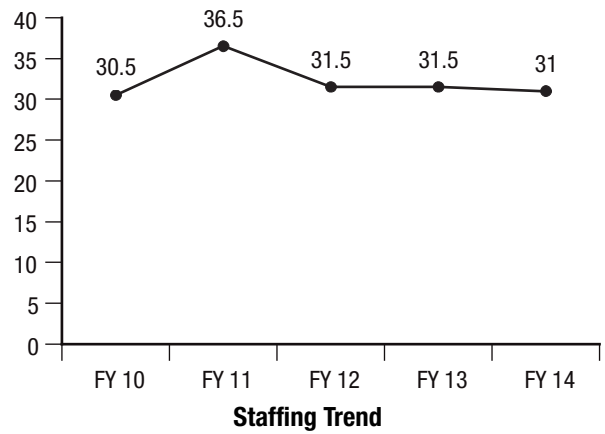
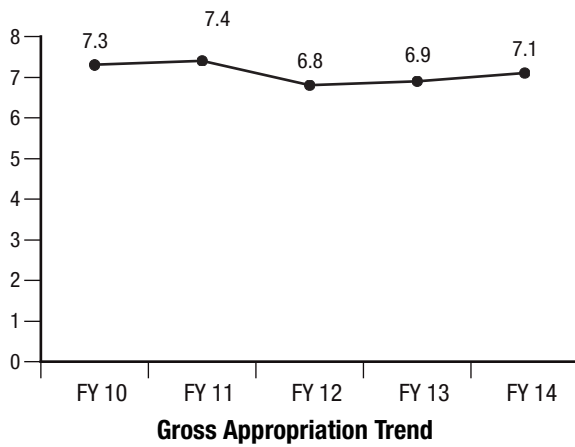
	Positions	Appropriations	Revenues
Recommended Changes for FY 2014			
IntraCounty Adjustments	— \$	— \$	—
Decision Packages			
Information Technology			
Capital			
Subtotal (Recommended Changes)	— \$	— \$	—
Recommended Budget	8.0 \$	1,207,530 \$	—



Clerk of the Board



Section 1: Finance and Government



Public Purpose

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



Description of Major Services

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

- Preparing legislative files on behalf of the Board and Commissions for submittal to the Board of Supervisors
- Acting as filing officer/official for Statement of Economic Interest Form 700 while providing training to Form 700 filing officials and to County departments that provide administrative and meeting management support to the Board and Commissions.

Board Operations

- Providing administrative support to the Board of Supervisors, its policy committees, and 25 County Boards and Commissions by preparing and publishing meeting agendas and notices in accordance with legal requirements for public meetings
- Distributing meeting packets
- Webcasting Board of Supervisors and Board Policy Committee meetings
- Recording and publishing the Summary of Proceedings and minutes of the Board of Supervisors
- Processing Board referrals and items requiring action
- Recording various documents within statutory timelines
- Processing legal publications, postings and notices
- Administering oaths of office for various elected and appointed officials and County employees
- Posting vacancy notices

Assessment Appeals

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

Records Management

- Maintains the official records of the Board of Supervisors, including agenda items and minutes
- Maintains appointment records for Boards, Commissions, and Committees
- Administers oaths of office for various elected and appointed officials
- Receives and processes claims, summons and complaints against the County

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

Administrative Services

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

Current and Emerging Issues

Assessment Appeals

A current challenge for the Department is that workloads continue to remain high, particularly in the areas of Assessment Appeals and records. In Assessment Appeals, for example, while appeals applications have decreased from a high point of nearly 13,000 in 2009-2010, there are still more than 8,000 applications expected during the current tax year. While the next tax year might see a further drop to 7,000 applications, this level is still much higher than the historically 3,000 range in more normal years. In order to successfully absorb this workload, while at the same time moving various projects forward, the Department continues to identify areas to streamline work, shift existing Department resources in and out of the areas of most need, and rely on the dedication of hard working staff.

Assessment Appeals Automation Project

Another challenge on the horizon for the Department is to investigate and determine the best strategy for moving forward with the Assessment Appeals Automation Project, begun in 2010 but not yet completed. After a series of release delays and other problems, the vendor selected to develop both the Assessor's new property assessment computer system and the Clerk of the Board's module for management of assessment appeals opted to terminate its contracts with the County, leaving both the Assessor and Clerk of the Board projects on hold pending determination of appropriate options and course of action. Because the Clerk of the Board's relatively small appeal system is overlapping and linked with the Assessor's larger property assessment system, until the Assessor's Office determines a course of action for its system, no decision on strategy for automating the appeals process will be made. With no vendor currently having a California-compliant appeals system, it is possible that COB will eventually look internally to the Information Services Department to develop an appeals system that will interface with whatever system that the Assessor's Office selects.



Summary of County Executive's Recommendations

Description	Impact	Impact on Services	Position Impact	FY 2014 Ongoing Net Cost/(Savings)	FY 2014 One-Time Net Cost/(Savings)
Fund Records Conversion and Archive Project	↑	This one-time funding will allow the Department to continue the work already underway on this project.	—	—	\$164,000
Fund Audio/Video Infrastructure Replacement	↑	These improvements will allow for greater reliability of sound and video systems for public meetings and events.	—	—	\$128,599
Increase Assessment Appeals Fee	◆	This will allow the Department to come closer to achieving cost recovery for this service.	—	(\$34,075)	—
Establish VTA Share of Cost for Board Chambers Webcasting	◆	This will allow residents of the County to watch webcasts of VTA meetings while helping the County to achieve cost recovery.	—	(\$3,473)	—
↑ — Enhanced ◆ — Modified ● — No Change ↓ — Reduced ☒ — Eliminated					

County Executive's Recommendation

↑ Fund Records Conversion and Archive Project

Recommended Action: Allocate one-time funds to serve as a second year local match for a Federal grant to continue the work of the Records Conversion and Archives Project.

Service Impact: Both the Records Conversion and Archives Projects are multi-year projects. The Federal grant and local match will enable the Department to continue the work, currently underway, on both projects.

The Records Conversion Project is essential to transforming the Department's antiquated paper-based records retrieval system into a modern, searchable electronic document management system. Project outcomes include preserving records that serve as institutional memory for the County organization, providing greater transparency to the public by providing online access to records, and reducing costs through efficiencies in operations that will generate savings in staff time with the move from paper to electronic retrieval. The project is also essential to

increasing the Department's ability to efficiently respond to public records requests and to meet the requirements of the California Public Records Act.

The Archives Project identifies, collects, and digitizes historically significant records about the County, ensuring that these records are preserved for future generations.

Background: Working with a specialized scanning vendor, and drawing on \$164,402 in first year Records Conversion Project one-time funds approved by the Board of Supervisors in FY 2013, the Department has built a plan and methodology for scanning, indexing, and electronically storing the official records of the Board of Supervisors, comprised of an estimated five million paper documents dating back to the 1950s. The Department is on schedule to complete conversion of more than 240,000 of these documents by the end of January 2013. During FY 2013, the Department identified a Federal grant opportunity to secure additional funding. In November 2012, a two-year grant application was submitted to the National Historic Publications and Records Commission, in the amount of \$164,000 for each of two fiscal years. For purposes of applying for the grant, the Department combined the Records Conversion Project with another, related project managed by the Department, the County



Supervisors' Archives Project. The Archives Project focuses on historic preservation efforts, showcasing the County's history and development. The Federal grant, if received, would support both projects, and would require matching local funds. The local match would be met for the grant's first year through existing funds from the two projects that are currently unspent. Matching funds for the grant's second year would be met by this funding allocation. The Federal grant award will be announced after May 2013.

One-time Cost: \$164,000

↑ Fund Audio/Video Infrastructure Replacement

Recommended Action: Allocate one-time funds to improve the sound and video systems in Isaac Newton Senter (INS) and Sheriff's Auditoriums. The one-time funds would be used to accomplish the following:

- Replace video switching system in INS to achieve compatibility with the switching system in Board Chambers, for the purpose of ease of use, reliability, and maintenance/support efficiencies. One-time cost is \$50,416.
- Add two LED LCD monitors above each side of the stage area in INS to allow the audience to see presentations while the dais is in use. This requires the video switching system replacement above. One-time cost is \$54,165.
- Replace existing dais LCD Monitor in INS with larger LED LCD monitor to allow better viewing of presentations from the dais. This requires the video switching system replacement above. One-time cost is \$5,914.
- Replace five existing staff microphones in INS with longer, directional staff microphones to improve sound quality and usability. One-time cost is \$5,466.
- Replace existing wireless touchpanel in INS for ease of use and reliability. One-time cost is \$4,638.
- Replace audio in Sheriff's Auditorium to update current aging and difficult to use sound system with a new audio mixer and four wireless microphones. One-time cost is \$8,000.

Service Impact: Both the Isaac Newton Senter and Sheriff's Auditoriums serve a visible, public function. Regularly used for County and public meetings and

events, reliability of the systems in these rooms is critical. The existing sound and video systems in these rooms, however, are aging, and the source of increasing risk of failure and of ongoing user complaints about system quality and reliability. In the case of INS, limited upgrades were completed in 2010, that installed a ceiling mounted video projector to replace a movable unit that had required a cumbersome set-up in the audience seating area, replaced a side wall mounted CRT monitor with a flat panel display for viewing presentations from the dais, and reprogrammed existing controls. Aside from these limited upgrades three years ago, INS systems have not been renovated in more than fifteen years. In the case of the Sheriff's Auditorium, the system there is limited to a semi-portable, add-on sound system that is more than fifteen years old.

Replacement of dated equipment and technology is needed to ensure the operational efficiencies of the meetings and events taking place in both rooms.

One-time Cost: \$128,599

◆ Increase Assessment Appeals Fee

Recommended Action: Increase the application filing fee for Assessment Appeals from the current \$35.00 to \$40.00.

Service Impact: There will be a positive impact to the General Fund as a result of this recommendation. The adjusted fee is expected to generate an ongoing revenue augmentation for Fiscal Year 2014 in the amount of \$34,075 for the General Fund.

Background: While in general, the County's policy for charging the costs of County services is for full cost recovery, this is not the case for the Assessment Appeals application filing fee, for which full cost recovery of the Clerk of the Board's application processing activities would mandate a filing fee in excess of \$100.00.

The proposed new fee brings the County closer to full cost recovery for these processing activities, from 34% under the current fee to 39% under the proposed new fee. The proposed new fee is in line with other California counties. A comprehensive survey of Assessment Appeals fees charged by other jurisdictions showed that Santa Clara County's existing fee of \$35 is below the \$42 average of the 31 counties that charge a fee. Among the

eleven counties that charge more than this amount, the average fee is \$63. Information regarding the change in the fee will be available to the public as it has been in the past, including on the Application Form for Changed Assessment and the related instruction sheet, and on the Clerk of the Board's web site along with other Assessment Appeals information.

The Department has submitted this fee change to the Finance Agency for review and approval, and is working with County Counsel to submit a formal Resolution increasing the filing fee effective July 2013, for adoption by the Board of Supervisors in late June 2013 after the close of FY 2014 Budget Hearings.

Ongoing Revenue: \$34,075

◆ Establish VTA Share of Cost for Board Chambers Webcasting

Recommended Action: Recognize revenue from Valley Transportation Agency (VTA) for the cost of webcasting VTA Board of Directors' meetings in the County Board Chambers.

To allow for VTA to pay a share of cost for maintenance and support of webcast equipment in Board Chambers, Board Policy Resolution No. 05-01 Relating to The Use of County Facilities will need to be revised. The current Board Policy considers governmental bodies, such as VTA, that contain one or more members of the Board of Supervisors who are officially representing the County, as using the facility to conduct County business and therefore exempt from financial charges. The Department is working with County Counsel to revise this policy. A revised facilities policy, along with a delegation of authority to the Clerk of the Board to execute the Memorandum of Understanding (MOU) with VTA to be effective July 1, 2013, will be submitted to the Board of Supervisors for adoption by the Board of Supervisors in late June 2013 after the close of FY 2014 Budget Hearings.

Service Impact: Residents of the County will have the ability to watch webcasts on the Internet of VTA Board of Directors meetings held in Board Chambers. This will be done using County infrastructure and resources paid for by VTA. There will be a positive impact to the General Fund as a result of this recommendation. The cost reimbursement for maintenance and support of webcast equipment in Board Chambers is expected to

generate an ongoing revenue augmentation for Fiscal Year 2014 in the amount of \$3,473 for the General Fund. This amount represents VTA's share of cost for the first year of webcasting VTA Board meetings. Subsequent year share of cost will be calculated annually.

Background: Currently, VTA meetings are held in the County Board Chambers, but are not webcast. Last year, VTA and Clerk of the Board staff began exploring the technical, operational, policy, and cost implications of allowing VTA to webcast its meetings in Board Chambers. The results of those discussions are being memorialized in a MOU that will be separately submitted to the Board of Supervisors. The MOU, being prepared in consultation with County Counsel and with input from the Information Services Department, will include software and hardware technical specifications, and Internet access and security protocols. The MOU also will include cost responsibilities, in which VTA will be responsible for costs incurred for video content upload, live and archived web publishing, closed captioning, and video production services. VTA plans to assume this cost responsibility by contracting directly with those vendors who currently provide these webcasting-related services to the County. The MOU also will specify VTA responsibility for a share of costs incurred by the County for maintenance and support of webcast-related equipment in Board Chambers. The share of cost amount and methodology has been submitted to the Finance Agency for review. The share of cost will be determined annually through a proration based on VTA webcast usage.

Ongoing Revenue: \$3,473

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

CC	Cost Center Name	FY 2012 Actuals	FY 2013 Approved	FY 2014 Base Budget	FY 2014 Recommended	Amount Chg From 2013 Approved	% Chg From 2013 Approved
1106	Clerk Of The Board Fund 0001	\$ 4,165,770	\$ 4,520,709	\$ 4,496,887	\$ 4,789,486	\$ 268,777	5.9%
1171	Special Appropriations Fund 0001	1,455,025	1,742,724	1,731,869	1,731,869	(10,855)	-0.6%
1173	SB 813 Admin Fund 0001	377,921	601,639	519,379	519,379	(82,260)	-13.7%
1299	Fish And Games Comm Fund 0033	12,450	4,000	4,000	4,000	—	—
Total Net Expenditures		\$ 6,011,166	\$ 6,869,072	\$ 6,752,135	\$ 7,044,734	\$ 175,662	2.6%

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

CC	Cost Center Name	FY 2012 Actuals	FY 2013 Approved	FY 2014 Base Budget	FY 2014 Recommended	Amount Chg From 2013 Approved	% Chg From 2013 Approved
1106	Clerk Of The Board Fund 0001	\$ 4,238,452	\$ 4,584,213	\$ 4,551,725	\$ 4,844,324	\$ 260,111	5.7%
1171	Special Appropriations Fund 0001	1,455,025	1,742,724	1,731,869	1,731,869	(10,855)	-0.6%
1173	SB 813 Admin Fund 0001	377,921	601,639	519,379	519,379	(82,260)	-13.7%
1299	Fish And Games Comm Fund 0033	12,450	4,000	4,000	4,000	—	—
Total Gross Expenditures		\$ 6,083,848	\$ 6,932,576	\$ 6,806,973	\$ 7,099,572	\$ 166,996	2.4%

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

Object	FY 2012 Actuals	FY 2013 Approved	FY 2014 Base Budget	FY 2014 Recommended	Amount Chg From 2013 Approved	% Chg From 2013 Approved
Salary and Benefits	2,899,538	3,215,105	3,245,215	3,245,215	30,110	0.9%
Services And Supplies	3,156,759	3,717,471	3,561,758	3,854,357	136,886	3.7%
Fixed Assets	27,551	—	—	—	—	—
Total Gross Expenditures	\$ 6,083,848	\$ 6,932,576	\$ 6,806,973	\$ 7,099,572	\$ 166,996	2.4%
Expenditure Transfers	(72,682)	(63,504)	(54,838)	(54,838)	8,666	-13.6%
Total Net Expenditures	\$ 6,011,166	\$ 6,869,072	\$ 6,752,135	\$ 7,044,734	\$ 175,662	2.6%



Clerk-Board Of Supervisors— Budget Unit 106 Revenues by Cost Center

CC	Cost Center Name	FY 2012 Actuals	FY 2013 Approved	FY 2014 Base Budget	FY 2014 Recommended	Amount Chg From 2013 Approved	% Chg From 2013 Approved
1106	Clerk Of The Board Fund 0001	\$ 494,658	\$ 320,085	\$ 272,119	\$ 309,667	(10,418)	-3.3%
1299	Fish And Games Comm Fund 0033	8,157	2,500	2,500	2,500	—	—
Total Revenues \$		502,815 \$	322,585 \$	274,619 \$	312,167 \$	(10,418)	-3.2%

Clerk Of The Board Fund 0001 — Cost Center 1106 Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
Current Level Budget			
FY 2013 Approved Budget	25.5	\$ 4,520,709	\$ 320,085
Board Approved Adjustments During FY 2013	-0.5	(3,078)	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	1.0	137,338	—
IntraCounty Adjustments	—	6,320	—
Other Adjustments	—	(164,402)	(47,966)
Subtotal (Current Level Budget)	26.0	\$ 4,496,887	\$ 272,119
Recommended Changes for FY 2014			
IntraCounty Adjustments	—	\$ —	\$ —
Decision Packages			
Establish VTA Share of Cost for Board Chambers Webcasting	—	—	3,473
Increase Assessment Appeals Fee	—	—	34,075
Fund Records Conversion and Archive Project	—	164,000	—
Fund Audio/Video Infrastructure Replacement	—	128,599	—
Information Technology			
Capital			
Subtotal (Recommended Changes)	—	\$ 292,599	\$ 37,548
Recommended Budget	26.0	\$ 4,789,486	\$ 309,667



**Special Appropriations Fund 0001 — Cost Center 1171
Major Changes to the Budget**

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
Current Level Budget			
FY 2013 Approved Budget	— \$	1,742,724 \$	—
Board Approved Adjustments During FY 2013	—	58,367	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
IntraCounty Adjustments	—	—	—
Other Adjustments	—	(69,222)	—
Subtotal (Current Level Budget)	— \$	1,731,869 \$	—
Recommended Changes for FY 2014			
IntraCounty Adjustments	— \$	— \$	—
Decision Packages			
Information Technology			
Capital			
Subtotal (Recommended Changes)	— \$	— \$	—
Recommended Budget	— \$	1,731,869 \$	—

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

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
Current Level Budget			
FY 2013 Approved Budget	6.0 \$	601,639 \$	—
Board Approved Adjustments During FY 2013	—	2,078	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	-1.0	(84,338)	—
IntraCounty Adjustments	—	—	—
Other Adjustments	—	—	—
Subtotal (Current Level Budget)	5.0 \$	519,379 \$	—
Recommended Changes for FY 2014			
IntraCounty Adjustments	— \$	— \$	—
Decision Packages			
Information Technology			
Capital			
Subtotal (Recommended Changes)	— \$	— \$	—
Recommended Budget	5.0 \$	519,379 \$	—

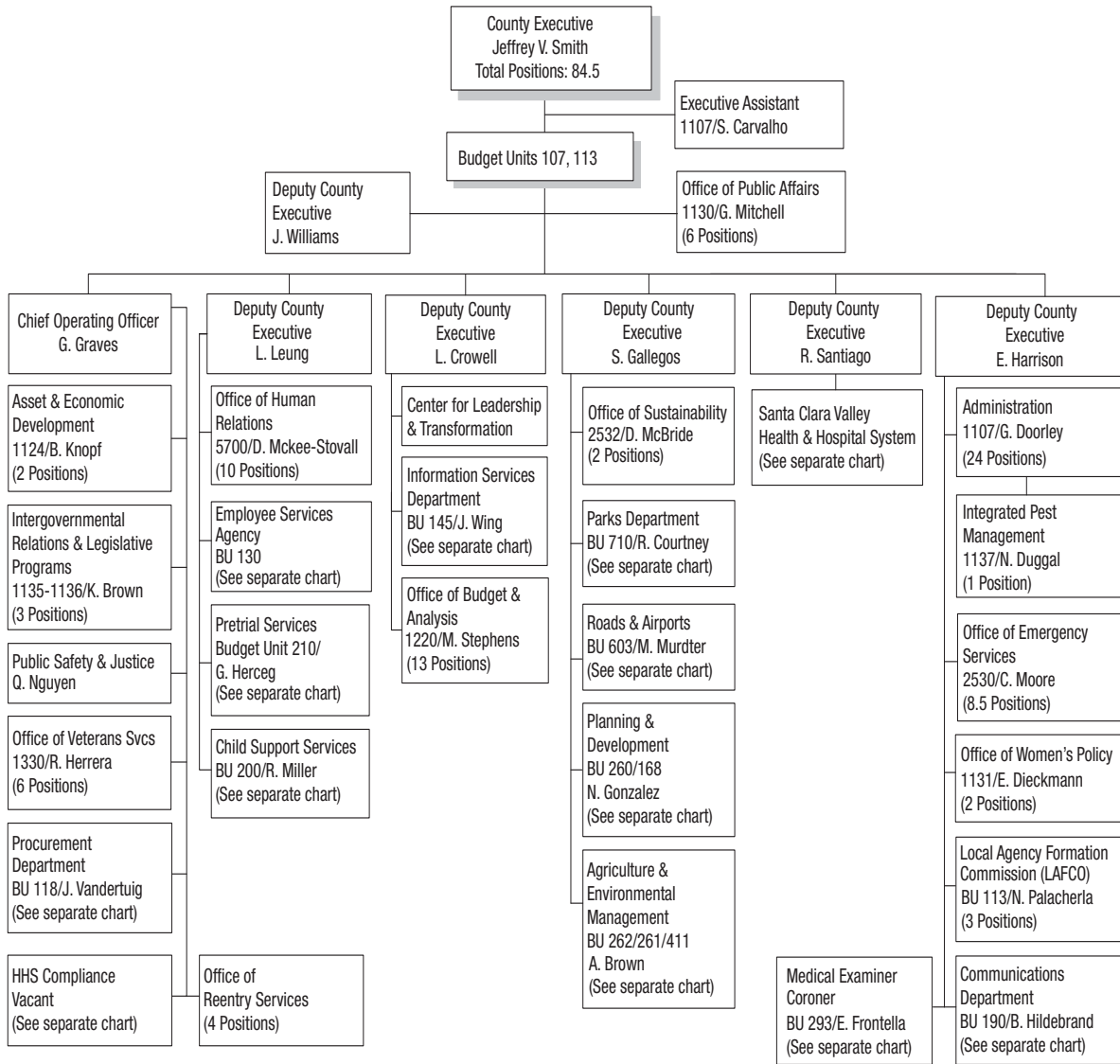


Fish And Games Comm Fund 0033 — Cost Center 1299
Major Changes to the Budget

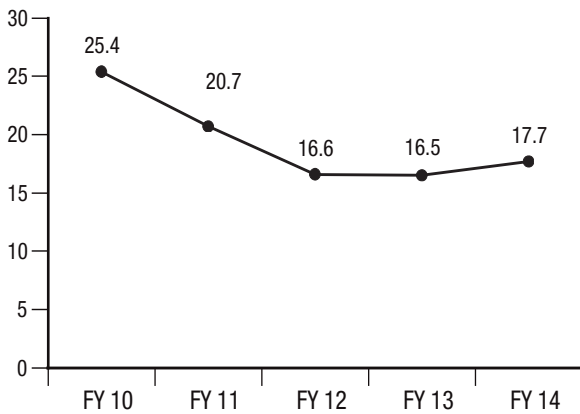
	Positions	Appropriations	Revenues
Fish and Game Fund (Fund Number 0033)			
Current Level Budget			
FY 2013 Approved Budget	—	\$ 4,000	\$ 2,500
Board Approved Adjustments During FY 2013	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
IntraCounty Adjustments	—	3,000	—
Other Adjustments	—	(3,000)	—
Subtotal (Current Level Budget)	—	\$ 4,000	\$ 2,500
Recommended Changes for FY 2014			
IntraCounty Adjustments	—	\$ —	—
Decision Packages			
Information Technology			
Capital			
Subtotal (Recommended Changes)	—	\$ —	—
Recommended Budget	—	\$ 4,000	\$ 2,500



Office of the County Executive

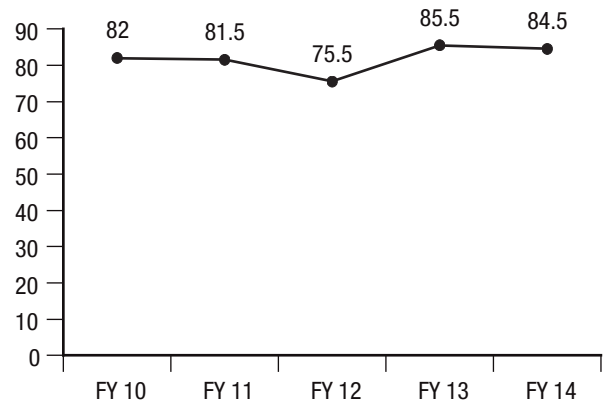


Section 1: Finance and Government



Gross Appropriation Trend

Data includes Office of the County Executive (BU 107) and LAFCO (BU 113)



Staffing Trend

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



Public Purpose

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



Description of Major Services

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

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

Administrative Oversight and Interdepartmental Coordination

The CEO provides interdepartmental coordination, administrative oversight, and leadership to the County organization through various functions involving multiple departments and stakeholders. Examples of this role include the development and oversight of the County's annual budget, coordination of Countywide emergency planning, asset and economic development, climate change and sustainability planning, integrated pest management, and management of the public information process. Currently the CEO leads the Center for Leadership and Transformation (CLT), a leadership program focused on tools and processes to lead innovation and change.

The Office of Asset & Economic Development coordinates economic development efforts between the County and its member cities and provides a liaison with Workforce

Investment Boards that serve the County. The Office provides support to other County departments regarding development of underutilized County assets, leads the development of surplus properties, and manages the federal base closure process for the Private George L. Richey U.S. Army Reserve Center.

The Office of Budget and Analysis (OBA) provides analytical staff support for the County Executive, and coordinates the annual budget process to provide the Board and the public with information on the allocation of funding and staffing resources. In addition to producing the Recommended and Final Budget each year, OBA prepares updates to the Five-Year Capital Improvement Plan, and the Three-Year Information Technology Plan. OBA is also responsible for Countywide contract administration, and for oversight of the review and submission of items presented to the Board of Supervisors for action through the Agenda Review process. Beginning in FY 2013, OBA implemented a new budget system entitled Public Budget Formulation (PBF), which is more integrated with the County's core financial system, SAP.

The Office of Emergency Services maintains the Santa Clara County Operational Area Emergency Operations Plan and the County Emergency Operations Center. The County Emergency Operations Plan provides information on the County's ability to prevent, prepare for, mitigate, respond to, and recover from emergency and disaster situations. Staff conduct emergency preparedness training and exercises, promote community preparedness, coordinate Operational Area functions for Santa Clara County, and create and

maintain emergency planning documents. OES maintains AlertSCC, the County's emergency notification system, and is responsible for training the County workforce as Disaster Service Workers. The Office also acts as Lead Agency for Homeland Security and other emergency activity grants. OES is led by command staff from the County Fire Department with overall oversight and responsibility maintained by the County Executive.

The Office of Public Affairs facilitates the flow of accurate and timely information regarding policies, programs, and services of the County, provides media relations support to County departments, and assists with activities that engage the public in County-sponsored events. Serving as principal spokesperson on policy issues, Countywide issues, and catastrophic events, the Public Affairs unit also supports the County's three Sister County Commissions. Public Affairs staff also coordinate "County 101" courses, which educate and engage the community about services provided by the County of Santa Clara.

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

The Integrated Pest Management Program was established in 2002 to protect the health and safety of County employees and the general public and the environment, and to promote sustainable solutions for pest control on County property. Prevention, education, coordination, and technical assistance are provided to County staff to assist in the reduction of use of harmful pesticides in managing parks, natural resource areas, landscaping, roadways and structures.

Other Oversight Functions

- The staff of the County's Local Agency Formation Commission (LAFCO), which oversees boundary changes, is housed in this Office.

- Within the law and justice domain, the CEO provides direction and oversight with regard to the implementation of the 2011 Public Safety Realignment (AB 109) initiatives. These efforts coordinate programs to link offenders re-integrating into the community with all manner of services to reduce recidivism and enhance public safety.
- The CEO houses the administrative support for closeout of the Measure B Transportation Improvement Program including oversight of remaining projects managed by the Valley Transportation Authority and the Department of Roads and Airports, and management of the annual financial audit.
- The CEO leads the multi-departmental effort to recover funds due to the taxing entities as a result of the State's dissolution of Redevelopment Agencies. The effort involves staff from the Controller, County Counsel, and County Executive to assist with the wind-down of the nine former Redevelopment Agencies within the County and return funds to appropriate taxing entities to support essential public services.

Direct Program Services

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

The Office of Veterans Services provides assistance to the men and women in our community who served in the Armed Forces of the United States of America, as well as their dependents and survivors. Staff assist in obtaining benefits from the Federal and State Departments of Veterans Affairs, and the Federal Department of Defense. Services are founded on respectful advocacy and representation to the veterans' community regarding earned entitlement rights to benefits and services. Outreach is provided to hard to contact veterans, such as those who are homeless. Additionally, services are provided to veterans within the County criminal justice system to assist in rehabilitation.

The Office of Human Relations provides services including immigration and citizenship assistance, dispute resolution and ombuds services, inmate observer, and hate free community prevention and intervention to members of the community. OHR staff support the Human Relations Commission, and

facilitate the resolution of complaints, concerns and access issues brought forward by community members regarding County services.

The Office of Women's Policy addresses the needs of women, girls, and their families, promoting their advancement in all aspects of society, and protecting their civil and human rights. The Office coordinates with the community to ensure the voice of women and girls in decision-making is heard, and conducts outreach and dialogue to identify and raise awareness of current and emerging issues for women and girls. OWP

staff support the Commission on the Status of Women and the Domestic Violence Council. In addition, the Office provides strategic collaboration to leverage resources, identify programs and services, and examines the effectiveness of policy and systems in meeting the needs of women and girls. Currently, these efforts center on workplace initiatives for women (including equal pay and workplace flexibility), building collaborative responses to family violence to ensure safety for victims and their families, and addressing women's economic security and advancement.

Current and Emerging Issues

Redevelopment Agencies were dissolved on February 1, 2012, pursuant to the California Supreme Court's decision in California Redevelopment Association et al. v Matosantos et al., and replaced with successor agencies to administer the orderly and expeditious wind-down of former redevelopment agencies. However, the legal and auditing work required to appropriately disposition financial and real estate assets will continue for several years. To date, many of the less contentious matters have been resolved, leaving primarily the matters with the greatest fiscal consequences, and therefore greatest legal complexity, still to be resolved.

The Office of Emergency Services is a unit within the Office of the County Executive focused on coordination of all County departments and regional partners to plan for and manage a unified response to an emergency or natural disaster. Such a response includes fire, law enforcement, emergency medical services, and public works, among others. In September 2012, the Board of Supervisors approved a pilot program contracting for emergency management leadership from the County Fire Department. The County Executive retained overall responsibility for the program, but leveraged the unique operational expertise and regional scope of County Fire to serve as OES Director. This arrangement has worked well in the pilot phase and long-term organizational recommendations will be brought forward in the coming months.

The Office of Cultural Competency for Children's Services is part of a central, cross departmental effort to address the challenges of the disproportional representation of

children of color within the Social Services Agency Department of Families and Children's Services and Juvenile Probation. The creation of this new office, a function of the Office of the County Executive, is one of several strategies in the Santa Clara County System Improvement Plan 2013-2018, approved by the Board of Supervisors February 26, 2013 (Agenda Item No. 11).

The Office will work to eliminate disparity not only as it relates directly to client populations, but also disparity within both internal and external service providers. The Office will include a Latino Planning Council and an African American Social Planning Council in order to ensure appropriate community input and monitoring of progress. The Director of the Office of Cultural Competency for Children's Services will be responsible for the Countywide implementation of policies and programs that address racial and ethnic disparities that currently exist within County services. The Director will ensure that the issues of equity are dealt with in a manner that adheres to programmatic requirements and addresses equity as a critical priority Countywide.

No new resources have been authorized for this Office, although this Recommended Budget does include a recommendation for the Employee Services Agency to develop a Director position. Presently, the Director's responsibilities are assigned to a Deputy County Executive.

Summary of County Executive's Recommendations

Description	Impact	Impact on Services	Position Impact	FY 2014 Ongoing Net Cost/(Savings)	FY 2014 One-Time Net Cost/(Savings)
Increase Elmwood Property Lease Revenue	●	Revenue will increase although the level of service will be maintained at the current level.	—	(\$98,200)	—
Increase Fairgrounds Property Lease Revenue	●	Revenue will increase although the level of service will be maintained at the current level.	—	(\$264,656)	—
Delete Program Manager Shifted to Public Safety Realignment	●	The level of service will be maintained at the current level.	-1.0	(\$143,149)	—
Public Safety Realignment - AB 109 - CEO	↑	This position will enhance the work of the Office of Reentry Services.	1.0	—	—
Add Funding for Satellite Hispanic Small Business Development Center (SBDC)	↑	This funding will maintain the level of service established in FY 2013 on a one-time basis.	—	\$65,000	—
Add Funding for Countywide Small Business Development Center (SBDC)	↑	This funding will expand the scope of the SBDC to one with County-wide services.	—	\$225,000	—
Add Funding for Director, Office of Cultural Competency for Children's Services	↑	This position will work to address the challenges of the disproportional representation of children of color within the Social Services Agency Department of Families and Children's Services and Juvenile Probation.		\$200,000	

↑ — Enhanced ◆ — Modified ● — No Change ↓ — Reduced ☒ — Eliminated

Section 1: Finance and Government

County Executive's Recommendation

● Increase Elmwood Property Lease Revenue

Recommended Action: Increase Elmwood Property Lease Revenue by \$98,200.

Service Impact: The level of service will be maintained at the current level with no changes anticipated from this recommended action.

Background: Increased budgeted revenue is derived from the lease of County-owned property adjacent to the Department of Corrections Elmwood facility in Milpitas. The revenue relates to two leases. The first is South Bay Honda, which has current budgeted lease revenue of \$388,000 and will increase by \$58,200 to \$446,200. The second is Piercey Toyota Scion, which has current budgeted lease revenue of \$800,000, and will

Background: Increased budgeted revenue is derived

increase by \$40,000 to \$840,000. These increases are contractually required and considered ongoing in nature.

Ongoing Revenue \$98,200

● Increase Fairgrounds Property Lease Revenue

Recommended Action: Increase Fairgrounds Property Lease Revenue by \$264,656.

Service Impact: The level of service will be maintained at the current level with no changes anticipated from this recommended action. These development projects were designed in conjunction with the City of San Jose, the County's Office of Affordable Housing, and the Asset & Economic Development Unit.



from residual receipts from the lease of County-owned land at the Fairgrounds complex in San Jose. Residual receipts are variable payment amounts derived as a percentage of the rent charges to tenants in the subject properties. While contractually obligated, the amount can vary over time based upon the development's occupancy rates and rent levels charged. The increased revenue budget is reflective of actual increases in revenue realized in FY 2013. The revenue increase relates to two leases. The first is for Senior Housing, which has current budgeted residual receipt revenue of \$78,660 and is projected to increase by \$118,340 to \$197,000. The second is for Family Housing, which has a current residual receipt budget of \$243,684 and is projected to increase by \$146,316 to \$390,000. These increases are contractually required and considered ongoing in nature.

Ongoing Revenue \$264,656

● Delete Program Manager Shifted to Public Safety Realignment

Recommended Action: Delete 1.0 FTE Program Manager I, whose assignments have shifted to the Reentry Resource Center funded through Public Safety Realignment (AB 109), thereby decreasing General Fund expenditures by \$143,149.

Service Impact: The level of service will be maintained at the current level with no changes anticipated from this recommended action. This position was created as one supported by the County General Fund to address the needs of formerly incarcerated residents returning to the community. With the Statewide efforts to fund and realign the supervision of, and community support for, inmates returning from jail and prison to the counties (AB 109), the efforts of this position have been absorbed into that program. A new Program Manager position funded by AB 109 was approved by the Board of Supervisors on February 12, 2013 and once filled will take over the duties of this currently General Funded position.

**Positions Deleted: 1.0 FTE
Ongoing Savings \$143,149**

↑ Public Safety Realignment - AB 109 - CEO

Recommended Action: Add 1.0 FTE Senior Management Analyst position to the Reentry Services Division.

Service Impact: The Senior Management Analyst position will support the Office of Reentry Services by conducting research and data analysis; coordinating dashboard production and maintenance; working with the Information Services Department on the Public Safety Realignment Data Warehouse; and overseeing the development of performance measures and outcome tracking mechanisms. Additionally, this position will be responsible for coordinating and monitoring service agreements with community based organizations; pursue grant and other funding opportunities; and maintain formalized outreach and assessment protocols to reach target populations and conduct outreach and referrals inside County facilities.

**Positions Added: 1.0 FTE
Ongoing Cost: \$126,640**

Total cost of \$126,640 will be offset by ongoing reimbursement from the AB 109 Fund.

↑ Add Funding for Satellite Hispanic Small Business Development Center

Recommended Action: Increase expenditures in the County Executive's Asset and Economic Development Unit by \$65,000 to support the Satellite Hispanic Small Business Development Center (SBDC).

Service Impact: Appropriation of these funds will maintain the level of service established in FY 2013 on an ongoing basis.

Background: This action increases the ongoing appropriation for contract services by \$65,000 in the Office of the County Executive to make the previously one-time funded Satellite Hispanic SBDC an ongoing program. On March 26, 2013 the Board of Supervisors allocated one-time funds for the creation of a Satellite Hispanic SBDC.

Providing technical assistance to small business has been a core focus of economic development for many years. Small business plays a vital role in the economy by creating an estimated two-thirds of all new jobs. It is also important to support traditional, locally-based, "non-high technology" sectors. Locally many of these businesses are operated by the Latino community. While employment trends in the high technology sectors show improvement, the non-high technology sectors lag. Further complicating this situation is that

small businesses start ups have high rates of failure. Local SBDC's attempt to assist small businesses through the difficult start-up period.

The County can play a unique role to support services for local small business that are not being otherwise served by our member cities. Most of the cities in Santa Clara County have economic development staff or programs dedicated to business retention, business attraction, marketing and facilitation of the permit process to support land development projects, but, today, no city operates its own small business technical assistance program.

Ongoing Cost: \$65,000

↑ Add Funding for Countywide Small Business Development Center

Recommended Action: Increase expenditures in the County Executive's Asset and Economic Development Unit by \$225,000 to initiate a Countywide SBDC.

Service Impact: The Board of Supervisors appropriated one-time funds in FY 2013 to establish a Satellite Hispanic SBDC focused on Latino business development. This action will expand the scope of the SBDC to one with Countywide services and beyond the Latino focus.

Background: This action increases the \$65,000 ongoing appropriation for contract services in the Office of the County Executive for the Satellite Hispanic SBDC into an expanded ongoing program serving all small business needs in the County, including that of all other ethnic minorities.

Ongoing Cost: \$225,000

↑ Add Funding for Director, Office of Cultural Competency for Children's Services

Recommended Action: Add funding to support the creation of a Director position in the Office of Cultural Competency for Children's Services. The position will be added by salary ordinance after the position is developed by the Employee Services Agency.

Service Impact: The new position is part of a central, cross departmental effort to address the challenges of the disproportional representation of children of color within the Social Services Agency Department of Families and Children's Services and Juvenile Probation. The creation of this new office, a function of the Office of the County Executive, is one of several strategies in the Santa Clara County System Improvement Plan 2013-2018, approved by the Board of Supervisors February 26, 2013 (Agenda Item No. 11).

The Office will work to eliminate disparity not only as it relates directly to client populations, but also disparity within both internal and external service providers. The Office will include a Latino Planning Council and an African American Social Planning Council in order to ensure appropriate community input and monitoring of progress. The Director of the Office of Cultural Competency for Children's Services will be responsible for the Countywide implementation of policies and programs that address racial and ethnic disparities that currently exist within County services. The Director will ensure that the issues of equity are dealt with in a manner that adheres to programmatic requirements and addresses equity as a critical priority Countywide.

Presently, the Director's responsibilities are assigned to a Deputy County Executive, pending the creation of a permanent position.

Ongoing Cost: \$200,000

County Executive— Budget Unit 107 Net Expenditures by Cost Center

CC	Cost Center Name	FY 2012 Actuals	FY 2013 Approved	FY 2014 Base Budget	FY 2014 Recommended	Amount Chg From 2013 Approved	% Chg From 2013 Approved
010717	County Executive Administration -Fund 0001	\$ 10,011,728	\$ 7,536,343	\$ 7,731,911	\$ 8,078,762	\$ 542,419	7.2%
1220	Budget And Analysis Fund 0001	2,158,730	2,241,940	2,395,438	2,395,438	153,498	6.8%
1330	Veterans' Services - Fund 0001	489,029	679,865	739,374	739,374	59,509	8.8%
2530	Office Of Emergency Svcs Fund 0001	6,334,361	1,883,249	1,809,822	1,809,822	(73,427)	-3.9%
2532	Office of Sustainability - Fund 0001	1,868,875	414,676	435,016	435,016	20,340	4.9%
2535	AB109-Resource Services - Fund 0001	—	944,552	1,279,273	1,405,913	461,361	48.8%
5700	Human Relations Fund 0001	1,168,738	1,366,665	1,440,672	1,440,672	74,007	5.4%
Total Net Expenditures		\$ 22,031,462	\$ 15,067,290	\$ 15,831,506	\$ 16,304,997	\$ 1,237,707	8.2%

County Executive— Budget Unit 107 Gross Expenditures by Cost Center

CC	Cost Center Name	FY 2012 Actuals	FY 2013 Approved	FY 2014 Base Budget	FY 2014 Recommended	Amount Chg From 2013 Approved	% Chg From 2013 Approved
010717	County Executive Administration -Fund 0001	\$ 10,133,810	\$ 7,775,155	\$ 7,966,723	\$ 8,313,574	\$ 538,419	6.9%
1220	Budget And Analysis Fund 0001	2,158,730	2,331,940	2,485,438	2,485,438	153,498	6.6%
1330	Veterans' Services - Fund 0001	489,029	679,865	739,374	739,374	59,509	8.8%
2530	Office Of Emergency Svcs Fund 0001	6,412,158	1,883,249	1,809,822	1,809,822	(73,427)	-3.9%
2532	Office of Sustainability - Fund 0001	1,868,875	414,676	435,016	435,016	20,340	4.9%
2535	AB109-Resource Services - Fund 0001	—	944,552	1,279,273	1,405,913	461,361	48.8%
5700	Human Relations Fund 0001	1,364,626	1,555,197	1,629,204	1,629,204	74,007	4.8%
Total Gross Expenditures		\$ 22,427,229	\$ 15,584,634	\$ 16,344,850	\$ 16,818,341	\$ 1,233,707	7.9%



County Executive— Budget Unit 107 Expenditures by Object

Object	FY 2012 Actuals	FY 2013 Approved	FY 2014 Base Budget	FY 2014 Recommended	Amount Chg From 2013 Approved	% Chg From 2013 Approved
Salary and Benefits	10,102,786	11,252,516	12,286,631	12,470,122	1,217,606	10.8%
Services And Supplies	12,319,871	4,332,118	4,058,219	4,348,219	16,101	0.4%
Fixed Assets	4,571	—	—	—	—	—
Total Gross Expenditures \$	22,427,229 \$	15,584,634 \$	16,344,850 \$	16,818,341 \$	1,233,707	7.9%
Expenditure Transfers	(395,767)	(517,344)	(513,344)	(513,344)	4,000	-0.8%
Total Net Expenditures \$	22,031,462 \$	15,067,290 \$	15,831,506 \$	16,304,997 \$	1,237,707	8.2%

County Executive— Budget Unit 107 Revenues by Cost Center

CC	Cost Center Name	FY 2012 Actuals	FY 2013 Approved	FY 2014 Base Budget	FY 2014 Recommended	Amount Chg From 2013 Approved	% Chg From 2013 Approved
010717	County Executive Administration -Fund 0001	\$ 13,294,487	\$ 16,659,168	\$ 6,148,288	\$ 6,511,144	\$ (10,148,024)	-60.9%
1220	Budget And Analysis Fund 0001	61,000	—	—	—	—	—
1330	Veterans' Services - Fund 0001	91,856	80,000	90,000	90,000	10,000	12.5%
2530	Office Of Emergency Svcs Fund 0001	4,611,586	—	—	—	—	—
2532	Office of Sustainability - Fund 0001	1,605,450	—	—	—	—	—
2535	AB109-Resource Services - Fund 0001	—	944,552	1,276,296	1,402,936	458,384	48.5%
5700	Human Relations Fund 0001	286,508	440,160	440,160	440,160	—	—
	Total Revenues \$	19,950,886 \$	18,123,880 \$	7,954,744 \$	8,444,240 \$	(9,679,640)	-53.4%

County Executive Administration -Fund 0001 — Cost Center 010717 Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
Current Level Budget			
FY 2013 Approved Budget	39.0	\$ 7,536,343	\$ 16,659,168
Board Approved Adjustments During FY 2013	—	3,167	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	346,457	—
IntraCounty Adjustments	—	(173,056)	(880)
Other Adjustments	—	19,000	(10,510,000)
Subtotal (Current Level Budget)	39.0	\$ 7,731,911	\$ 6,148,288



County Executive Administration -Fund 0001 — Cost Center 010717
Major Changes to the Budget

	Positions	Appropriations	Revenues
Recommended Changes for FY 2014			
IntraCounty Adjustments	—	\$ —	\$ —
Decision Packages			
Delete Program Manager Shifted to Public Safety Realignment	-1.0	(143,149)	—
Create Director for Office of Cultural Competency for Childr	—	200,000	—
Increase Elmwood Property Lease Revenue	—	—	98,200
Increase Fairgrounds Property Lease Revenue	—	—	264,656
Add Funding for Satellite Hispanic Small Business Developmen	—	65,000	—
Add Funding for County-wide Small Business Development Cente	—	225,000	—
Information Technology			
Capital			
Subtotal (Recommended Changes)	-1.0	\$ 346,851	\$ 362,856
Recommended Budget	38.0	\$ 8,078,762	\$ 6,511,144

Budget And Analysis Fund 0001 — Cost Center 1220
Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
Current Level Budget			
FY 2013 Approved Budget	15.0	\$ 2,241,940	\$ —
Board Approved Adjustments During FY 2013	-2.0	(3,692)	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	108,791	—
IntraCounty Adjustments	—	(45)	—
Other Adjustments	—	48,444	—
Subtotal (Current Level Budget)	13.0	\$ 2,395,438	\$ —
Recommended Changes for FY 2014			
IntraCounty Adjustments	—	\$ —	\$ —
Decision Packages			
Information Technology			
Capital			
Subtotal (Recommended Changes)	—	\$ —	\$ —
Recommended Budget	13.0	\$ 2,395,438	\$ —



Veterans' Services - Fund 0001 — Cost Center 1330
Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
Current Level Budget			
FY 2013 Approved Budget	6.0	\$ 679,865	\$ 80,000
Board Approved Adjustments During FY 2013	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	59,509	—
IntraCounty Adjustments	—	—	—
Other Adjustments	—	—	10,000
Subtotal (Current Level Budget)	6.0	\$ 739,374	\$ 90,000
Recommended Changes for FY 2014			
IntraCounty Adjustments	—	\$ —	\$ —
Decision Packages			
Information Technology			
Capital			
Subtotal (Recommended Changes)	—	\$ —	\$ —
Recommended Budget	6.0	\$ 739,374	\$ 90,000

Office Of Emergency Svcs Fund 0001 — Cost Center 2530
Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
Current Level Budget			
FY 2013 Approved Budget	8.5	\$ 1,883,249	\$ —
Board Approved Adjustments During FY 2013	—	(4,212)	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	46,912	—
IntraCounty Adjustments	—	403	—
Other Adjustments	—	(116,530)	—
Subtotal (Current Level Budget)	8.5	\$ 1,809,822	\$ —
Recommended Changes for FY 2014			
IntraCounty Adjustments	—	\$ —	\$ —
Decision Packages			
Information Technology			
Capital			
Subtotal (Recommended Changes)	—	\$ —	\$ —
Recommended Budget	8.5	\$ 1,809,822	\$ —



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

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
Current Level Budget			
FY 2013 Approved Budget	2.0	\$ 414,676	\$ —
Board Approved Adjustments During FY 2013	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	20,340	—
IntraCounty Adjustments	—	—	—
Other Adjustments	—	—	—
Subtotal (Current Level Budget)	2.0	\$ 435,016	\$ —
Recommended Changes for FY 2014			
IntraCounty Adjustments	—	\$ —	\$ —
Decision Packages			
Information Technology			
Capital			
Subtotal (Recommended Changes)	—	\$ —	\$ —
Recommended Budget	2.0	\$ 435,016	\$ —

AB109-Resource Services - Fund 0001 — Cost Center 2535
Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
Current Level Budget			
FY 2013 Approved Budget	2.0	\$ 944,552	\$ 944,552
Board Approved Adjustments During FY 2013	1.0	306,990	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	27,731	—
IntraCounty Adjustments	—	—	331,744
Other Adjustments	—	—	—
Subtotal (Current Level Budget)	3.0	\$ 1,279,273	\$ 1,276,296
Recommended Changes for FY 2014			
IntraCounty Adjustments	—	\$ —	\$ —
Decision Packages			
Public Safety Realignment - AB 109 - CEO	1.0	126,640	126,640
Information Technology			
Capital			
Subtotal (Recommended Changes)	1.0	\$ 126,640	\$ 126,640
Recommended Budget	4.0	\$ 1,405,913	\$ 1,402,936



Human Relations Fund 0001 — Cost Center 5700 Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
Current Level Budget			
FY 2013 Approved Budget	10.0	\$ 1,366,665	\$ 440,160
Board Approved Adjustments During FY 2013	—	(9,494)	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	84,004	—
IntraCounty Adjustments	—	(503)	—
Other Adjustments	—	—	—
Subtotal (Current Level Budget)	10.0	\$ 1,440,672	\$ 440,160
Recommended Changes for FY 2014			
IntraCounty Adjustments	—	\$ —	\$ —
Decision Packages			
Information Technology			
Capital			
Subtotal (Recommended Changes)	—	\$ —	\$ —
Recommended Budget	10.0	\$ 1,440,672	\$ 440,160

Local Agency Formation Comm-LAFCO— Budget Unit 113 Net Expenditures by Cost Center

CC	Cost Center Name	FY 2012 Actuals	FY 2013 Approved	FY 2014 Base Budget	FY 2014 Recommended	Amount Chg From 2013 Approved	% Chg From 2013 Approved
1114	Local Agency Formation Comm Fund 0019	\$ 341,943	\$ 604,000	\$ 812,757	\$ 812,757	\$ 208,757	34.6%
	Total Net Expenditures	\$ 341,943	\$ 604,000	\$ 812,757	\$ 812,757	\$ 208,757	34.6%

Local Agency Formation Comm-LAFCO— Budget Unit 113 Gross Expenditures by Cost Center

CC	Cost Center Name	FY 2012 Actuals	FY 2013 Approved	FY 2014 Base Budget	FY 2014 Recommended	Amount Chg From 2013 Approved	% Chg From 2013 Approved
1114	Local Agency Formation Comm Fund 0019	\$ 640,541	\$ 885,780	\$ 895,202	\$ 895,202	\$ 9,422	1.1%
	Total Gross Expenditures	\$ 640,541	\$ 885,780	\$ 895,202	\$ 895,202	\$ 9,422	1.1%



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

Object	FY 2012 Actuals	FY 2013 Approved	FY 2014 Base Budget	FY 2014 Recommended	Amount Chg From 2013 Approved	% Chg From 2013 Approved
Salary and Benefits	393,194	391,486	435,476	435,476	43,990	11.2%
Services And Supplies	244,412	344,294	309,726	309,726	(34,568)	-10.0%
Fixed Assets	2,934	—	—	—	—	—
Reserves	—	150,000	150,000	150,000	—	—
Total Gross Expenditures \$	640,541 \$	885,780 \$	895,202 \$	895,202 \$	9,422	1.1%
Expenditure Transfers	(298,598)	(281,780)	(82,445)	(82,445)	199,335	-70.7%
Total Net Expenditures \$	341,943 \$	604,000 \$	812,757 \$	812,757 \$	208,757	34.6%

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

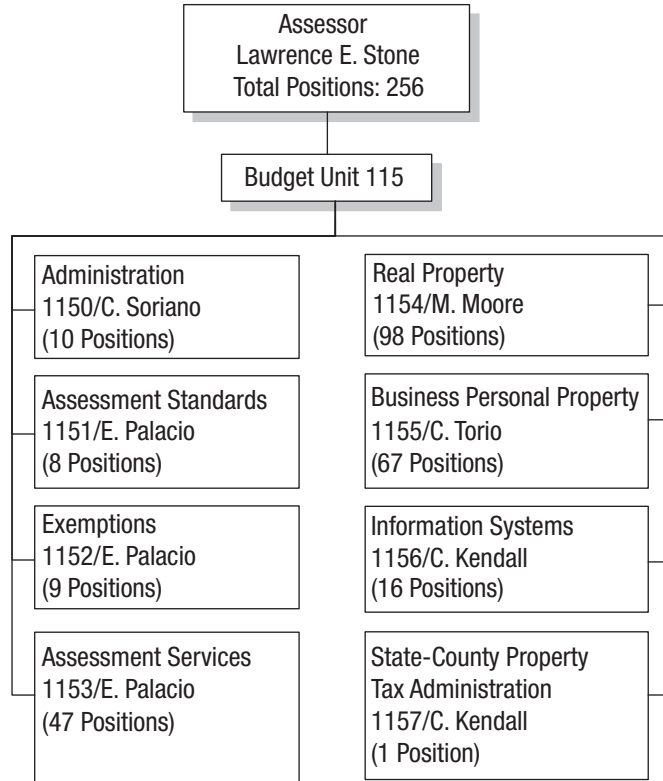
CC	Cost Center Name	FY 2012 Actuals	FY 2013 Approved	FY 2014 Base Budget	FY 2014 Recommended	Amount Chg From 2013 Approved	% Chg From 2013 Approved
1114	Local Agency Formation Comm Fund 0019	\$ 340,271	\$ 311,780	\$ 428,670	\$ 428,670	\$ 116,890	37.5%
	Total Revenues \$	340,271 \$	311,780 \$	428,670 \$	428,670 \$	116,890	37.5%

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

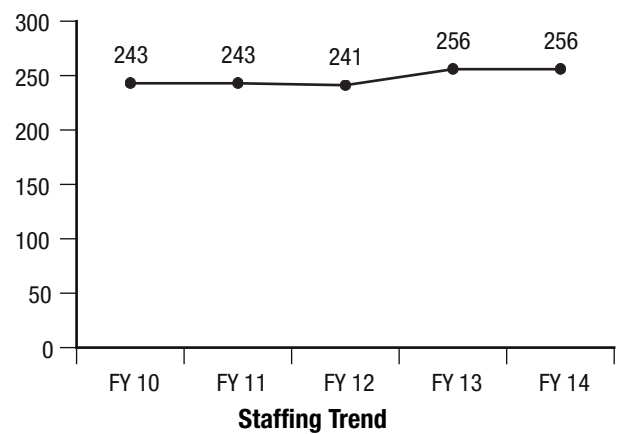
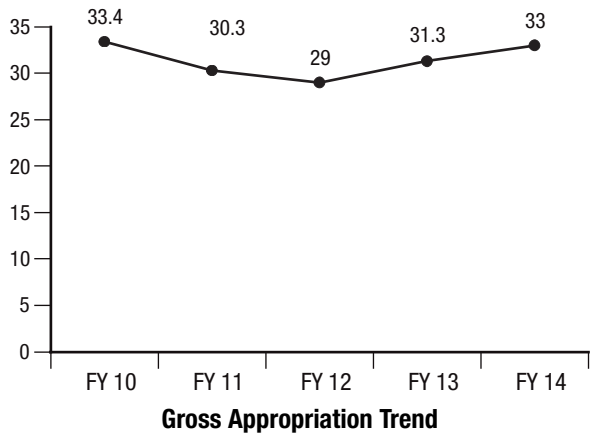
	Positions	Appropriations	Revenues
LAFCO (Fund Number 0019)			
Current Level Budget			
FY 2013 Approved Budget	3.0	\$ 604,000	\$ 311,780
Board Approved Adjustments During FY 2013	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	41,319	—
IntraCounty Adjustments	—	198,971	—
Other Adjustments	—	(31,533)	116,890
Subtotal (Current Level Budget)	3.0	\$ 812,757	\$ 428,670
Recommended Changes for FY 2014			
IntraCounty Adjustments	—	\$ —	\$ —
Decision Packages			
Information Technology			
Capital			
Subtotal (Recommended Changes)	—	\$ —	\$ —
Recommended Budget	3.0	\$ 812,757	\$ 428,670



Office of the Assessor



Section 1: Finance and Government



Public Purpose

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



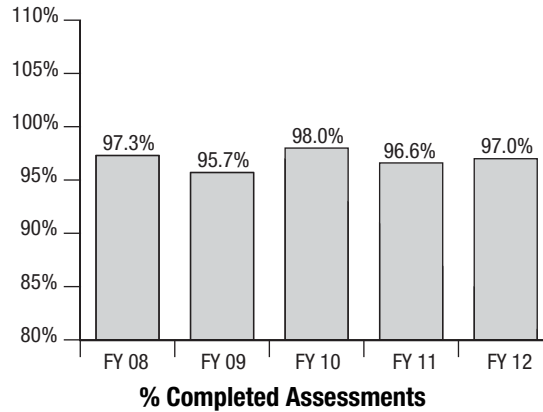
Performance Metrics Update

In an effort to increase transparency, the Department has revised its metrics for FY 2014. The prior budget metrics were developed a decade ago, and were reported as a percentage of a “baseline” established in 2002 and again in 2005. Previous metrics, expressed as a ratio of a ratio, were difficult to understand. This year, performance statistics of timeliness, customer service, and cost control are reported on a rolling five-year historical basis. Additionally, the rapidly changing nature of the Silicon Valley real estate markets makes it difficult to designate a single year as representative of the market and, by extension, the Department’s workload. The Office maintains a comprehensive cost accounting system that tracks production hours and costs by type of activity. Beginning this fiscal year, it will incorporate these numbers into its reported metrics to give a more accurate picture of the Office’s workload and productivity. The Department will report on four primary activities:

- **Roll Production:** assessments related to changes of ownership, new construction, audits and processing of business property statements. These activities generally add value to the assessment roll;
- **Proposition 8:** a mandated activity that may decrease or add value to the assessment roll;
- **Assessment Appeals:** primarily a defense of assessed value, typically does not add value to the assessment roll;
- **Roll Processing:** mapping, new parcel creation, address maintenance, and exemption activities necessary to support the completion of the assessment roll.

By reporting these activities, the Department hopes to improve the understanding of its business cycles and operational challenges by both the public and policymakers that depend on property tax revenue.

Overall Performance and Service Levels

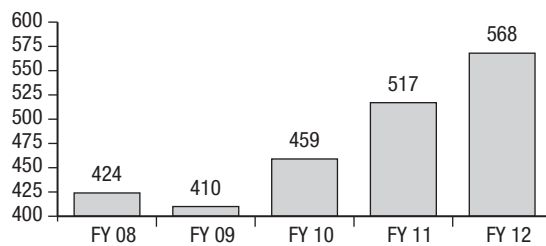


The percentage of assessments completed by June 30, 2012 was **97%**, a 0.4% improvement over last year.

Why is this important?

The assessment roll is the basis by which property taxes are levied. The completeness of the assessment roll assures those agencies dependent upon property tax revenue that the roll reflects the current market activity.

Production of the Annual and Supplemental Rolls



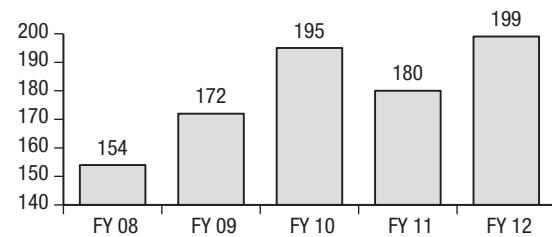
Average Number of Days to Resolve an Appeal

The average number of days for an assessment appeal to be resolved by June 30, 2012 was 568 days, taking 51 days more than last year.

Why is this important?

By statute, assessment appeals must be resolved within two years of filing, unless a waiver is filed. This performance measure insures a timely equalization of assessments for property owners.

The unprecedented increase in the number of appeal filings has resulted in lengthening the average time it takes to resolve an appeal. However, the recent introduction of the Value Hearing Officer program is starting to reverse the trend, as more and more residential appeals are being scheduled in front of the less formal Value Hearing Officer.



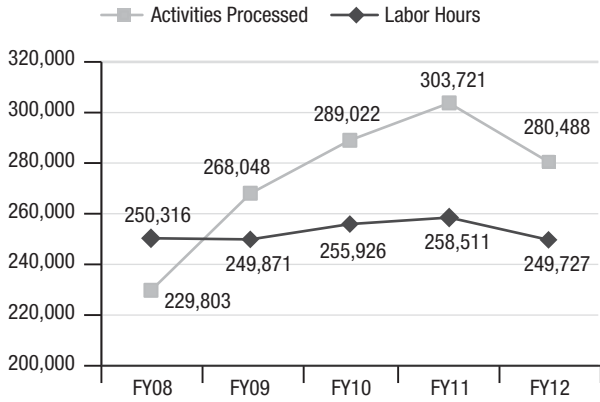
Number of Days to Deliver a Supplemental Assessment

As of June 30, 2012 supplemental assessments were delivered to the Tax Collector in 199 days, taking 19 days more than last year.

Why is this important?

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

Production of the Annual and Supplemental rolls (continued)

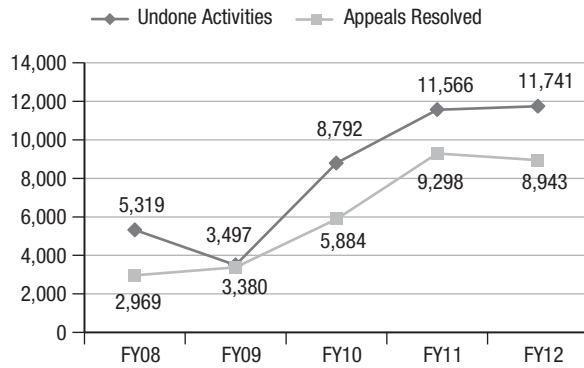


Activities Processed vs. Labor Hours

Activities Processed represent changes of ownership, new construction, audits, Prop 8, appeals and other roll processing activities. The total number of activities processed by June 30, 2012 was **280,488**, a 22% increase over FY 2008.

Why is this important?

The Department has demonstrated improved productivity in processing its roll activities with no change in its staffing levels. The decrease in the activities processed for FY 2012 was primarily due to furloughs and labor hours diverted to the computer replacement project.

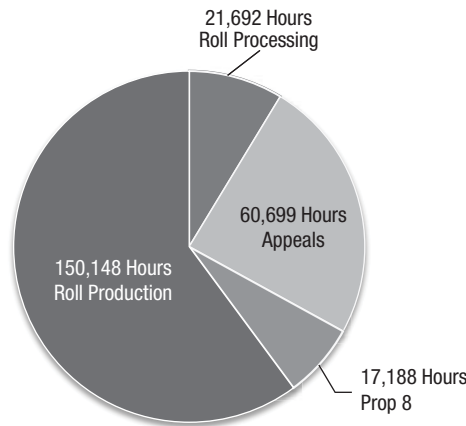


Undone Activities vs. Appeals Resolved

As of June 30, 2012, the backlog of incomplete assessment activities stood at **11,741** units. These include changes of ownership, new construction, audits and other miscellaneous activities. The Office's ability to eliminate the backlog continues to be impacted by the need to direct more resources toward assessment appeal resolution. As of June 30, 2012, the Department resolved **8,943** assessment appeals.

Why is this important?

By statute, assessment appeals must be resolved within two years of filing, unless a waiver is filed. The Assessor has redirected more staff resources towards appeal resolution, in order to ensure that no assessment appeal run statute. For the first time in several years, the number of assessment appeals resolved in FY 2012 exceeded the number of assessment appeals filed in the same fiscal year. The Office is currently on track to resolve 8,700 appeals for FY 2013, which will exceed the current filings of 7,800.



FY 2012 Total Labor Production Hours

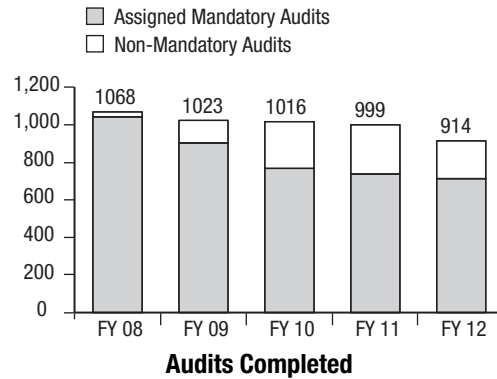
Roll Production activities include changes of ownership, new construction, audits, and the processing of business property statements. As of June 30, 2012, Roll Production activities represented 60% of the total production hours.

Why is this important?

The unprecedented number of assessment appeals has significantly impacted the Assessor's roll production. Assessment appeals have increased from a normal rate of 3,000-4,000 per year to an annual average of 10,000 during the last three years. In June 2012, the Board of Supervisors approved funding for 16 positions to address the backlog and additional workload demands.



Production of the Annual and Supplemental rolls (continued)



The total number of audits completed by June 30, 2012 was 914.

Why is this important?

State statute requires an audit of a significant number of businesses at least once every four years. This measures the timeliness of performing these mandatory audits.

The Department is required to complete 675 mandatory audits by June 30, 2012. In addition to the mandatory audits, the Department also completed 167 non-mandatory audits and 72 audits for other counties through the CCCASE Program, which generates additional income for the Assessor's Office.

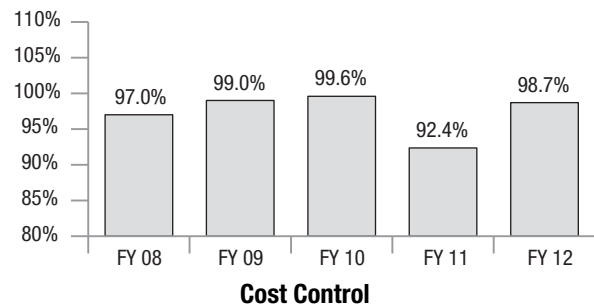
Provide information and assistance to property owners, schools and local governments in an increasingly timely and courteous manner. **Improve operational productivity and efficiency through the use of new technology**, such as the activity-based cost accounting system and streamlined operating procedures.



The Department's customer satisfaction rate as of June 30, 2012 was 86%, the same as last year.

Why is this important?

This outcome measure gauges the satisfaction level of the Office's external customers who rely on the Office for information.



Total expenditures of the Office as of June 30, 2012 were 98.7%.

Why is this important?

The budget/cost ratio compares the Department's actual bottom line expenditures at the end of the fiscal year to the budget to insure costs do not exceed allocated funds.

Description of Major Services

The County Assessor is an elected official whose responsibility is to produce the annual and supplemental property assessment rolls. The Assessor's Office locates, values, and enrolls all taxable property within Santa Clara County in a fair, timely and accurate manner consistent with State statutes. Real and

business personal property assessments become the basis upon which property taxes are levied. Property taxes provide an essential source of revenue to support basic services to schools and local government. The



Office also provides assessment-related information to the public and cooperates with other public agencies regarding assessment matters.

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

Standards, Services and Exemptions

The Assessment Standards, Services and Exemptions Division is mandated to locate and identify ownership, determine if a reappraisal should take place for all taxable real property transactions and approve and enroll all legal property exemptions. Homeowner exemptions and other constitutional exemptions are compiled and applied to the supplemental and the secured and unsecured assessment rolls. The Division is also mandated to create and maintain Assessor parcel maps and tax rate areas. Other major services include the oversight and maintenance of the assessment appeal process and sales verification.

Real Property

The Real Property Division has a mandate to locate, value, and enroll all taxable real property (land and improvements). The Real Property Division provides assessment-related information to the public and cooperates with other agencies regarding assessment and property tax-related matters. The Division also manages real property appeals.

Business Personal Property

The Business Division has a mandate to locate, value, and enroll all taxable business personal property (owned and leased), including computers, machinery equipment, and fixtures in addition to mobile homes, airplanes and boats. The Division also manages business personal property assessment appeals.

Information System Replacement

The Assessor's Office has utilized Property Tax Administration Program (PTAP) grant funding to fund technology projects, including a comprehensive system to replace an aged assessment and appraisal system. The replacement system will ultimately result in substantially improved and integrated workflow processes, the automation of existing manual activities, and it will enable the rapid geographical analysis of property data. The progress toward replacement of the 30-year-old legacy computer system has been interrupted. The project's vendor, Harris-True Automation, terminated its contract with the County in November 2012 without cause. The Department, in collaboration with the Countywide Business Information Technology Steering Committee, is evaluating its options for moving forward to complete this critical project.

Current and Emerging Issues

Property Assessment Appraisal Management System (PAAMS) Replacement Project

In November 2012, Harris-True Automation, the vendor developing the new computer system to replace the antiquated AIMS legacy system, terminated the contract without cause. The Department is in the process of working with County Counsel to consider options for resolving the legal aspects of this action. The abrupt cancellation of the contract will result in a substantive delay in the progress toward a replacement system which was scheduled to "go live" in July 2014.

The Department is conducting a detailed risk assessment and evaluating its options. Currently, three viable options exist within the California assessment landscape:

- Duplicate Orange County's self-developed, in-house solution.
- Issue a Request For Proposals for a California COTS (commercial off the shelf) solution. One commercial vendor has contracted with several counties in the State, including Santa Cruz County.
- Utilize in-house information systems experts to lead a team of contracted developers to design a customized solution.

It is imperative that the Department complete a replacement system project as rapidly as possible. The existing AIMS system, which processes all aspects of assessment roll production, lacks stability and is built on technology no longer supported by the



manufacturer. Each option has its attendant risks, costs, and timeline considerations. The Department expects to utilize FY2013 salary savings to contract with Information Services Department-approved vendor, Gartner, for a comprehensive independent evaluation of the various options, as well as perform gap analyses of the Orange County solution. A recommendation will be presented to the Board following the conclusion of these assessments. It is anticipated that first-year project costs can be borne by remaining PTAP funds and that County funding for the project will be necessary beginning in FY 2015.

During the assessment, planning, and approval process, the Department will work closely with its partners, including the Clerk of the Board, Tax Collector, ISD, and the Office of Budget and Analysis to ensure that it puts forth a recommendation that considers the project's impact to all stakeholders. The Department will continue to provide monthly updates to the Governance Committee, and the Business Information Technology Steering Committee as necessary.

Backlog

During the last year, the Department has made substantial progress toward reducing a backlog of unworked assessments while managing an increasingly heavy workload. It has accomplished this through the additional staffing that was added in FY 2013 (sixteen permanent roll production employees, including auditors, appraisers, and property transfer examiners) and implementing various technological efficiencies and in-house tools to improve workflow and productivity.

The positions were filled at mid-year, and all new employees have completed both classroom and on-the-job training. Detailed production statistics of these new

employees will be available in the next fiscal year, after they have completed a full roll-production year. However, the Department is already experiencing positive production benefits. Additionally, the Department is engaged in developing new discovery methodologies to increase productivity consistent with reductions in its backlog.

As of June 30, 2012, the backlog of incomplete assessment activities stood at 11,741 units. The Department's ability to eliminate the backlog continues to be impacted by the need to direct more resources toward assessment appeal resolution. Last year, the Department spent 61,000 hours (equivalent of 38 FTE's) on assessment appeal resolution, and 6,000 fewer hours on the enrollment of property transfers, new construction, and audit activities. The Department expects that the additional 16 roll production employees will have a positive impact on its production rates.

As assessment appeals decline, the Department will direct resources toward the assessment of changes of ownership and new construction. For the first time in several years, the number of assessment appeals resolved exceeded the number of assessment appeals filed. The Department is currently on track to resolve 8,700 appeals this fiscal year, which exceeds the current filings of 7,800.

County Executive's Recommendation

Maintain the Current Level Budget for FY 2014.



Assessor— Budget Unit 115 Net Expenditures by Cost Center

CC	Cost Center Name	FY 2012 Actuals	FY 2013 Approved	FY 2014 Base Budget	FY 2014 Recommended	Amount Chg From 2013 Approved	% Chg From 2013 Approved
1150	Assessor-Admin Fund 0001	\$ 2,022,554	\$ 2,005,448	\$ 2,070,196	\$ 2,070,196	\$ 64,748	3.2%
1151	Assessor-Standards Fund 0001	716,542	793,661	835,641	835,641	41,980	5.3%
1152	Assessor-Exemptions Fund 0001	787,854	914,155	974,361	974,361	60,206	6.6%
1153	Assessor-Services Fund 0001	3,617,400	4,038,745	4,277,175	4,277,175	238,430	5.9%
1154	Real Property Fund 0001	9,671,262	11,132,409	11,738,610	11,738,610	606,201	5.4%
1155	Personal Property Fund 0001	7,429,806	7,780,232	8,179,285	8,179,285	399,053	5.1%
1156	Assessor-Systems Fund 0001	3,315,321	3,051,616	3,201,244	3,201,244	149,628	4.9%
1157	State/Co Prop Tax Admin Prg Fund 0001	913,786	1,631,530	1,681,215	1,681,215	49,685	3.0%
Total Net Expenditures		\$ 28,474,524	\$ 31,347,796	\$ 32,957,727	\$ 32,957,727	\$ 1,609,931	5.1%

Assessor— Budget Unit 115 Gross Expenditures by Cost Center

CC	Cost Center Name	FY 2012 Actuals	FY 2013 Approved	FY 2014 Base Budget	FY 2014 Recommended	Amount Chg From 2013 Approved	% Chg From 2013 Approved
1150	Assessor-Admin Fund 0001	\$ 2,022,554	\$ 2,005,448	\$ 2,070,196	\$ 2,070,196	\$ 64,748	3.2%
1151	Assessor-Standards Fund 0001	716,542	793,661	835,641	835,641	41,980	5.3%
1152	Assessor-Exemptions Fund 0001	787,854	914,155	974,361	974,361	60,206	6.6%
1153	Assessor-Services Fund 0001	3,617,400	4,038,745	4,277,175	4,277,175	238,430	5.9%
1154	Real Property Fund 0001	9,671,262	11,132,409	11,738,610	11,738,610	606,201	5.4%
1155	Personal Property Fund 0001	7,429,806	7,780,232	8,179,285	8,179,285	399,053	5.1%
1156	Assessor-Systems Fund 0001	3,315,321	3,051,616	3,201,244	3,201,244	149,628	4.9%
1157	State/Co Prop Tax Admin Prg Fund 0001	913,786	1,631,530	1,681,215	1,681,215	49,685	3.0%
Total Gross Expenditures		\$ 28,474,524	\$ 31,347,796	\$ 32,957,727	\$ 32,957,727	\$ 1,609,931	5.1%

Assessor— Budget Unit 115 Expenditures by Object

Object	FY 2012 Actuals	FY 2013 Approved	FY 2014 Base Budget	FY 2014 Recommended	Amount Chg From 2013 Approved	% Chg From 2013 Approved
Salary and Benefits	25,146,836	27,884,176	29,506,083	29,506,083	1,621,907	5.8%
Services And Supplies	3,327,687	3,463,620	3,451,644	3,451,644	(11,976)	-0.3%
Total Net Expenditures	\$ 28,474,524	\$ 31,347,796	\$ 32,957,727	\$ 32,957,727	\$ 1,609,931	5.1%



Assessor— Budget Unit 115

Revenues by Cost Center

CC	Cost Center Name	FY 2012 Actuals	FY 2013 Approved	FY 2014 Base Budget	FY 2014 Recommended	Amount Chg From 2013 Approved	% Chg From 2013 Approved
1150	Assessor-Admin Fund 0001	\$ 3,447	\$ 12,000	\$ 3,250	\$ 3,250	\$ (8,750)	-72.9%
1152	Assessor-Exemptions Fund 0001	105	—	—	—	—	—
1153	Assessor-Services Fund 0001	307,315	2,700	154,900	154,900	152,200	5,637.0%
1154	Real Property Fund 0001	4,864	3,300	4,200	4,200	900	27.3%
1155	Personal Property Fund 0001	23,008	—	3,500	3,500	3,500	NA
1157	State/Co Prop Tax Admin Prg Fund 0001	913,786	1,635,761	1,681,215	1,681,215	45,454	2.8%
Total Revenues		\$ 1,252,524	\$ 1,653,761	\$ 1,847,065	\$ 1,847,065	\$ 193,304	11.7%

Assessor-Admin Fund 0001 — Cost Center 1150

Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
Current Level Budget			
FY 2013 Approved Budget	10.0	\$ 2,005,448	\$ 12,000
Board Approved Adjustments During FY 2013	—	5,066	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	60,621	—
IntraCounty Adjustments	—	(939)	—
Other Adjustments	—	—	(8,750)
Subtotal (Current Level Budget)	10.0	\$ 2,070,196	\$ 3,250
Recommended Changes for FY 2014			
IntraCounty Adjustments	—	\$ —	\$ —
Decision Packages			
Information Technology			
Capital			
Subtotal (Recommended Changes)	—	\$ —	\$ —
Recommended Budget	10.0	\$ 2,070,196	\$ 3,250

Assessor-Standards Fund 0001 — Cost Center 1151

Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
Current Level Budget			
FY 2013 Approved Budget	8.0	\$ 793,661	\$ —
Board Approved Adjustments During FY 2013	—	(2,048)	—
Cost to Maintain Current Program Services			



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

	Positions	Appropriations	Revenues
Salary and Benefit Adjustments	—	43,433	—
IntraCounty Adjustments	—	595	—
Other Adjustments	—	—	—
Subtotal (Current Level Budget)	8.0	\$ 835,641	\$ —

Recommended Changes for FY 2014

IntraCounty Adjustments	—	\$ —	\$ —	—
Decision Packages				
Information Technology				
Capital				
Subtotal (Recommended Changes)	—	\$ —	\$ —	—
Recommended Budget	8.0	\$ 835,641	\$ —	—

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

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			

Current Level Budget

FY 2013 Approved Budget	9.0	\$ 914,155	\$ —	—
Board Approved Adjustments During FY 2013	—	(17)		—
Cost to Maintain Current Program Services				
Salary and Benefit Adjustments	—	59,180		—
IntraCounty Adjustments	—	1,043		—
Other Adjustments	—	—		—
Subtotal (Current Level Budget)	9.0	\$ 974,361	\$ —	—

Recommended Changes for FY 2014

IntraCounty Adjustments	—	\$ —	\$ —	—
Decision Packages				
Information Technology				
Capital				
Subtotal (Recommended Changes)	—	\$ —	\$ —	—
Recommended Budget	9.0	\$ 974,361	\$ —	—

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

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			

Current Level Budget

FY 2013 Approved Budget	47.0	\$ 4,038,745	\$ 2,700
Board Approved Adjustments During FY 2013	—	1,510	—
Cost to Maintain Current Program Services			



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

	Positions	Appropriations	Revenues
Salary and Benefit Adjustments	—	233,696	—
IntraCounty Adjustments	—	3,224	—
Other Adjustments	—	—	152,200
Subtotal (Current Level Budget)	47.0	\$ 4,277,175	\$ 154,900
Recommended Changes for FY 2014			
IntraCounty Adjustments	— \$	— \$	—
Decision Packages			
Information Technology			
Capital			
Subtotal (Recommended Changes)	— \$	— \$	—
Recommended Budget	47.0 \$	\$ 4,277,175	\$ 154,900

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

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
Current Level Budget			
FY 2013 Approved Budget	98.0 \$	11,132,409 \$	3,300
Board Approved Adjustments During FY 2013	—	(65,562)	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	683,668	—
IntraCounty Adjustments	—	(11,905)	—
Other Adjustments	—	—	900
Subtotal (Current Level Budget)	98.0 \$	\$ 11,738,610	\$ 4,200
Recommended Changes for FY 2014			
IntraCounty Adjustments	— \$	— \$	—
Decision Packages			
Information Technology			
Capital			
Subtotal (Recommended Changes)	— \$	— \$	—
Recommended Budget	98.0 \$	\$ 11,738,610	\$ 4,200

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

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
Current Level Budget			
FY 2013 Approved Budget	67.0 \$	7,780,232 \$	—
Board Approved Adjustments During FY 2013	—	1,779	—
Cost to Maintain Current Program Services			



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

	Positions	Appropriations	Revenues
Salary and Benefit Adjustments	—	396,679	—
IntraCounty Adjustments	—	595	—
Other Adjustments	—	—	3,500
Subtotal (Current Level Budget)	67.0	\$ 8,179,285	\$ 3,500

Recommended Changes for FY 2014

IntraCounty Adjustments	—	\$ —	\$ —	—
Decision Packages				
Information Technology				
Capital				
Subtotal (Recommended Changes)	—	\$ —	\$ —	—
Recommended Budget	67.0	\$ 8,179,285	\$ 3,500	3,500

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

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			

Current Level Budget

FY 2013 Approved Budget	16.0	\$ 3,051,616	\$ —	—
Board Approved Adjustments During FY 2013	—	(61,964)	—	—
Cost to Maintain Current Program Services				
Salary and Benefit Adjustments	—	130,894	—	—
IntraCounty Adjustments	—	80,698	—	—
Other Adjustments	—	—	—	—
Subtotal (Current Level Budget)	16.0	\$ 3,201,244	\$ —	—

Recommended Changes for FY 2014

IntraCounty Adjustments	—	\$ —	\$ —	—
Decision Packages				
Information Technology				
Capital				
Subtotal (Recommended Changes)	—	\$ —	\$ —	—
Recommended Budget	16.0	\$ 3,201,244	\$ —	—

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

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			

Current Level Budget

FY 2013 Approved Budget	1.0	\$ 1,631,530	\$ 1,635,761	—
Board Approved Adjustments During FY 2013	—	(2,398)	—	—
Cost to Maintain Current Program Services				



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

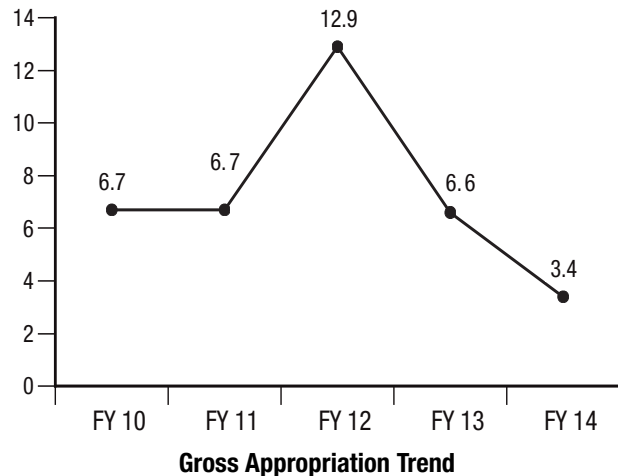
	Positions	Appropriations	Revenues
Salary and Benefit Adjustments	—	19,482	—
IntraCounty Adjustments	—	—	45,454
Other Adjustments	—	32,601	—
Subtotal (Current Level Budget)	1.0	\$ 1,681,215	\$ 1,681,215
Recommended Changes for FY 2014			
IntraCounty Adjustments	—	\$ —	\$ —
Decision Packages			
Information Technology			
Capital			
Subtotal (Recommended Changes)	—	\$ —	\$ —
Recommended Budget	1.0	\$ 1,681,215	\$ 1,681,215



Measure B Transportation Improvement Program

Overview

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



Description of Major Services

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

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

FY 2014 is based on continued project delivery and close out by the implementing agencies. The County will retain fiduciary responsibility for activity until all projects are fully completed and accepted. Permanent project staffing was eliminated in FY 2008.

Because the projects for which the program was initiated are being completed and closed out, the budgeted expenditures are declining notably year-over-year. In tandem, new tax revenue receipts are declining rapidly because the only inflows are from persons and corporations filing amended tax returns for years 2006 and prior.

County Executive's Recommendation

Maintain the Current Level Budget for FY 2014.

Measure B— Budget Unit 117 Net Expenditures by Cost Center

CC	Cost Center Name	FY 2012 Actuals	FY 2013 Approved	FY 2014 Base Budget	FY 2014 Recommended	Amount Chg From 2013 Approved	% Chg From 2013 Approved
1701	Measure B Admin Fund 0011	6,254,952	6,551,800	3,425,848	3,425,848	(3,125,952)	-47.7%
1703	Measure B Hway Proj Fund 0011	491,268	—	—	—	—	—
1704	Measure B Railway Proj Fund 0011	3,624,784	—	—	—	—	—
1705	Measure B Bicycle Proj Fund 0011	(728,115)	—	—	—	—	—
1706	Measure B Co Expy Lev Of Serv Fund 0011	2,725,511	—	—	—	—	—
1709	Measure B Swap I Fund 0011	2,545	—	—	—	—	—
Total Net Expenditures \$		12,370,945 \$	6,551,800 \$	3,425,848 \$	3,425,848 \$	(3,125,952)	-47.7%

Measure B— Budget Unit 117 Gross Expenditures by Cost Center

CC	Cost Center Name	FY 2012 Actuals	FY 2013 Approved	FY 2014 Base Budget	FY 2014 Recommended	Amount Chg From 2013 Approved	% Chg From 2013 Approved
1701	Measure B Admin Fund 0011	6,254,952	6,551,800	3,425,848	3,425,848	(3,125,952)	-47.7%
1703	Measure B Hway Proj Fund 0011	491,268	—	—	—	—	—
1704	Measure B Railway Proj Fund 0011	3,624,784	—	—	—	—	—
1705	Measure B Bicycle Proj Fund 0011	(728,115)	—	—	—	—	—
1706	Measure B Co Expy Lev Of Serv Fund 0011	2,725,511	—	—	—	—	—
1709	Measure B Swap I Fund 0011	2,545	—	—	—	—	—
Total Gross Expenditures \$		12,370,945 \$	6,551,800 \$	3,425,848 \$	3,425,848 \$	(3,125,952)	-47.7%

Measure B— Budget Unit 117 Expenditures by Object

Object	FY 2012 Actuals	FY 2013 Approved	FY 2014 Base Budget	FY 2014 Recommended	Amount Chg From 2013 Approved	% Chg From 2013 Approved
Services And Supplies	3,445,434	3,741,800	3,425,848	3,425,848	(315,952)	-8.4%
Operating/Equity Transfers	8,925,511	2,810,000	—	—	(2,810,000)	-100.0%
Total Net Expenditures \$	12,370,945 \$	6,551,800 \$	3,425,848 \$	3,425,848 \$	(3,125,952)	-47.7%



Measure B— Budget Unit 117 Revenues by Cost Center

CC	Cost Center Name	FY 2012 Actuals	FY 2013 Approved	FY 2014 Base Budget	FY 2014 Recommended	Amount Chg From 2013 Approved	% Chg From 2013 Approved
1117	Measure B Default Index Fund 0011	\$ 573,550	\$ 501,890	\$ 172,332	\$ 172,332	(329,558)	-65.7%
Total Revenues		\$ 573,550	\$ 501,890	\$ 172,332	\$ 172,332	(329,558)	-65.7%

Measure B Default Index Fund 0011 — Cost Center 1117 Major Changes to the Budget

	Positions	Appropriations	Revenues
Measure B Trans Improve Prog Fund (Fund Number 0011)			
Current Level Budget			
FY 2013 Approved Budget	—	\$ —	\$ 501,890
Board Approved Adjustments During FY 2013	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
IntraCounty Adjustments	—	—	—
Other Adjustments	—	—	(329,558)
Subtotal (Current Level Budget)	—	\$ —	\$ 172,332
Recommended Changes for FY 2014			
IntraCounty Adjustments	—	\$ —	\$ —
Decision Packages			
Information Technology			
Capital			
Subtotal (Recommended Changes)	—	\$ —	\$ —
Recommended Budget	—	\$ —	\$ 172,332

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

	Positions	Appropriations	Revenues
Measure B Trans Improve Prog Fund (Fund Number 0011)			
Current Level Budget			
FY 2013 Approved Budget	—	\$ 6,551,800	\$ —
Board Approved Adjustments During FY 2013	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
IntraCounty Adjustments	—	(10,200)	—
Other Adjustments	—	(3,115,752)	—
Subtotal (Current Level Budget)	—	\$ 3,425,848	\$ —



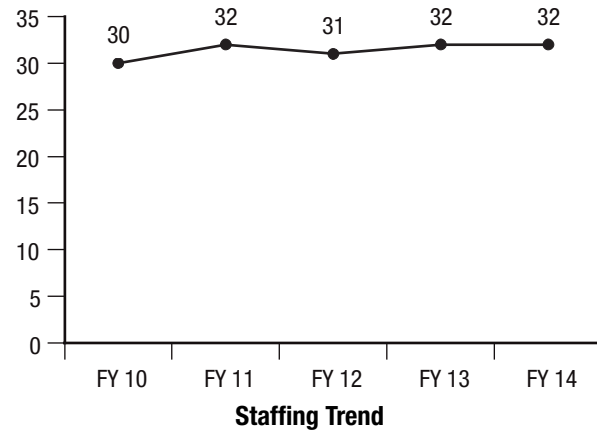
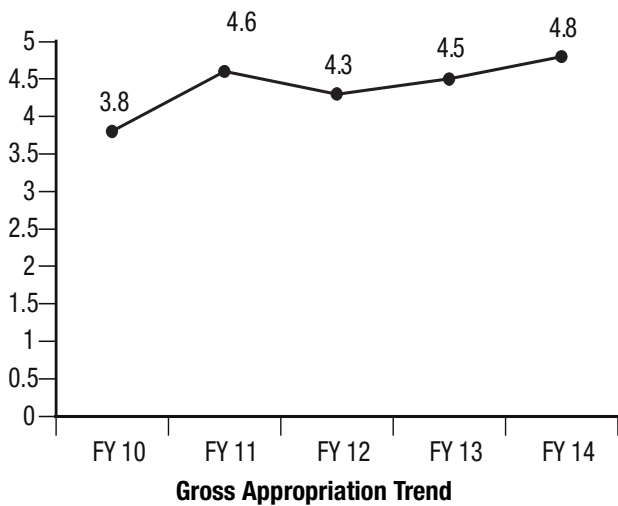
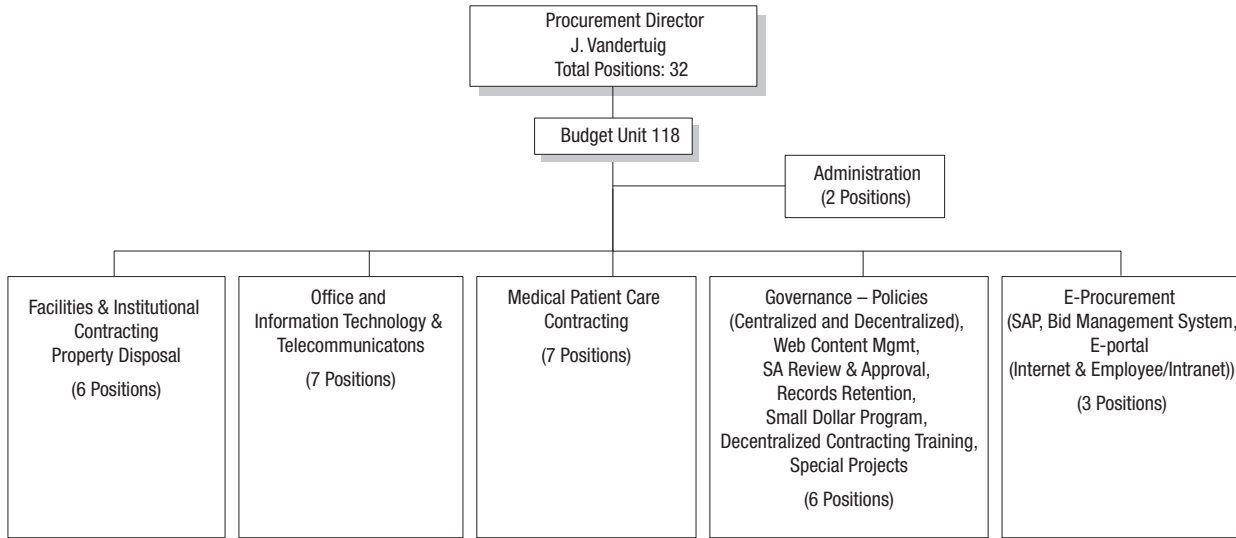
**Measure B Admin Fund 0011 — Cost Center 1701
Major Changes to the Budget**

	Positions	Appropriations	Revenues
Recommended Changes for FY 2014			
IntraCounty Adjustments	— \$	— \$	—
Decision Packages			
Information Technology			
Capital			
Subtotal (Recommended Changes)	— \$	— \$	—
Recommended Budget	— \$	3,425,848 \$	—

Section 1: Finance and Government



Procurement Department



Public Purpose

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



Description of Major Services

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

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

The value of the contracts established and managed by the Procurement Department for County agencies and departments via purchase orders and agreements is approximately \$1.12 billion.

Procurement Services

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

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

Cost Savings Measures

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

Current and Emerging Issues

Public procurement functions continue to face a momentous change in strategic positioning. The emphasis has shifted from a limited “buy transaction” to supply chain management, which includes the requirement definition and disciplines such as supplier development and strategic sourcing.

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

Solicitation and Contracting

With the adoption of the new Board Policy related to Soliciting and Contracting in February 2012, the Procurement Department has played an active role as an expert in soliciting and contracting, partnering with the County Executive’s Office and County Counsel to provide the training and support for decentralized contracting related to professional services. The Procurement Department has been engaged in an intensive effort to lower risks and bring efficiencies to purchasing throughout the County. These efforts have focused on (a) developing standardized procedures, policies and contracts for all County departments and (b) training and assisting departments in solicitation methods for staff outside of Procurement. These efforts have been conducted in close cooperation with County Counsel and have required a significant commitment from Procurement staff, above and beyond the day to day activities of County Procurement.

Assistance to County Departments

In addition to the purchasing and contracting activities of a centralized procurement department, as directed by the Board of Supervisor’s, the Department has focused its attention to assist agencies and departments who do their own contracting activities such as professional services and other specialized contracting activities. While the Department has not been able to give every area the full attention it needs due to the volume, additional responsibilities and resource issues, there are several areas of the procurement functions that require close review and streamlining to increase compliance and efficiencies. These areas are related to the small dollar purchases via the Procurement Card Program, small dollar purchases via the Field Purchase Order method, and lastly the use of the Direct Payment method. The Procurement Department has a need to focus its attention in these areas and will be working very closely with County Counsel and the Controller’s Office to revise the policies and processes and to ensure program compliance by agencies and departments.

The e-Procurement team in the Procurement Department has been actively working with agencies and departments to address additional technical improvements at the Santa Clara Valley Medical Center for service agreements and Board contracts and addressing the inventory management needs as required by several departments in the County. This is an area with many emerging needs that requires significant involvement of Procurement staff resources and external consulting help.

Disposition of Property

Another area of priority the Department is focusing on is the disposition of property. The Procurement Department is reviewing its current operations and will be implementing program compliance and operational changes. The Department is working closely with the Internal Auditor and County Counsel to strengthen controls and streamline the disposition process.

County Executive’s Recommendation

Maintain the Current Level Budget for FY 2014

Procurement— Budget Unit 118 Net Expenditures by Cost Center

CC	Cost Center Name	FY 2012 Actuals	FY 2013 Approved	FY 2014 Base Budget	FY 2014 Recommended	Amount Chg From 2013 Approved	% Chg From 2013 Approved
2300	Procurement Dept Fund 0001	\$ 3,537,022	\$ 3,930,694	\$ 4,223,550	\$ 4,223,550	\$ 292,856	7.5%
	Total Net Expenditures	\$ 3,537,022	\$ 3,930,694	\$ 4,223,550	\$ 4,223,550	\$ 292,856	7.5%

Procurement— Budget Unit 118 Gross Expenditures by Cost Center

CC	Cost Center Name	FY 2012 Actuals	FY 2013 Approved	FY 2014 Base Budget	FY 2014 Recommended	Amount Chg From 2013 Approved	% Chg From 2013 Approved
2300	Procurement Dept Fund 0001	\$ 4,110,818	\$ 4,451,445	\$ 4,781,991	\$ 4,781,991	\$ 330,546	7.4%
	Total Gross Expenditures	\$ 4,110,818	\$ 4,451,445	\$ 4,781,991	\$ 4,781,991	\$ 330,546	7.4%

Procurement— Budget Unit 118 Expenditures by Object

Object	FY 2012 Actuals	FY 2013 Approved	FY 2014 Base Budget	FY 2014 Recommended	Amount Chg From 2013 Approved	% Chg From 2013 Approved
Salary and Benefits	3,499,130	4,026,545	4,357,144	4,357,144	330,599	8.2%
Services And Supplies	611,689	424,900	424,847	424,847	(53)	0.0%
Total Gross Expenditures	\$ 4,110,818	\$ 4,451,445	\$ 4,781,991	\$ 4,781,991	\$ 330,546	7.4%
Expenditure Transfers	(573,797)	(520,751)	(558,441)	(558,441)	(37,690)	7.2%
Total Net Expenditures	\$ 3,537,022	\$ 3,930,694	\$ 4,223,550	\$ 4,223,550	\$ 292,856	7.5%

Procurement— Budget Unit 118 Revenues by Cost Center

CC	Cost Center Name	FY 2012 Actuals	FY 2013 Approved	FY 2014 Base Budget	FY 2014 Recommended	Amount Chg From 2013 Approved	% Chg From 2013 Approved
2300	Procurement Dept Fund 0001	\$ 498,323	\$ 405,000	\$ 355,000	\$ 355,000	\$ (50,000)	-12.3%
	Total Revenues	\$ 498,323	\$ 405,000	\$ 355,000	\$ 355,000	\$ (50,000)	-12.3%

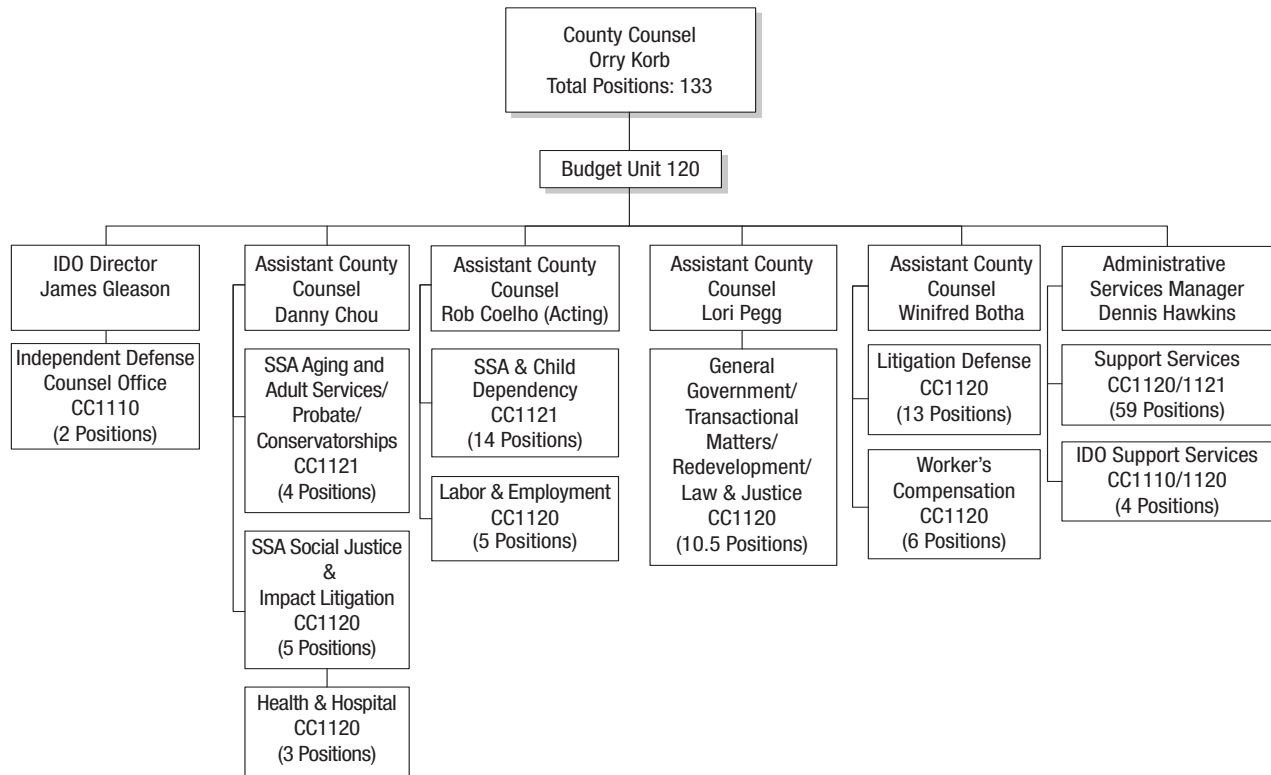


Procurement Dept Fund 0001 — Cost Center 2300
Major Changes to the Budget

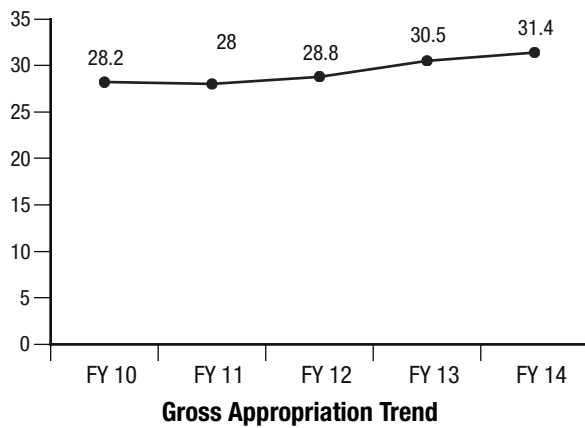
	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
Current Level Budget			
FY 2013 Approved Budget	32.0	\$ 3,930,694	\$ 405,000
Board Approved Adjustments During FY 2013	—	8,793	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	326,416	—
IntraCounty Adjustments	—	(32,117)	—
Other Adjustments	—	(10,236)	(50,000)
Subtotal (Current Level Budget)	32.0	\$ 4,223,550	\$ 355,000
Recommended Changes for FY 2014			
IntraCounty Adjustments	—	\$ —	\$ —
Decision Packages			
Information Technology			
Capital			
Subtotal (Recommended Changes)	—	\$ —	\$ —
Recommended Budget	32.0	\$ 4,223,550	\$ 355,000



Office of the County Counsel



Section 1: Finance and Government



Public Purpose

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



Description of Major Services

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

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

To achieve its mission the Office will:

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

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

- Land use
- Property taxation
- Labor and employment
- Risk management
- Health and hospital
- Child dependency and adult protective services
- Law and justice
- Finance and property management
- Government policy
- Contracts

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

Health and Hospital Services

The Health and Hospital Services team provides legal services to the Health and Hospital System, including Santa Clara Valley Medical Center (SCVMC), the Mental Health Department, the Public Health Department, the Drug and Alcohol Department, Custody Health Services, Community Health Services, and Valley Health Plan.

Social Services Agency

The Social Services Agency teams work in two discrete areas to advise the Social Services Agency's (SSA) Aging and Adult Services and Employment Benefits Services and Administration.

Child Dependency

The Child Dependency team represents the SSA and its Department of Family and Children's Services (DFCS) regarding all Juvenile Court dependency proceedings and long-cause trials of dependency cases in Superior Court.

Litigation

The Litigation team provides legal services to Employment Services Agency (ESA) Insurance/Risk Management Department and defends tort, employment and civil rights actions.

Labor and Employment

The Labor and Employment team provides legal services to ESA Human Resources and Labor Relations and to County departments for personnel and labor relations matters.

General Government

The General Government team provides legal services for a variety of County departments, including the Board of Supervisors; Office of the County Executive; Registrar of Voters; Division of Agriculture; Parks and Recreation, Environmental Health, Roads and Airports, and Planning departments; Finance Agency; and Assessor's Office. The team also provides legal services to numerous special districts and coordinates the County's interaction with the Oversight Boards of the nine Successor Agencies to Redevelopment Agencies.

Law and Justice

The Law and Justice Team serves County criminal justice agencies, including the Sheriff's Office, Probation Department, Department of Correction, District Attorney's Office, Public Defender's Office, Medical Examiner-Coroner's Office and Office of Pretrial Services.

Probate

The Probate team provides legal services to the Public Administrator/Guardian on probate and mental health conservatorships and decedent's estates.

Workers Compensation

The Workers' Compensation team serves the ESA Workers' Compensation Division regarding workers' compensation issues and claims by County employees.

Special Projects

Special Projects addresses areas of County-wide impact, including contracts, legislation, the Educational Rights Project, Elder Financial Abuse Specialist Team (FAST), and other areas.

Impact Litigation & Social Justice Program

The Impact Litigation & Social Justice program is one of the innovative ways the County Counsel advances the interests of the Board of Supervisors and promotes social justice for citizens of the County. Beginning with banking and tobacco litigation in the 1990's, the Office has used the legal system to improve the health and well-being of County residents. In 2001 and 2004 respectively, the Office was involved in anti-trust cases against wholesale electricity providers and Microsoft that resulted in settlements worth nearly \$5 million.

The Office is currently pursuing actions against pharmaceutical companies, paint manufacturers to recover damages and to improve the health of County residents. FY 2013 results are not yet available. Although the revenues collected are unpredictable and are not received on a regular basis, successful litigation in this program has resulted in substantial revenues to the County since its inception. Since FY 2011, the program has resulted in \$16.3 million of financial benefit to the County.

Independent Defense Counsel Office

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

in the State of California to manage an indigent defense panel. A significant challenge is that the IDO cannot control the volume of cases it receives or the severity of

the charges alleged in those cases. Expenditures for panel attorneys and related defense costs can be dramatically affected by one complicated or large case.

Current and Emerging Issues

Whistleblower Program

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

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

Through the period ending October 15, 2012, the County Counsel received 267 contacts via the Whistleblower Program. Due to the volume of complaints received, the administration of the 24/7 Whistleblower Program is utilizing a substantial amount of departmental resources. If the trend increases, the department may find it difficult to administer this program with existing resources.

California Redevelopment Agency (RDA) Dissolution

The Office of the County Counsel provides legal advice and support for the Finance Agency, Controller-Treasurer in carrying out legal responsibilities associated with the dissolution of each of the nine Redevelopment Agencies in Santa Clara County. Additionally, the County Counsel provides legal counsel and representation on a number of related matters currently in litigation. The Office anticipates that Redevelopment dissolution will continue to take a substantial amount of attorney and support staff time

for the foreseeable future in order to ensure that the interests of local taxing entities, including the County, are fairly addressed. The Board of Supervisors has taken actions to authorize necessary resources to vigorously pursue the cases in litigation. However, as the dissolution process continues, County Counsel may need to add resources to address the County's legal obligations and financial interests related to the dissolution of redevelopment agencies.

Public Safety Realignment

Since the adoption of AB 109 and AB 117 in 2011, the Office of the County Counsel has provided legal advice and services regarding the implementation of changes to the State's criminal justice system resulting from these laws. Primary clients include the Offices of the Sheriff, District Attorney, Public Defender, Department of Correction, Probation Department and others. Additional legal support will be required in FY 2014 resulting from the additional realignment of state services.

Health and Hospital System

With the impending implementation of the Affordable Care Act in January 2014, a number of urgent issues related to the Health and Hospital system continue to consume a significant amount of staff time and resources. It is likely that matters including the operation of the new electronic health record system, anticipated Medicaid expansion with the inclusion of all lower income individuals under the Affordable Care Act, and other challenges in a rapidly changing environment will eventually require additional resources to support the Health and Hospital System.

Summary of County Executive's Recommendations

Description	Impact	Impact on Services	Position Impact	FY 2014 Ongoing Net Cost/(Savings)	FY 2014 One-Time Net Cost/(Savings)
Augment Information Systems Staff	↑	Increased information systems support to staff	0.5	\$47,160	(\$14,439)
Modify Classification of Paralegal Staff	●	Improved support and efficiency	—	\$0	—
Reduce IDO Program funding	●	None	—	(\$522,673)	—
Add Resources to Coordinate Public Record Act Requests	↑	Increased resources to address Public Record Act requests	1.0	\$106,539	—
↑ — Enhanced ◆ — Modified ● — No Change ↓ — Reduced ☒ — Eliminated					

County Executive's Recommendation

↑ Augment Information Systems Staff

Recommended Action: Delete 0.5 FTE Information Systems Technician I from the Independent Defense Office and add 1.0 FTE Information Systems Technician I in Administration.

Service Impact: The conversion of a part-time Information Systems Technician position to fulltime will increase the department's capacity to meet the higher requirements of an increasingly more complex and technology-dependent environment. The Office has acquired new servers and software, which must be installed, configured, maintained, and supported.

Net Position added: 0.5 FTE
Net Ongoing Cost: \$47,160
 One-time Salary Savings reflecting time to recruit/hire: \$14,439

● Modify Classification of Paralegal Staff

Recommended Action: Delete 1.0 FTE Unclassified Senior Paralegal and add 1.0 FTE Classified Senior Paralegal.

Service Impact: An Unclassified Senior Paralegal position is set to expire on June 30, 2012. The addition of a classified Senior Paralegal position will assure continued support and efficiency of the litigation group dealing with increasing numbers of complex discovery requests and other long-term matters.

Background: The unclassified position was created to support an increased case load in the Litigation section, particularly for labor and employment matters. Several

of the cases that necessitated the additional position are still in litigation, with pending trial dates into FY 2014. There is an ongoing need to continue this position as these and other matters require paralegal assistance.

Net Ongoing Cost: \$0

● Independent Defense Office (IDO)

Recommended Action: Reduce the funding for contract services for the Independent Defense Office (IDO).

Service Impact: The Independent Defense Office's actual contractual expenses for outside legal counsel in FY 2012 and anticipated in FY 2013 have been approximately \$500,000 below the budgeted amount. These mandated costs are difficult to predict, however the FY 2014 expenses are currently expected to be similar to recent prior years. The Office of the County Counsel will be required to seek a budget augmentation if outside legal counsel costs exceed budgeted levels due to higher than anticipated trial activity.

Ongoing Savings: \$522,673

↑ Add Resources to Coordinate Public Record Act Requests

Recommended Action: Add 1.0 FTE Sr. Paralegal/Paralegal position to coordinate ongoing activity relating to California Public Records Act (CPRA) requests.



Service Impact: The County is experiencing a dramatic increase in the number and complexity of public records requests under the California Public Records Act (CPRA), California Government Code Sections 6250 - 6270. Under the CPRA, copies of public records must be provided to the requestor promptly. In addition, the law requires public agencies to assist members of the public "make a focused and effective request that reasonably describes an identifiable record or records". Recently, complex CPRA requests have been made by legal counsel involving current and potential litigation, bargaining units in negotiations, political campaigns and advisors, media outlets, vendors in competitive procurements, among others, as well as the general public. A significant amount of attorney and support

staff time and resources are devoted to compiling and reviewing records and redacting information that is not subject to disclosure under the CPRA.

The recommended Paralegal position, under the supervision of existing Attorney staff, will coordinate the development of responses to CPRA requests to assure response to inquiries are adequate and comply with mandated timeframes. The department will utilize salary savings resulting from the time to recruit and hire new staff to fund the purchase of any necessary equipment and supplies for the new position.

Position Added: 1.0 FTE

Ongoing Cost: \$106,539

Ongoing Salaries and Benefits: \$106,539

County Council— Budget Unit 120 Net Expenditures by Cost Center

CC	Cost Center Name	FY 2012 Actuals	FY 2013 Approved	FY 2014 Base Budget	FY 2014 Recommended	Amount Chg From 2013 Approved	% Chg From 2013 Approved
1110	Counsel Indigent Defense Fund 0001	\$ 6,568,109	\$ 7,384,123	\$ 7,299,923	\$ 6,737,776	\$ (646,347)	-8.8%
1120	County Counsel Admin Fund 0001	(2,965,631)	(1,194,149)	(1,434,418)	(1,255,684)	(61,535)	5.2%
1121	Julian Street Office Fund 0001	7,278,945	7,399,320	7,450,223	7,450,223	50,903	0.7%
Total Net Expenditures		\$ 10,881,424	\$ 13,589,294	\$ 13,315,728	\$ 12,932,315	\$ (656,979)	-4.8%

County Council— Budget Unit 120 Gross Expenditures by Cost Center

CC	Cost Center Name	FY 2012 Actuals	FY 2013 Approved	FY 2014 Base Budget	FY 2014 Recommended	Amount Chg From 2013 Approved	% Chg From 2013 Approved
1110	Counsel Indigent Defense Fund 0001	\$ 6,568,109	\$ 7,384,123	\$ 7,299,923	\$ 6,737,776	\$ (646,347)	-8.8%
1120	County Counsel Admin Fund 0001	14,357,731	15,735,523	17,010,778	17,189,512	1,453,989	9.2%
1121	Julian Street Office Fund 0001	7,278,945	7,399,320	7,450,223	7,450,223	50,903	0.7%
Total Gross Expenditures		\$ 28,204,785	\$ 30,518,966	\$ 31,760,924	\$ 31,377,511	\$ 858,545	2.8%



County Counsel— Budget Unit 120 Expenditures by Object

Object	FY 2012 Actuals	FY 2013 Approved	FY 2014 Base Budget	FY 2014 Recommended	Amount Chg From 2013 Approved	% Chg From 2013 Approved
Salary and Benefits	21,845,254	23,406,907	24,679,528	24,818,788	1,411,881	6.0%
Services And Supplies	6,286,039	7,112,059	7,081,396	6,558,723	(553,336)	-7.8%
Fixed Assets	73,492	—	—	—	—	—
Total Gross Expenditures \$	28,204,785 \$	30,518,966 \$	31,760,924 \$	31,377,511 \$	858,545	2.8%
Expenditure Transfers	(17,323,361)	(16,929,672)	(18,445,196)	(18,445,196)	(1,515,524)	9.0%
Total Net Expenditures \$	10,881,424 \$	13,589,294 \$	13,315,728 \$	12,932,315 \$	(656,979)	-4.8%

County Counsel— Budget Unit 120 Revenues by Cost Center

CC	Cost Center Name	FY 2012 Actuals	FY 2013 Approved	FY 2014 Base Budget	FY 2014 Recommended	Amount Chg From 2013 Approved	% Chg From 2013 Approved
1120	County Counsel Admin Fund 0001	1,330,339	1,184,940	935,519	935,519	(249,421)	-21.0%
	Total Revenues \$	1,330,339 \$	1,184,940 \$	935,519 \$	935,519 \$	(249,421)	-21.0%

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

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
Current Level Budget			
FY 2013 Approved Budget	7.0	\$ 7,384,123	\$ —
Board Approved Adjustments During FY 2013	-0.5	(144,930)	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	60,730	—
IntraCounty Adjustments	—	—	—
Other Adjustments	—	—	—
Subtotal (Current Level Budget)	6.5	\$ 7,299,923	\$ —
Recommended Changes for FY 2014			
IntraCounty Adjustments	—	\$ —	\$ —
Decision Packages			
Augment Information Systems Staff	-0.5	(39,474)	—
Reduce IDO Program Funding	—	(522,673)	—
Information Technology			
Capital			
Subtotal (Recommended Changes)	-0.5	\$ (562,147)	\$ —
Recommended Budget	6.0	\$ 6,737,776	\$ —



County Counsel Admin Fund 0001 — Cost Center 1120
Major Changes to the Budget

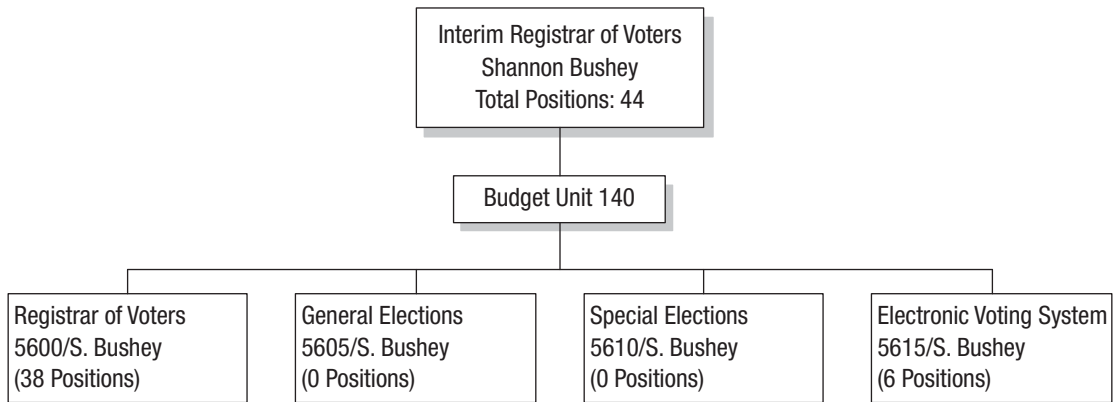
	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
Current Level Budget			
FY 2013 Approved Budget	77.5	\$ (1,194,149)	\$ 1,184,940
Board Approved Adjustments During FY 2013	3.0	234,591	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	2.0	1,010,350	—
IntraCounty Adjustments	—	(1,520,173)	—
Other Adjustments	—	34,963	(249,421)
Subtotal (Current Level Budget)	82.5	\$ (1,434,418)	\$ 935,519
Recommended Changes for FY 2014			
IntraCounty Adjustments	—	\$ —	\$ —
Decision Packages			
Augment Information Systems Staff	1.0	72,195	—
Add Resources to Coordinate Public Record Act Requests	1.0	106,539	—
Modify Classification of Paralegal Staff	—	—	—
Information Technology			
Capital			
Subtotal (Recommended Changes)	2.0	\$ 178,734	\$ —
Recommended Budget	84.5	\$ (1,255,684)	\$ 935,519

Julian Street Office Fund 0001 — Cost Center 1121
Major Changes to the Budget

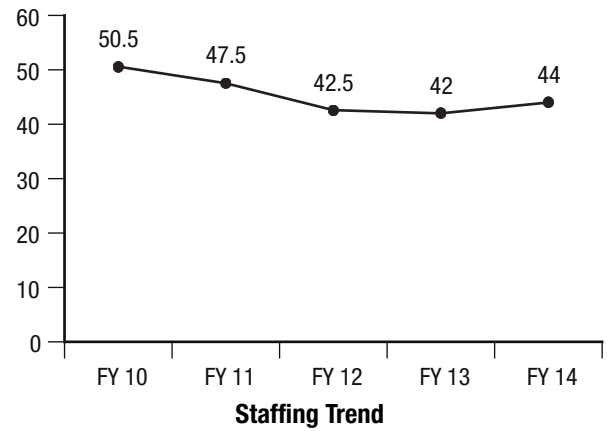
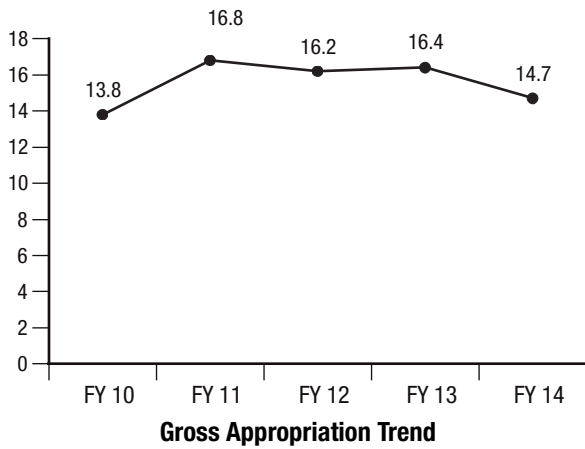
	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
Current Level Budget			
FY 2013 Approved Budget	44.5	\$ 7,399,320	\$ —
Board Approved Adjustments During FY 2013	—	4,243	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	-2.0	46,660	—
IntraCounty Adjustments	—	—	—
Other Adjustments	—	—	—
Subtotal (Current Level Budget)	42.5	\$ 7,450,223	\$ —
Recommended Changes for FY 2014			
IntraCounty Adjustments	—	\$ —	\$ —
Decision Packages			
Information Technology			
Capital			
Subtotal (Recommended Changes)	—	\$ —	\$ —
Recommended Budget	42.5	\$ 7,450,223	\$ —



Registrar of Voters



Section 1: Finance and Government



Public Purpose

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



Description of Major Services

The Registrar of Voters (ROV) is the County Elections Official and conducts all Federal, State, and local general and special elections. The Department's mission is to provide the highest level of integrity, efficiency and accuracy in voter registration and election processes. The Department's vision is to earn and maintain the public's trust.

The Department registers eligible citizens to vote, maintains the voter registration database, organizes registration drives, provides signature verification services to State and local jurisdictions on nomination, recall, initiative, and referendum petitions, and participates in outreach events to provide election education to potential voters.

The ROV receives Fair Political Practices Commission (FPPC) filings, offers candidate seminars, provides candidate services to persons seeking State, County, school, or special district offices, assists individuals and jurisdictions in placing questions on the ballot, and coordinates with neighboring counties with shared jurisdictions. Pursuant to Federal and State laws, the

ROV creates official ballots and sample ballot pamphlets in multiple ballot styles in English, Chinese, Spanish, Tagalog, and Vietnamese, and provides Japanese and Korean facsimile ballots in precincts identified by the State.

The ROV maintains precinct boundaries, determines the number and location of polling sites, secures accessible polling sites, prepares and delivers voting equipment, distributes polling places supplies, mails sample ballot pamphlets to voters, and recruits and trains election officers to staff the polls on Election Day. The ROV mails out 60-Day ballots to military and overseas voters, and sends Vote-by-Mail (VBM) ballots to about 68% of the County's registered voters and to voters requesting this service.

The Department tallies the official ballots cast at polling places, processes provisional ballots and VBM ballots dropped off at the polls, and conducts the official canvass after each election to account for all ballots. When completed, the ROV certifies the election and issues the official election results.

Current and Emerging Issues

New Language Mandates

In August 2012, the Secretary of State's Office (SOS) informed the ROV it was requiring Santa Clara County to post facsimile ballots in Japanese and Korean in some precincts. The ROV created 10 Korean or Japanese ballot types and posted them in 19 precincts in the November 2012 Presidential General Election. In January 2013, the SOS shared preliminary data suggesting that Santa Clara County will be required to provide facsimile ballots in two more languages, Hindi and Khmer, beginning with the June 2014 Primary Election. The new mandated languages increased costs for translating and proofreading ballot materials, and recruiting bilingual poll workers in November 2012. These costs will rise even more with the addition of two more languages.

Going Paperless

Existing legislation allows counties to offer voters the opportunity to receive their sample ballot pamphlet electronically. This is often referred to as "opting out." The ROV is working on creating a process in order to offer this to Santa Clara County voters. Toward this end, the ROV ordered sample ballot pamphlets in hard copy and in electronic format (PDF files) for the November 2012 Presidential Election. The electronic pamphlets were posted to the ROV's website and provided to voters who downloaded the ROV's new phone app that gave voters with Android or iPhone smartphones access to services available on the Department's website.

Federal Commission

During the November 2012 elections, there were reports of voters waiting in long lines in several states. President Obama made note of this in his February 12, 2013 State of the Union address, when he said "When any Americans...are denied that right simply because they

can't wait for five, six, seven hours just to cast their ballot, we are betraying our ideals." In his address, President Obama said he was creating a commission "to improve the voting experience in America." The last Federal election commission, a result of issues in Florida in 2000, decertified prescored punch card voting and required Santa Clara County to purchase a new, multi-million dollar voting system. That new system is now almost ten years old, the electronic component (DRE) is only conditionally certified by the Secretary of State because of accessibility requirements, and the Department has maintained a portion of the DRE equipment by utilizing parts from unused machines. The optical scan ballot creation software was originally written 16 years ago and is only minimally supported by the vendor at this point. A new voting system cannot be far off in Santa Clara County's future.

Same-Day Voter Registration

Legislation passed that will allow same-day voter registration when the State's registration program is up and running. While this is currently scheduled to occur in 2015, there is movement in the legislature to implement same-day registration before that. Same-day registration will require the ROV to increase the number of ballots and other precinct supplies provided to polling places. Polling places will need additional election officers to handle this new task. The law will

result in more provisional ballots to be verified and processed for tally. More ROV staff will be needed to recruit and train the additional election officers and to process the registrations and provisional ballots received from polling places.

Vote-by-Mail

The Vote-by-Mail program continues to play a pivotal role in making Santa Clara County voters heard in Federal and local elections. During the November 2012 Presidential Election, the Registrar of Voters issued over 603,000 Vote by Mail ballots, the highest number ever requested in a single election in the County. As Vote-by-Mail grows while the USPS restructures its service, the Registrar of Voters has expanded the availability of ballot drop-off locations to make sure ballots can be returned and received by Election Day. In 2012, weekend drive-thru ballot drop-off sites were established at shopping centers, parks, and other convenient locations within voters' communities, while ballot drop-boxes were also placed on college campuses, making it easier for the next generation of voters to participate in the democratic process. In total, over 59,000 ballots were cast at drop-off sites in the Presidential election. Legislation has been proposed to require the acceptance of VBM ballots for several days after the election, which would delay ballot tallying.

Summary of County Executive's Recommendations

Description	Impact	Impact on Services	Position Impact	FY 2014 Ongoing Net Cost/(Savings)	FY 2014 One-Time Net Cost/(Savings)
Reduce Services and Supplies Budget	◆	Although resources will be minimized, no impact is expected for the current level of service.	—	(\$1,000,000)	—
Add Ballot on Demand System	↑	This new functionality will allow voters to be able to provide more convenient access to early voters while saving printing costs.	—	—	\$380,000
Implement Electronic Sample Ballot and Voter Information Pamphlet	↑	This new functionality will allow voters to be able to save paper and provide more convenient access to election materials while allowing the County to save printing and mailing costs.	—	—	—
Restore ROV Positions	↑	These new positions will enhance service delivery in the Candidate & Public Services Division and the Vote by Mail Division.	2.0	—	—
↑ — Enhanced ◆ — Modified ● — No Change ↓ — Reduced ☒ — Eliminated					



County Executive's Recommendation

◆ Reduce Services and Supplies Budget

Recommended Action: Reduce funding for printing, postage, professional and specialized services, maintenance and equipment, office expenses, data processing, contract services and other services and supplies.

Service Impact: Resources will be minimized, but no impact is expected on the current level of service.

Background: Over the years, these line items have had savings due to efficiencies in formatting, and printing and mailing of sample ballot pamphlets and official ballots. The Department has identified cost saving measures in printing ballots by eliminating the use of colored ink to identify various political parties. The Department is also introducing a new program by reducing the amount of pre-printed ballots ordered to be stocked in the ROV office, encouraging voters to view their sample ballot pamphlets online rather than getting them in the mail. The recent consolidation of polling places reduced the need for professional and specialized services of election officers and field inspectors. This also resulted in savings in election materials supplied at the polls. The Department has identified some contract services, office software maintenance and licenses that are not fully utilized, and will no longer continue these services. Reduction in these line items is commensurate with the activities related to holding elections.

Ongoing Savings: \$1,000,000

↑ Add Ballot on Demand System

Recommended Action: Allocate one-time funds for a ballot on demand system.

Service Impact: This will have a benefit to the public by providing more convenient access to early voting and will ideally allow voters to update their voter registration records at these satellite locations as well. Implementing this program will position ROV to better address emerging legislative issues that will affect future elections, which will enable the County to expand early voting to satellite locations to make early voting more

accessible, decrease voter wait times, and prepare for pending changes to election law, such as conditional (same-day) registration and voting.

Background: California law allows early voting to be conducted during the 29 days before an election at the election official's office and at designated satellite sites, which would need to be approved by the California Secretary of State's Office. Implementing a ballot on demand system would enable the County to set up satellite early voting sites without the complication of stocking multiple ballot styles. Instead, sites would be supplied with generic blank ballot paper, and staff would print the appropriate ballot style for each voter as they arrive and check in. ROV staff has been working with staff from the Information Services Department to ideally prepare for a pilot program in the November 2013 election and to expand to additional sites for the June 2014 election. There will be ongoing costs for consumables such as ballot paper, toner, and printer parts (e.g., feeder belts), and labor hours to assist voters. Based on initial analysis, there will be approximately \$4,000 in information technology one-time costs and nominal ongoing costs per satellite location. These are expected to be offset by the cost savings associated with reducing the amount of pre-printed ballots ordered to be stocked in the ROV office. ROV has a one-time reserve in the FY 2013 budget. The reserve will remain unspent in FY 2013 and the funds will revert to fund balance, providing a source of funding for this FY 2014 expense.

One-time cost: \$380,000

↑ Implement Electronic Sample Ballot and Voter Information Pamphlet

Recommended Action: Implement an Electronic Sample Ballot & Voter Information Pamphlet (SBVIP) so that voters will have the ability to receive these informational items electronically instead of receiving a hard copy in the mail. Voters can opt-out of receiving their SBVIP in the mail by providing the ROV an e-mail address where they will receive a link to view their SBVIP online.

Service Impact: This action will have a favorable fiscal and environmental impact to the County. Although the availability of printed sample ballot pamphlets will be reduced, this program will allow the County and its voters to save paper and reduce printing and mailing costs while having the ability to prepare for elections in a more mobile way.

Background: Currently, the Department has received 500 notifications from voters that they would like to opt-out of receiving hard copy of their SBVIP. In time, the amount of SBVIPs printed and ordered will decline and reduce the cost of printing SBVIPs. This will produce an ongoing savings in printing costs, and ROV will return to the Board in the future to recognize ongoing savings. The Department expects the amount of voters opting out will increase each year as they become aware of the program. In addition to making voters aware of this option through various voting materials, ROV plans to advertise through local media for this campaign. There will be a reduction in printing and mailing expenditures in order to fund additional advertisements through local media for this campaign.

Total Cost: \$0

Costs for this new program will be absorbed from within printing and mailing expenditure savings.

↑ Restore ROV Positions

Recommended Action: Restore one previously-deleted Election Specialist code to be assigned to the Candidate & Public Services (CAPS) Division and one Senior Office Specialist code to be assigned to the Vote by Mail Division (VBM), and reduce temporary help.

Service Impact: Having an additional staff person in the CAPS Division will allow for increased levels of review and administration of the FPPC Filing Officer duties that has not been possible with only two staff members. It will also allow the Department to utilize a permanent resource instead of an extra help resource while developing internal knowledge about FPPC legal requirements.

Having an additional staff person in the VBM Division will allow increased support to the growing vote by mail program. This will allow the VBM Division to better perform a number of concurrent activities during upcoming elections, including conducting early voting at the ROV office, processing requests for VBM ballots,

phone and in-person customer service for VBM voters, sortation, verification, and preparation for tallying of voted ballots, staffing and logistical coordination for outreach efforts like weekend drive-thru ballot drop-off sites, and driving collection routes to retrieve ballots from the post office and drop-boxes.

Background: The Candidate & Public Services position will assist in review and processing of Fair Political Practices Commission (FPPC) financial forms, assist with voter, candidate and elected official inquiries, explain laws to candidates, qualify candidates for the ballot, and explain initiative, recall and referendum processes. The CAPS position was deleted previously as ROV eliminated vacant positions in order to reduce operating expenses in response to deficits in previous fiscal years. The CAPS Division lost 33% of its support staff to conduct all of the required duties of the division. In addition to other division duties, that position was responsible for administering ROV FPPC Filing Officer duties for the County as required by the Government Code. These duties were then absorbed by another staff member in the same division.

The Vote by Mail position is for the purpose of assisting with the expansion of voter-friendly initiatives such as satellite early voting, drive-thru ballot drop-off, and campus ballot drop-off. Two positions were cut as part of the FY 2012 budget process, and the current staffing level is unsustainable given the growing popularity of the Vote by Mail program. The November 2012 election saw the ROV issue over 603,000 ballots, the highest ever volume requested in a single election. Simultaneously ROV expanded the scope of the VBM program by adding a number of voter-friendly services such as drive-thru ballot drop-off locations and campus ballot drop-off locations in the 2012 elections. These initiatives drew praise from voters for making the democratic process more convenient and accessible. ROV is looking to continue and expand these programs in addition to implementing new activities such as satellite early voting.

Positions Added: 2.0 FTE
Ongoing Cost: \$0

The costs of these positions will be offset by a reduction in ROV extra help staff.

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

CC	Cost Center Name	FY 2012 Actuals	FY 2013 Approved	FY 2014 Base Budget	FY 2014 Recommended	Amount Chg From 2013 Approved	% Chg From 2013 Approved
5600	Registrar Of Voters Fund 0001	\$ 5,642,554	\$ 8,665,376	\$ 8,190,438	\$ 8,500,438	\$ (164,938)	-1.9%
5605	Registrar Gen Elections Fund 0001	5,942,125	5,874,271	5,323,142	4,598,142	(1,276,129)	-21.7%
5610	Registrar Spec Elections Fund 0001	1,022,226	848,739	882,516	832,516	(16,223)	-1.9%
5615	Electronic Voting Sys Fund 0001	340,901	967,156	943,027	788,027	(179,129)	-18.5%
Total Net Expenditures		\$ 12,947,807	\$ 16,355,542	\$ 15,339,123	\$ 14,719,123	\$ (1,636,419)	-10.0%

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

CC	Cost Center Name	FY 2012 Actuals	FY 2013 Approved	FY 2014 Base Budget	FY 2014 Recommended	Amount Chg From 2013 Approved	% Chg From 2013 Approved
5600	Registrar Of Voters Fund 0001	\$ 5,642,554	\$ 8,665,376	\$ 8,190,438	\$ 8,500,438	\$ (164,938)	-1.9%
5605	Registrar Gen Elections Fund 0001	5,942,125	5,874,271	5,323,142	4,598,142	(1,276,129)	-21.7%
5610	Registrar Spec Elections Fund 0001	1,022,226	848,739	882,516	832,516	(16,223)	-1.9%
5615	Electronic Voting Sys Fund 0001	340,901	967,156	943,027	788,027	(179,129)	-18.5%
Total Gross Expenditures		\$ 12,947,807	\$ 16,355,542	\$ 15,339,123	\$ 14,719,123	\$ (1,636,419)	-10.0%

Registrar Of Voters— Budget Unit 140 Expenditures by Object

Object	FY 2012 Actuals	FY 2013 Approved	FY 2014 Base Budget	FY 2014 Recommended	Amount Chg From 2013 Approved	% Chg From 2013 Approved
Salary and Benefits	7,363,186	7,996,616	7,579,613	7,579,613	(417,003)	-5.2%
Services And Supplies	5,131,881	8,358,926	7,759,510	6,807,118	(1,551,808)	-18.6%
Fixed Assets	452,740	—	—	332,392	332,392	NA
Total Net Expenditures	\$ 12,947,807	\$ 16,355,542	\$ 15,339,123	\$ 14,719,123	\$ (1,636,419)	-10.0%



Registrar Of Voters— Budget Unit 140

Revenues by Cost Center

CC	Cost Center Name	FY 2012 Actuals	FY 2013 Approved	FY 2014 Base Budget	FY 2014 Recommended	Amount Chg From 2013 Approved	% Chg From 2013 Approved
5600	Registrar Of Voters Fund 0001	\$ 214,663	\$ 155,674	\$ 155,674	\$ 155,674	—	—
5605	Registrar Gen Elections Fund 0001	1,169,959	—	—	—	—	—
5610	Registrar Spec Elections Fund 0001	2,314,464	3,411,992	3,411,992	3,411,992	—	—
5615	Electronic Voting Sys Fund 0001	651,534	—	—	—	—	—
Total Revenues		\$ 4,350,620	\$ 3,567,666	\$ 3,567,666	\$ 3,567,666	—	—

Registrar Of Voters Fund 0001 — Cost Center 5600

Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
Current Level Budget			
FY 2013 Approved Budget	36.0	\$ 8,665,376	\$ 155,674
Board Approved Adjustments During FY 2013	—	(693,409)	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	(234,227)	—
IntraCounty Adjustments	—	25,003	—
Other Adjustments	—	427,695	—
Subtotal (Current Level Budget)	36.0	\$ 8,190,438	\$ 155,674
Recommended Changes for FY 2014			
IntraCounty Adjustments	—	\$ —	\$ —
Decision Packages			
Add Ballot on Demand System	—	380,000	—
Restore ROV Positions	2.0	—	—
Reduce Services and Supplies Budget	—	(70,000)	—
Information Technology			
Capital			
Subtotal (Recommended Changes)	2.0	\$ 310,000	\$ —
Recommended Budget	38.0	\$ 8,500,438	\$ 155,674



Registrar Gen Elections Fund 0001 — Cost Center 5605
Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
Current Level Budget			
FY 2013 Approved Budget	— \$	5,874,271 \$	\$ —
Board Approved Adjustments During FY 2013	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
IntraCounty Adjustments	—	(97,129)	—
Other Adjustments	—	(454,000)	—
Subtotal (Current Level Budget)	— \$	5,323,142 \$	\$ —
Recommended Changes for FY 2014			
IntraCounty Adjustments	— \$	— \$	—
Decision Packages			
Reduce Services and Supplies Budget	—	(725,000)	—
Implement Electronic Sample Ballot and Voter Information Pam	—	—	—
Information Technology			
Capital			
Subtotal (Recommended Changes)	— \$	(725,000) \$	\$ —
Recommended Budget	— \$	4,598,142 \$	\$ —

Registrar Spec Elections Fund 0001 — Cost Center 5610
Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
Current Level Budget			
FY 2013 Approved Budget	— \$	848,739 \$	3,411,992
Board Approved Adjustments During FY 2013	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
IntraCounty Adjustments	—	33,777	—
Other Adjustments	—	—	—
Subtotal (Current Level Budget)	— \$	882,516 \$	3,411,992
Recommended Changes for FY 2014			
IntraCounty Adjustments	— \$	— \$	—
Decision Packages			
Reduce Services and Supplies Budget	—	(50,000)	—
Information Technology			
Capital			
Subtotal (Recommended Changes)	— \$	(50,000) \$	\$ —
Recommended Budget	— \$	832,516 \$	3,411,992



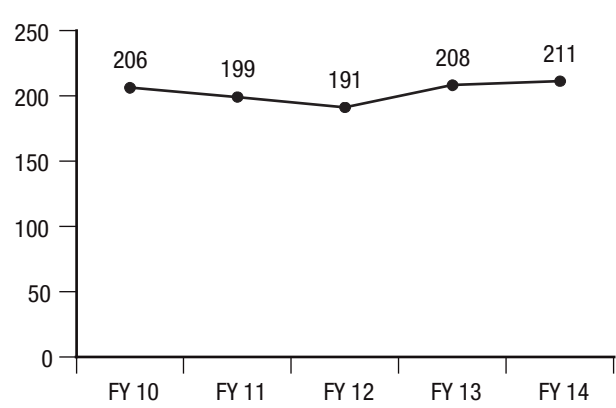
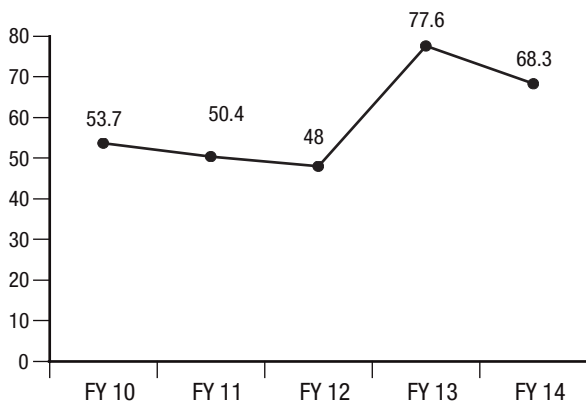
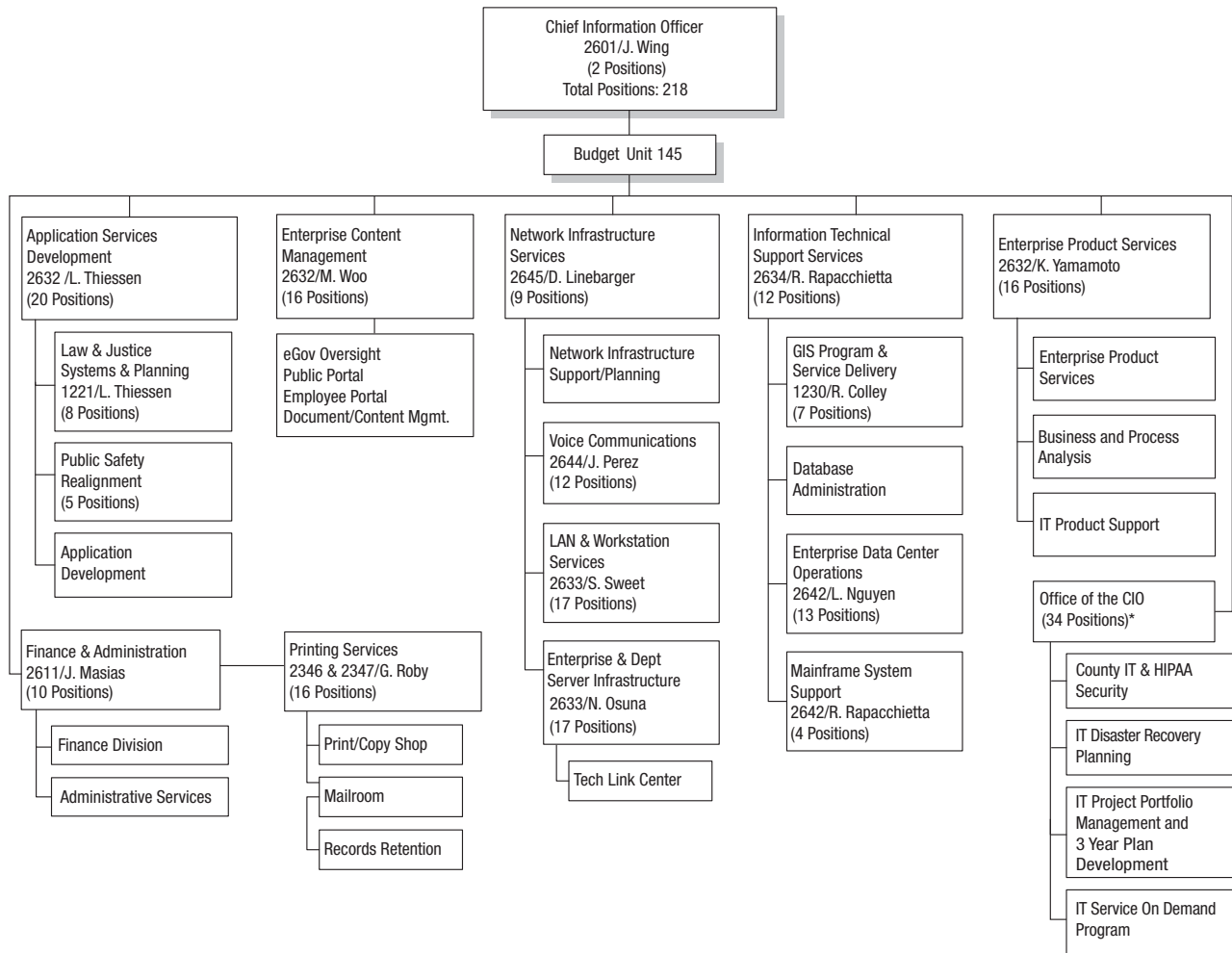
Electronic Voting Sys Fund 0001 — Cost Center 5615
Major Changes to the Budget

	Positions	Appropriations		Revenues
General Fund (Fund Number 0001)				
Current Level Budget				
FY 2013 Approved Budget	6.0	\$	967,156	\$ —
Board Approved Adjustments During FY 2013	—		(72,252)	—
Cost to Maintain Current Program Services				
Salary and Benefit Adjustments	—		(24,805)	—
IntraCounty Adjustments	—		969	—
Other Adjustments	—		71,959	—
Subtotal (Current Level Budget)	6.0	\$	943,027	\$ —
Recommended Changes for FY 2014				
IntraCounty Adjustments	—	\$	—	\$ —
Decision Packages				
Reduce Services and Supplies Budget	—		(155,000)	—
Information Technology				
Capital				
Subtotal (Recommended Changes)	—	\$	(155,000)	\$ —
Recommended Budget	6.0	\$	788,027	\$ —



Information Services Department

Section 1: Finance and Government



* The Staffing Trend chart does not include seven new positions recommended for the Department, pending a classification review by the Employee Services Agency. Funding for the new positions is included in the Gross Appropriation Trend chart, and the new positions are noted in the organization chart above.



Public Purpose

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



Description of Major Services

Office of the Chief Information Officer (CIO)

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

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

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

IT Project Portfolio Management Services

- Manage Information Technology (IT) Governance responsibilities and development of the Information Technology Plan, assist departments with project guidelines and templates, and review and report on IT project status and funding requests in support of the Business Information Technology Steering Committee (BITS) comprised of executive leaders and chaired by the CEO.
- Establish IT policies, standards and master contracts.
- Establish Centers of Excellence representing various business functions and enterprise IT infrastructure groups to provide strategy, peer review of project requests, and the initiation of projects to support the IT mission.

County IT and HIPAA Security and IT Disaster Recovery Planning Services

- Provide oversight of the County's IT and HIPAA Security Program that provides policy, procedures, best practices, departmental plan development and mitigation processes to ensure compliance with Board-approved policies, HIPAA, and other regulations.

- Coordinate the annual IT Security Assessment and compliance.
- Coordinate Disaster Recovery Planning for identified critical applications and technology infrastructure.

IT Service on Demand Program

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

Enterprise Product and Shared Services Division

- Coordinate the selection, planning and implementation of enterprise shared services infrastructure, tools and methodology to support the shared services, e.g. Business Intelligence and reporting, and the Integrated Workplace Management System (IWMS).
- Analysis, design, selection, implementation, maintenance and enhancement of IT products and packages, including:
 - HaRP – PeopleSoft payroll/HR system
 - SAP – Financial Accounting System
 - ERD – Electronic Reporting and Distribution tools
 - Document Management and Imaging systems
 - Business Intelligence and analytical reporting tools.
- Business and process analysis responsibilities that consist of analysis, requirements development and documentation, and RFP assistance for IT products, packages and application development projects.
- Quality assurance and quality control testing of software deployments.

IT Enterprise Content Management (ECM) Division

- Develop and manage Enterprise Content Management solutions, including needs analysis, design, development, implementation, maintenance, and support of the public and employee portals, search, collaboration, and document/records management IT business solutions.
- Web and mobile application design, development, enhancements, maintenance, and support.

- Identify enterprise eForms workflow and approval process design, development, and maintenance.
- Provide leadership for the Enterprise Content Management Center of Excellence to develop policies and provide oversight of requests, priorities, and shared solutions.

Law and Justice and Public Safety Application Services Division

- Analysis, design, development, implementation, maintenance, performance testing, and enhancement of Law and Justice systems, including Criminal Justice Information Control (CJIC), Juvenile Record System (JRS), 9-1-1 Dispatch System, and CAD2CAD (Computer Aided Dispatch System Integration).
- Develop and deliver user training, documentation, guides, manuals, and online help.
- Business analysis to enable enhancements to existing systems, business process improvements and streamlining through the use of technology for the County law and justice community.
- Manage the Law and Justice System Roadmap Project.
- Coordinate the Public Safety Realignment efforts pertaining to information technology systems, data and reporting.

Information Technology Support Services Division

Geographical Information Systems (GIS) Services

- Provide GIS Basemap web services, including orthophotography, right-of-way boundaries for roads, street centerline data, Assessor's Annual Roll GIS shape files and point address for the County. There are many more layers of information produced for the Office of Emergency Services, County Communications, Office of the Assessor, Public Health, Parks and Recreation, Probation, Facilities and Fleet, the Health and Hospital System, and Environmental Health.
- Basemap web analysis services are used in a variety of ways, including: identifying concentrations of low income and elderly populations in hazardous areas;

route of travel and fire run maps; evacuation planning and logistical modeling; and shelter locations.

Mainframe System Support Services and Enterprise Data Center Operation Services

- Plan, implement, maintain and support hardware and software for the mainframe computer system, which houses critical and essential County applications.
- Create, print, and distribute vendor warrants, payroll warrants and advices, welfare warrants, W2s, etc.
- Manage back-up of operating system software, critical applications, and data for off-site storage used for disaster recovery.
- Maintain and monitor the ISD facilities to ensure efficient operation, safety, and security.
- Provide IT Help Desk Support Services from 5:30 p.m. to 8 a.m. Monday through Friday and 24 hours on weekends and holidays.

IT Infrastructure Services Division

Network Services

- Analysis, design, administration, implementation and maintenance of the County's data network, which is essential to the availability and operation of the County's payroll, financial, and criminal justice computer systems, as well as many essential departmental systems that pertain to vital public safety, health and welfare operations.
- Day-to-day management and administration of the interdepartmental and public access to County services through the County's Internet and intranet portals, telephone systems and telephone call centers, voice mail, and e-mail applications.
- Management of IT security notification and coordination of department operational responders.

Server Infrastructure Services

- Analysis, design, administration, implementation and maintenance of enterprise and department servers that support critical applications, and file-sharing services, including operating systems, database systems, and file management software across multiple platforms.

- Day-to-day management and administration of enterprise and department servers, including but not limited to, the County's financial and payroll applications, and the County's intranet and Internet portals.

Local Area Network (LAN) and Workstation Services

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

Help Desk and Customer Support Services

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

Telecommunications Services

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

Printing, Mail/Postage, Messenger and Record Retention Services

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

Printing and Copying Services

- Provide convenient and cost effective printing and copying services.
- Provide printing and design services for brochures, reports, newsletters, manuals, booklets, letterhead, carbonless forms, custom covers, laminated signs, and large format posters for all County agencies.

- Provide time-sensitive and confidential services to meet the printing and mailing requirements for the Registrar of Voters, County Counsel, District Attorney, Tax Collector, and Office of Emergency Services.
- Provide physical and electronic storage of essential forms for print-on-demand reproductions on digital color copiers, high-speed network copiers, as well as offset printing, binding, folding, and sealing services.
- Provide Quick Copy Services for high volume rush copy jobs at the Berger Drive Service Center, 70 West Hedding County Government Center, and on-site at the Valley Medical Center.
- Provide high speed document folder/insert capabilities, including folding, inserting, and sealing documents into #9, #10, and various booklet-style envelopes.

Mail Handling, Postage, Messenger Delivery and Records Retention

- Provide mail delivery to 77 County divisions.
- Transport 225,000 large Pony envelopes per year while concurrently delivering record boxes to County facilities.
- Meter and administer a \$1.4 million dollar US Postage budget and bulk mail projects.
- Administer and maintain 41,342 record boxes in the Berger Drive warehouse.

Current and Emerging Issues

Cellular Phone and Data Device Oversight and Management

As a result of the 2011 Management Audit report concerning Countywide Cell Phone Authorization, Use and Oversight, the Information Services Department (ISD) is implementing the following cellular service re-organization measures:

- ISD and Procurement are working with the three major cellular service providers used by the County (AT&T, Verizon and Sprint) to consolidate and rationalize service plans within each carrier's offerings and initiate cost saving measures. Currently, the County is paying monthly for an inordinately high number of unused cellular service voice minutes due to an inefficient account structure and grossly underutilized cellular plans.
- Billing for cellular services will be centralized in ISD and ISD will re-bill the County user agencies and departments. This process will be similar to the re-billing already performed by ISD for telephone services at many multi-tenant locations. Centralizing the management, provisioning and billing eases the burden on both the County and the providers.
- ISD will be responsible and accountable for cellular account management, provisioning, and oversight. User agencies and departments will still determine

which employees should be issued County cellular phones and data devices. Local user support will remain with the agency and department IT staff with technical assistance as needed from ISD Telecommunications.

- ISD will develop standards, with guidance by the Business Information Technology Steering (BITS) Committee, with respect to specific approved cellular device models that can be acquired by agencies and departments as well as rules governing the issuance of County cellular devices.

The goal is to initiate these improvements without disrupting any current operational capabilities or needs. ISD will communicate directly with County agencies, departments and the BITS Committee as specific action plans and recommendations are further developed.

In parallel with the cellular oversight and management changes, ISD is implementing a Mobile Device Management (MDM) solution which will be used Countywide to inventory, manage and secure cellular devices including phones and tablets. Procurement for that system is in the RFP process, and ISD will reach out to agencies and departments that register devices into the system. This solution will provide improved device management and security.



Law and Justice System Roadmap – CJIC (Adult Criminal System) and JRS (Juvenile Record System) Replacement

ISD is completing a Countywide Law and Justice Systems Roadmap (LJSR) in conjunction with County law and justice agencies and local law enforcement representatives. This roadmap will focus on leveraging information technology to meet the law and justice community's current and future business needs. Key focus areas include improving information sharing and collaboration among agencies; business process improvement through the implementation of new technology; and a detailed plan for transforming the County's legacy Criminal Justice Information Control (CJIC) system.

CJIC is the County's adult criminal case management system, which supports unified end-to-end operational processes in all local law and justice agencies. CJIC interfaces with various State and local systems, and is used by Federal agencies as well. The migration and transformation of this system, which includes approximately 600,000 persons, three million bookings, two million Court cases, and about 1,500 programs, is a key technology objective for both the County and the Courts. It is anticipated that this effort will span multiple years and require the integration and assimilation of several complementary technologies to provide improved case management processing, enhanced reporting and analytics, and advanced information sharing.

The State Court branches have completed an RFP process and are beginning to negotiate with multiple solution providers that meet the needs of small, medium and large-sized courts and their various functions, e.g. criminal, traffic, etc. Multiple master contracts will be setup for each court to utilize.

ISD held preliminary meetings with the Court to understand potential options for partnering to meet both entities' needs. If the Court proceeds, it could begin a cascade of multiple system implementations to ensure a comprehensive replacement of current functions that are currently fulfilled using CJIC. As an example, the Court Case Management System will not perform bookings and the surrounding processes, so a new solution or new interfaces with CJIC would need to be investigated. Discussions and demonstrations of potential solutions will continue over the next several months. Given the interconnected nature of the

criminal justice system, this will be a major undertaking and require a significant resource investment. Should a CJIC replacement project be initiated, the Juvenile Record System would then be the last system on the mainframe. A replacement plan for that system would need to be developed in order to realize the benefits of completely retiring the mainframe applications and system.

Alignment of Service Areas and Internal Service Fund Rate Development

Each fiscal year, ISD Internal Service Fund 0074 establishes rates for services, products and other offerings provided to internal and external customers. The rate development process had grown in complexity over the last several years. The department relied upon several different systems to produce its final rate structure. The use of disparate systems made it difficult to provide an easily interpreted breakdown of costs and budget to actual monitoring.

During the course of FY 2013, ISD has been redefining its service categories and analyzing costs included in the previous rate structure. A core team is working with ISD staff to ensure a full understanding of revenue and expenses that should be accounted for in the updated rate structure and used as part of the monthly billing process for both internal and external stakeholder groups. The core team regularly reports to a Steering Committee, which includes representatives from ISD, the Office of Budget and Analysis, the Controller's Office, and the Harvey Rose Management Auditor.

In FY 2014, ISD will initiate a project to define requirements and analyze the issues to address the changes in the financial, time tracking, and project management systems that this new model will require to be successful. One component of the solution may be a new project monitoring system that will interface with SAP. The project funding will allow the department to research issues and options, then bring a recommendation to the Committee.

Summary of County Executive's Recommendations

Description	Impact	Impact on Services	Position Impact	FY 2014 Ongoing Net Cost/(Savings)	FY 2014 One-Time Net Cost/(Savings)
Enhance Countywide Information Technology Management	↑	Provides leadership for the Common Directory/Office 365 initiative, including infrastructure management and ongoing support.	7.0	\$1,500,000	
Augment Funding for Common Directory and Office 365 Project	↑	Funds five major statements of work, ongoing licensing, and provides technical support resources for implementation.	—	\$1,079,887	\$4,400,000
Augment Funding for Infrastructure Refresh and Installation	↑	Enables departments to leverage functions and features of Office 365, as well as replace outdated or failing equipment.	—	—	\$3,400,000
Public Safety Realignment – AB 109 – ISD	↑	Supports the expansion of the Countywide Data Collection and Sharing Project.	3.0	—	—
Reduce Contract Services	↓	No adverse impacts anticipated.	—	(\$460,000)	—
Transfer General Fund Resources to Internal Service Fund 0074	◆	Allows for easier cost accounting and project tracking.	—	—	—
Information Technology Projects	↑	Increases capacity for business analysis services, funds requirements development efforts for 5 technology projects, and adds a front end solution to the Mobile Data Terminal replacement project.	—	\$350,000	\$1,700,000

↑ — Enhanced ◆ — Modified ● — No Change ↓ — Reduced ☒ — Eliminated

County Executive's Recommendation

↑ Enhance Countywide Information Technology Management

Recommended Action: Allocate \$1.5 million to fund the addition of seven new positions in FY 2014 to provide management and coordination of assignments to implement the complex, cross-County Common Directory/Office 365 initiative, to manage infrastructure across the County proactively, and to meet ongoing operational needs. The specific job classifications for the new positions are to be determined by the Employee Services Agency Human Resources Department (ESA-HR). Additionally, authorize ESA-HR to review the existing Deputy Director position at HHS-IS to include additional Countywide responsibilities.

Countywide IT Management Positions

Classification	FTE
Chief IT Deputy Director	1.0
Director of IT Operations	1.0
Enterprise Core Services Manager	1.0
Enterprise Windows Server Services Manager	1.0
Core Utility Application Services Manager	1.0
Customer Device Services Manager	1.0
Customer Support Services Manager	1.0
Total Positions	7.0

Service Impact: To support the County Executive's vision elements, one of the CIO's goals is to reduce the cost of doing business by optimizing how IT services are provided in the County. The goal requires an investment



in newer technology, an enterprise perspective, and staff investment to increase capabilities, reduce support efforts and avoid duplicative costs.

The recommended positions will provide the leadership to align the functional cross-County teams required to implement the complex Common Directory/Office 365 initiative, plan for its ongoing management and support, and to meet operational needs during implementation. In addition, with newer technology and hosting trends, this new management team will be tasked with proactively determining ongoing efficiencies and alternatives to reduce costs and support efforts. A Salary Ordinance amendment will be presented to the Board of Supervisors for approval of the specific position changes once ESA-HR has completed the necessary classification reviews.

Background: With the large initiatives underway such as HealthLink and the Common Directory/Office 365 project, IT resources across the County are required to ensure their success. A few ISD and Health and Hospital IT resources have already moved to a different reporting structure due to similar functional responsibilities, alignment with Countywide objectives, and to be more appropriately managed and trained. The Center for Leadership and Transformation (CLT) team that has been working on the Common Directory and Office 365 project has experienced the benefit of dedicated, specialized, well-trained teams. Aligning functional responsibilities will reduce the cost of doing business, provide clarity on responsibility areas, and create a mentoring environment, which partners the more experienced IT professionals with those developing in their field to learn about current IT practices and disciplines.

In addition, a funding reserve is included as part of the Common Directory/Office 365 allocation, described as a separate action below, to assist in backfilling or assisting technical staff during the implementation phase. Prior to the beginning of the implementation, assessments with departments will be completed to understand the people, processes, roles/responsibilities, environment, and required support structure needed to balance the new initiatives with current operational support. A plan will be developed with each department to ensure coverage of operational duties as the change in products and processes are rolled out.

It is anticipated that long-term efficiencies can be maximized by formal adoption of this functional reporting structure, including compliance to Countywide standards, elimination of duplicative efforts, and reducing the cost of doing business, and new organizational structures will be proposed in the future.

The CIO's office will continue to work with the Administration, the Employee Services Agency, Labor Relations, and the unions related to possible future recommendations on reorganizations, changes in job classes or new job classes that may be required.

Positions Added: 7.0 FTE
Ongoing Cost: \$1,500,000

Allocation for creation of new management classifications

↑ Augment Funding for Common Directory and Office 365 Project

Recommended Action: Augment funding for hardware, software, licensing, and implementation services related to the Common Directory and Office 365 implementation.

Service Impact: This augmentation will fund five major statements of work for the Common Directory and Office 365 project in FY 2014.

1. **Active Directory Update** to update the current directory to the latest product.
 - Provides the foundation for all other projects;
 - Provides the County with the most current technology features;
 - Improves security;
 - Ensures vendor support for Windows infrastructure.
2. **Active Directory Consolidation** to migrate all existing user accounts and resources to the new active directory service.
 - Migrates all County user accounts to one Common Directory;
 - Reduces the number of accounts and login steps for all employees;

- Provides all employees consistent and easy access to new enterprise IT business solutions such as ePay, the new employee portal features, and more;
 - Makes it easier and quicker for new enterprise products to be installed and made accessible for all departments;
 - Supports planned enterprise initiatives to increase efficiency, such as digital signatures.
3. **Identity Management** to configure the Forefront Identity product and establish identities for all.
- Reduces the number of accounts and user names for all staff;
 - Provides quicker, easier and more accurate ways to add or remove users from the Common Directory;
 - Provides self-service features, such as password reset and requests to grant access to printers/groups;
 - Provides one location for employee details such as phone number, title, and e-mail address.
4. **Active Directory Federation** to establish single sign-on for the cloud/on-premise.
- Reduces the number of steps to access Office 365 e-mail, word processing, and communication features;
 - Reduces the risk of mistyping passwords and account lockouts.
5. **Office 365 Cloud Vantage** to configure, ready it for service and migrate e-mail.
- Results in a single, consolidated e-mail system throughout the County compared to 16 systems at the start;
 - Gives all staff new communication functions, including the ability to hold online meetings and to use instant messaging;
 - Standardizes office products for efficiency and information sharing in a secure, consistent manner;
 - Adds new features to allow collaboration and document sharing;

- Increases the County's ability to enforce record management policies and expedites searches and responses to requests for information.

Additional statements of work to add further functionality may be considered in FY 2015. Additional ongoing licensing costs are required beyond what could be redirected from departmental budgets as part of the Countywide Enterprise Agreement consolidation. As the project progresses, these licensing costs will be reviewed and reevaluated annually to level set as necessary.

A key component of this augmentation provides for additional technical support, contract resources, term-limited or unclassified positions to ensure that operational services to departments are not interrupted as new products and processes are introduced.

Background: A key technical and business decision made in FY 2012 was to establish a County Common Directory, on which many value-added IT business solutions and online applications rely. The Common Directory and Office 365 solutions include a major investment for the County to build a secure environment that enhances communication, collaboration, and information sharing across the County. It also builds a foundation for future shared services such as e-signature, e-forms, workflow, and document management, not only within the County organization, but with regional partners and the public. Santa Clara County is the leading county in California to move to this hosted service provided by Microsoft.

Working with departmental partners and Microsoft, ISD completed the "Envision Phase" in FY 2013 to understand the existing technical environment, design a new technical architecture, and determine a phased implementation approach.

One-time Cost: \$4,400,000
Ongoing Cost: \$1,079,887

↑ Augment Funding for Infrastructure Refresh and Installation

Recommended Action: Augment funding for hardware, software, servers, storage, devices and implementation services for County departments.

Service Impact: The newer technology will provide more energy efficient devices, enable mobility and standardization to add more capabilities, and ease support. All systems to be replaced are older models that cannot take advantage of all of the functions and features of the Office 365 services, and are not meeting the requirements of department-specific application needs. Most units are running on outdated versions of the Windows operating system, which will be unsupported in 12 months and will not support an upgrade. In addition, equipment failures are occurring at a higher rate causing more staff time and effort to fix versus replace.

One-time Cost: \$3,400,000

↑ Public Safety Realignment – AB 109 – ISD

Recommended Action: Add 3.0 FTE positions and increase service and supplies expenditures.

Public Safety Realignment Positions

Classification	FTE
Senior Database Administrator/Database Administrator	1.0
Senior Systems Software Engineer/Systems Software Engineer II	1.0
Alternately Staffed Senior Business Information Technology Consultant ¹	1.0
Total Positions	3.0

1. Alternately staffed to Senior Information Technology Project Manager/Business Information Technology Consultant/Information Technology Project Manager

Service Impact: These positions will support the expansion of the Countywide Public Safety Realignment Data Collection and Sharing Project into its next phase. The key objective is to develop a comprehensive data warehouse solution that will pull data from disparate agency systems and provide a centralized repository for cross-agency information sharing, analytics, and reporting. The Data Warehouse continues to be built using a phased approach to incorporate the most critical data from existing departmental source systems first, beginning with the Countywide Criminal Justice Information Control (CJIC) system. The incorporation of data from the Probation Department, Mental Health Department, Department of Alcohol and Drug Services,

and the Social Services Agency will follow CJIC and other identified systems will be incorporated in later phases.

Positions Added: 3.0 FTE

Ongoing Cost: \$475,899

One-time Cost: \$25,000

Total Costs are offset by a Transfer-in from the AB 109 Fund

↓ Reduce Contract Services

Recommended Action: Reduce expenditures in external contract services.

Service Impact: The Department is undertaking a review of its external contract data processing resources, including negotiating its existing contract for the Emergency Alert and Mass Notification System (AlertSCC). Based on historical usage of the AlertSCC system, reducing the contract services expenditure is not expected to produce any adverse impacts to service levels. The Department intends to negotiate contract provisions that allow for expanded coverage in the event of large-scale emergencies. In these instances, contingency funding for this expanded coverage may be necessary beyond what may be reimbursed by the State or Federal government.

Ongoing Savings: \$460,000

◆ Transfer General Fund Resources to Internal Service Fund 0074

Recommended Action: As part of the alignment to new service areas and the ISF rate development, transfer over 40 positions and approximately \$6 million in associated service and supplies from ISD Fund 0001 to ISD ISF Fund 0074.

Service Impact: This initial move will be a budget-neutral action, and a few ISD General Fund cost centers will remain. This will allow for easier cost accounting, project tracking, and will move the department towards its goal of demonstrating total IT costs. Working with internal departments, including ASAP, HARP, the Employee Services Agency, and OBA, the transition will occur during the Final Budget period. ISD will communicate with departments to describe the rate components and changes to the methodology.

Information Technology Projects

As in FY2013, the approach to project requests for Fiscal Year 2014 involved some major themes, with an emphasis on Burning Platforms and Golden Opportunities.

Enterprise Focus

Focus is on the County as an entire, interconnected enterprise rather than segments or a set of unrelated operations. This encourages the selection of projects that support efficiency, effectiveness, and economies of scale across the entire organization.

Vision Element Alignment

The approach also takes into account the vision elements outlined by the County Executive, as shown below:

- Customer Focus
- Performance Measurement and Results
- Mid-manager Empowerment and Engagement
- Use of Latent Talent and Resources
- Reduce the Cost of Services
- Consolidation where Needed
- Build Bench Strength.

Burning Platforms/Golden Opportunities

In addition to the active portfolio of existing projects, the focus for FY2014 is on identifying “Burning Platform” projects. A “Burning Platform” represents a business need that demands a project be initiated to address it. These are critical projects that, if not undertaken, will result in negative consequences and thus justify being added to a project portfolio already at capacity. The BITS Governance Committee also extended that definition to include “Golden Opportunities” that represent unquestionably valuable projects that the County has limited time to take advantage of, implement, or leverage, or one that is easily achievable, low risk/cost, and benefits many.

In FY2013, the BITS committee chartered additional Centers of Excellence (CoE) for Public Safety and Justice and for Enterprise Software Licensing, and early in 2013, began work towards a CoE for Data Collaboration. The existing Enterprise Content Management CoE, and HHS Information Technology Governance Committee

(ITGC) matured over the year. Where possible, the Centers of Excellence (including ITGC) reviewed project proposals and made recommendations to BITS.

Project requests were reviewed with County staff knowledgeable in the business and/or technology area impacted by the request. The CoEs and the CIO's Office also reached out to knowledgeable staff who provided input into the process. In FY2014, the CIO will begin to staff the new IT Project Management Office (PMO) to track projects Countywide. The IT PMO will not have sufficient staff to manage many projects. The project tracking should facilitate identification of golden opportunities and burning platforms, as well as the breadth and depth of project activities occurring or planned Countywide.

FY 2014 Technology Projects

Description	Ongoing Allocation	One-time Allocation
Business Analysis Services	\$350,000	
Sheriff's Office Field-based Activity and Incident Reporting System		\$500,000
Requirements Development Projects		
Electronic Report Distribution		\$150,000
ISD ISF Financial System		\$150,000
Digital Evidence		\$300,000
Electronic Referrals		\$300,000
Notifications/Call Back System		\$300,000
Subtotal ISD Allocation	\$350,000	\$1,700,000
Department of Alcohol & Drug Services Projects¹		
Electronic Health Record for Contract Service Providers		\$375,000
Methadone Clinic Avatar Interfaces	\$3,750	\$30,000
Total Allocation	\$353,750	\$2,105,000

1. See County Executive recommendations for Department of Alcohol and Drug Services in Section 4 of the Recommended Budget

One-time Cost: \$2,105,000
Ongoing Cost: \$353,750

Business Analysis Services

Funding will provide the ability to offer business analysis and other professional services to County departments. During the 36 meetings with ISD and department managers held in late 2012, several departments requested that ISD provide business analysis services. Currently, ISD does not have sufficient staffing to provide this service. These services are needed throughout the year due to requirements that were unanticipated by the departments, in short “pop



up” projects. Also, some Center for Leadership and Transformation activities require business analysis and program evaluation functions.

Ongoing Cost: \$350,000

Electronic Report Distribution (ERD) Datawatch Replacement: Analysis and Requirements Development Phase

Criminal Justice Information Control (CJIC) system and financial reports used to be printed, and are now distributed electronically using Datawatch. Reports include essential information such as court appearances. ERD includes all CJIC reports for all public safety and justice agencies and regional law enforcement agencies, as well as financial reports. Having these reports online reduced time, effort and costs in printing and distribution. The County did not renew the Datawatch system maintenance agreement due to a substantial increase in licensing and its limited coverage. However, if the current out-of-maintenance system fails, CJIC reports required for operations will not be available. The requirements gathering effort will be led by ISD and involve those impacted by the replacement project.

One-time Cost: \$150,000

ISD ISF Financial System: Analysis and Requirements Development Phase

As described in the Current and Emerging Issues section, ISD is moving to primarily ISF funding in FY2014. This transition will require changes in the financial, time tracking, and project management systems to more fully account for billing in an ISF environment. One component of the solution may be a new project monitoring system that will interface with SAP. This funding will enable the Department to analyze the issues, develop requirements, and recommend options and solutions. This effort will include discussions with other departments that may be able to utilize and benefit from a standardized approach.

One-time Cost: \$150,000

Field-based Activity and Incident Reporting (FBR) System, including Mobile Data Terminal Replacement

The 150 current Mobile Data Terminals (MDTs) paired with the Sheriff’s vehicles are end-of-life and failing. Currently, Deputies copy data from the terminals and transfer data again at the Sheriff’s Office, which is manually intensive and unproductive time. In addition,

there are 200 routers and 150 vehicle mounting brackets that need to be replaced. An FY2013 technology bond allocation factored in the replacement of new pads or laptops, routers, and brackets. In researching options for the MDTs, a solution was identified for the Field-based Activity and Incident Reporting front end system, which includes software as well as four servers. If the FBR software is replaced at the same time as the MDTs and associated hardware, it will be more efficient for the Deputies and for IT staff.

One-time Cost: \$500,000

Digital Evidence – Requirements Development Phase

The need for a unified approach to regional storage and access to digital evidence (video, voice, pictures, etc.) is increasing in orders of magnitude with the number of devices that enable this type of content. This project will evaluate how to streamline the storage of digital evidence that is used when presented into Court as part of evidence. This data is exchanged from the Law Enforcement Agencies to the District Attorney, and is then released to the Public Defender as part of discovery. It then flows to the Court, as part of the submission of evidence. A single source system will streamline the number of locations which will store this information. Without a consolidated data storage system, the retrieval of evidence from multi-agency systems will remain complex and fragmented. Agency procedures and storage requirements will not be standardized across the criminal justice system. This is a regional effort that will involve the stakeholders of the law and justice community. The funding will be utilized for business process analysis and requirements development. The Public Safety and Justice Center of Excellence recommended this project to BITS.

One-time Cost: \$300,000

Electronic Referrals – Requirements Development Phase

This project will evaluate how to streamline the distribution of documents required during the adjudication process, including but not limited to: Police Reports, Probation Reports, Petitions, Referrals/Issue documents, etc. This data is exchanged from the Law Enforcement Agencies to the District Attorney, and is then released to the Public Defender as part of discovery. It then flows to the Court, as part of the submission of documentation. Beginning with the Juvenile process, this project will research how to automate and store documents such as Juvenile

Contact Reports (JCRs) and petitions that are shared between agencies in the County and regionally. The Public Safety and Justice Center of Excellence recommended this project to BITS for further analysis and requirements development.

One-time Cost: \$300,000

Notifications/Call Backs – Requirements Development Phase

This project will spearhead a regional effort to use an established notification system that will send reminder notices about court-scheduled appointments to officers, victims, defendants, and staff. Notifications will

be sent via e-mail, text, phone message, etc. Studies have shown that the reminder via a notification process to defendants and staff of pending court dates reduces the number of bench warrants created based upon failure-to-appear outcomes. The Public Safety and Justice Center of Excellence recommended this project to BITS for further analysis and requirements development.

One-time Cost: \$300,000

Information Services— Budget Unit 145 Net Expenditures by Cost Center

CC	Cost Center Name	FY 2012 Actuals	FY 2013 Approved	FY 2014 Base Budget	FY 2014 Recommended	Amount Chg From 2013 Approved	% Chg From 2013 Approved
014501	Information Services Fund 0001	15,388,064	45,218,217	20,647,598	33,118,384	(12,099,833)	-26.8%
014502	Messenger Driver - Records Ret Fund 0001	395,766	423,982	468,147	468,147	44,165	10.4%
014574	Information Services Fund 0074	27,584,448	28,590,361	31,182,710	31,182,710	2,592,349	9.1%
014577	Printing Operations Fund 0077	1,831,411	1,947,357	1,911,077	1,911,077	(36,280)	-1.9%
Total Net Expenditures \$		45,199,689 \$	76,179,917 \$	54,209,532 \$	66,680,318 \$	(9,499,599)	-12.5%

Information Services— Budget Unit 145 Gross Expenditures by Cost Center

CC	Cost Center Name	FY 2012 Actuals	FY 2013 Approved	FY 2014 Base Budget	FY 2014 Recommended	Amount Chg From 2013 Approved	% Chg From 2013 Approved
014501	Information Services Fund 0001	15,396,864	45,232,017	20,797,239	33,268,025	(11,963,992)	-26.5%
014502	Messenger Driver - Records Ret Fund 0001	1,668,649	1,863,431	1,958,747	1,958,747	95,316	5.1%
014574	Information Services Fund 0074	27,584,448	28,590,361	31,182,710	31,182,710	2,592,349	9.1%
014577	Printing Operations Fund 0077	1,831,411	1,947,357	1,911,077	1,911,077	(36,280)	-1.9%
Total Gross Expenditures \$		46,481,371 \$	77,633,166 \$	55,849,773 \$	68,320,559 \$	(9,312,607)	-12.0%



Information Services— Budget Unit 145 Expenditures by Object

Object	FY 2012 Actuals	FY 2013 Approved	FY 2014 Base Budget	FY 2014 Recommended	Amount Chg From 2013 Approved	% Chg From 2013 Approved
Salary and Benefits	25,294,908	28,430,373	30,315,855	32,288,254	3,857,881	13.6%
Services And Supplies	20,730,233	47,902,793	25,533,918	36,032,305	(11,870,488)	-24.8%
Fixed Assets	456,230	—	—	—	—	—
Operating/Equity Transfers	—	1,300,000	—	—	(1,300,000)	-100.0%
Total Gross Expenditures \$	46,481,371 \$	77,633,166 \$	55,849,773 \$	68,320,559 \$	(9,312,607)	-12.0%
Expenditure Transfers	(1,281,683)	(1,453,249)	(1,640,241)	(1,640,241)	(186,992)	12.9%
Total Net Expenditures \$	45,199,689 \$	76,179,917 \$	54,209,532 \$	66,680,318 \$	(9,499,599)	-12.5%

Information Services— Budget Unit 145 Revenues by Cost Center

CC	Cost Center Name	FY 2012 Actuals	FY 2013 Approved	FY 2014 Base Budget	FY 2014 Recommended	Amount Chg From 2013 Approved	% Chg From 2013 Approved
014501	Information Services Fund 0001	471,764	20,506,812	506,812	1,007,711	(19,499,101)	-95.1%
014574	Information Services Fund 0074	25,638,526	30,955,625	31,311,365	31,311,365	355,740	1.1%
014577	Printing Operations Fund 0077	2,006,066	1,841,971	1,965,730	1,965,730	123,759	6.7%
Total Revenues \$		28,116,356 \$	53,304,408 \$	33,783,907 \$	34,284,806 \$	(19,019,602)	-35.7%

Information Services Fund 0001 — Cost Center 014501 Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
Current Level Budget			
FY 2013 Approved Budget	43.0	\$ 45,218,217	\$ 20,506,812
Board Approved Adjustments During FY 2013	1.0	(1,099,195)	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	410,063	—
IntraCounty Adjustments	—	(256,679)	—
Other Adjustments	—	(23,624,808)	(20,000,000)
Subtotal (Current Level Budget)	44.0	\$ 20,647,598	\$ 506,812
Recommended Changes for FY 2014			
IntraCounty Adjustments	—	\$ —	\$ —
Decision Packages			
Enhance Countywide Information Technology Management	—	1,500,000	—
Augment Business Analysis Services	—	350,000	—



Information Services Fund 0001 — Cost Center 014501
Major Changes to the Budget

	Positions	Appropriations	Revenues
Reduce Contract Services	—	(460,000)	—
Public Safety Realignment - AB 109 - ISD	3.0	500,899	500,899
Information Technology			
Augment Funding for Common Directory and Office 365 Project	—	5,479,887	—
Augment Funding for Infrastructure Refresh and Installation	—	3,400,000	—
Electronic Report Distribution - Requirements Development	—	150,000	—
ISD ISF Financial System - Requirements Development	—	150,000	—
Field-based Activity and Incident Reporting System	—	500,000	—
Digital Evidence - Requirements Development Phase	—	300,000	—
Electronic Referrals - Requirements Development Phase	—	300,000	—
Notifications/Call Backs - Requirements Development Phase	—	300,000	—
Capital			
Subtotal (Recommended Changes)	3.0	\$ 12,470,786	\$ 500,899
Recommended Budget	47.0	\$ 33,118,384	\$ 1,007,711

Messenger Driver - Records Ret Fund 0001 — Cost Center 014502
Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
Current Level Budget			
FY 2013 Approved Budget	5.0	\$ 423,982	\$ —
Board Approved Adjustments During FY 2013	—	59,089	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	33,215	—
IntraCounty Adjustments	—	(48,139)	—
Other Adjustments	—	—	—
Subtotal (Current Level Budget)	5.0	\$ 468,147	\$ —
Recommended Changes for FY 2014			
IntraCounty Adjustments	—	\$ —	\$ —
Decision Packages			
Information Technology			
Capital			
Subtotal (Recommended Changes)	—	\$ —	\$ —
Recommended Budget	5.0	\$ 468,147	\$ —



Information Services Fund 0074 — Cost Center 014574
Major Changes to the Budget

	Positions	Appropriations	Revenues
Data Processing ISF (Fund Number 0074)			
Current Level Budget			
FY 2013 Approved Budget	149.0	\$ 28,590,361	\$ 30,955,625
Board Approved Adjustments During FY 2013	-1.0	2,451,196	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	1,259,487	—
IntraCounty Adjustments	—	(1,141,834)	2,470,582
Other Adjustments	—	23,500	(2,114,842)
Subtotal (Current Level Budget)	148.0	\$ 31,182,710	\$ 31,311,365
Recommended Changes for FY 2014			
IntraCounty Adjustments	—	\$ —	\$ —
Decision Packages			
Information Technology			
Capital			
Subtotal (Recommended Changes)	—	\$ —	\$ —
Recommended Budget	148.0	\$ 31,182,710	\$ 31,311,365

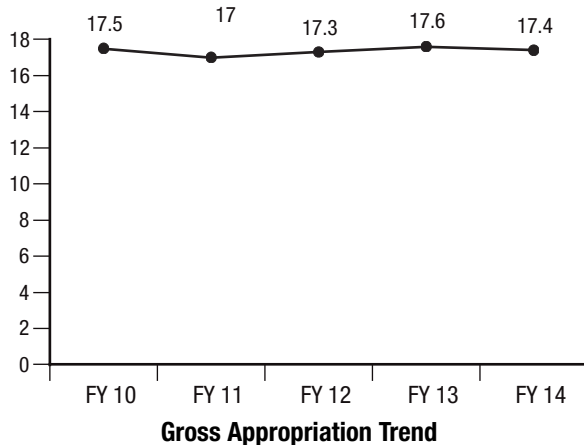
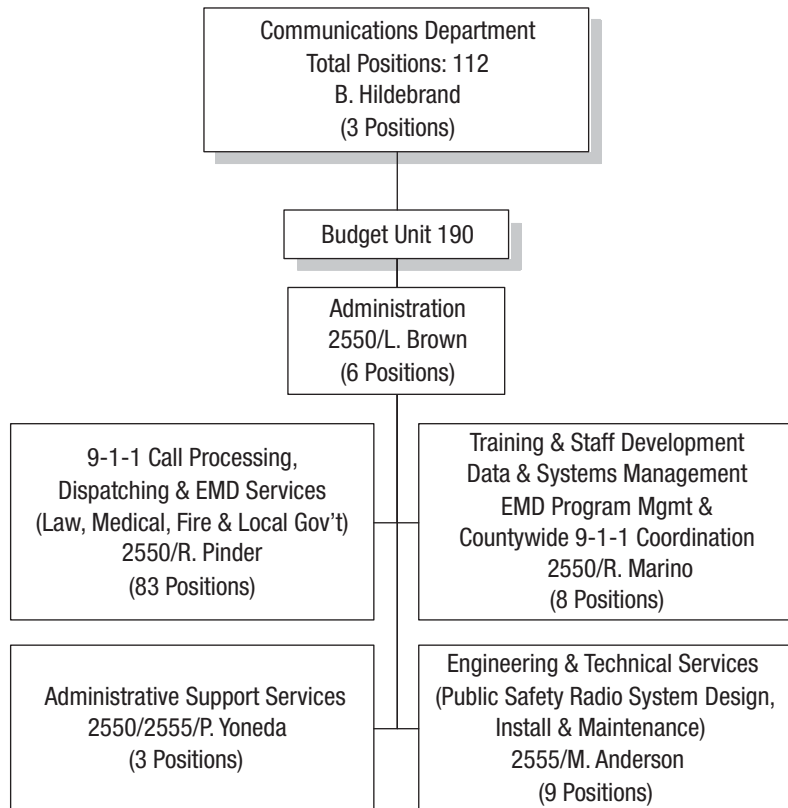
Printing Operations Fund 0077 — Cost Center 014577
Major Changes to the Budget

	Positions	Appropriations	Revenues
Printing Services ISF (Fund Number 0077)			
Current Level Budget			
FY 2013 Approved Budget	11.0	\$ 1,947,357	\$ 1,841,971
Board Approved Adjustments During FY 2013	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	53,429	—
IntraCounty Adjustments	—	(89,709)	145,759
Other Adjustments	—	—	(22,000)
Subtotal (Current Level Budget)	11.0	\$ 1,911,077	\$ 1,965,730
Recommended Changes for FY 2014			
IntraCounty Adjustments	—	\$ —	\$ —
Decision Packages			
Information Technology			
Capital			
Subtotal (Recommended Changes)	—	\$ —	\$ —
Recommended Budget	11.0	\$ 1,911,077	\$ 1,965,730



County Communications

Section 1: Finance and Government



Public Purpose

- Protection of the Public
- Safety of Emergency Personnel
- Protection of Property



Above: One of several wireless radio communications towers located throughout the County in support of public safety and government operations.



Top Photo: Communications Systems Technician accesses system to remotely monitor, maintain, repair and optimize public safety radio equipment.
 Bottom Photo: Communications Dispatcher answers and processes a 9-1-1- call. Computer-based telephone, radio and dispatching systems enable dispatchers to quickly receive calls, track events and dispatch field personnel and resources to handle emergencies.

Description of Major Services

County Communications consists of two major divisions, Dispatch Operations and Technical Services. Desired results shown above pertain to the following services:

Dispatch Operations

- Coordinated emergency radio dispatching services for Sheriff, County Fire, Emergency Medical Services, and various other local government agencies.
- State-mandated 9-1-1 emergency call answering service to the public calling from unincorporated areas of the County and from communities served by Sheriff and County Fire Departments.
- Provision of Emergency Medical Dispatch (EMD), which includes appropriate physician-approved medical instruction to 9-1-1 callers while paramedics are en route to the scene of a medical emergency.
- Expanded training, planning and coordination in support of the County's increased responsibilities during large-scale emergency events for fire and public health operational area emergency service coordination.
- Coordination and compliance for 9-1-1 functions required by the State 9-1-1, including information dissemination and maintenance of the 9-1-1 telephone/number/address information database, on behalf of all 9-1-1 centers in Santa Clara County.

Technical Services

- Design, implementation, and maintenance of complex communications systems and equipment, such as sophisticated radio and computer infrastructure systems used by Dispatch Operations and numerous public safety agencies for Countywide emergency communications.
- Implementation and maintenance of hardware such as a state-of-the-art 168-channel data logger, which supports information systems providing automated functions and management data for Dispatch Operations and the agencies it serves.
- Engineering design, project management installation, repair and other technical consultation in support of various interoperable communications projects, such as Silicon Valley Regional Interoperability Project (SVRIP) BayMACS radio system and Monterey Bay Area Microwave System (MBAMS).

Twelve of fourteen functions currently performed by the Department are mandated by Federal and State law, regulation and County ordinance. The remaining two functions, although not mandated, relate to critical services. 9-1-1 Coordination includes maintenance of the master database used by all local 9-1-1 call centers in the County to route 9-1-1 calls, identify caller locations, and identify appropriate law enforcement, medical and fire service providers and resources. The Emergency Medical Dispatch (EMD) Program provides callers with medical instruction prior to the arrival of paramedics at the scene of a medical emergency.

Current and Emerging Issues

Emergency call handling workload is expected to increase significantly, not only because of the continuing increased use of cellular telephones and other wireless devices, but also as a result of technological advances that will greatly expand 9-1-1 system access for the public. The next generation of 9-1-1 (NG 9-1-1) systems/services will make it possible to report emergencies via many means other than telephone, such as Internet, telematics (On-Star), text messaging, video and photo feeds, email and other ways.

The impact on County Communications Dispatchers will be dramatic; for a given incident, they will receive more reports from multiple sources providing more information in varying formats, which they must review in order to extract the pertinent critical information needed to dispatch the appropriate emergency responders. New multi-media information will also change the essential job duties of a dispatcher to include face-to-face communication and possibly the viewing of real time images of crimes, fires and medical emergencies while in progress. The emotional impact of viewing these images will require new and enhanced training to mitigate their potential adverse effect.

However, the Department's staffing of 112, which includes 5 unfunded Dispatcher positions, is at the same level that it was in FY 1998. It is possible to meet current service level requirements consistently only with mandatory overtime assignments.

County Communications continues to explore opportunities to improve operational efficiencies and costs, such as consolidating services and/or shared systems to optimize operational and economies of scale cost benefits. With consolidation, there is also an opportunity for increased revenue to the County.

County Executive's Recommendation

Maintain Current Level Budget for Fiscal Year 2014.

Communications Department— Budget Unit 190 Net Expenditures by Cost Center

CC	Cost Center Name	FY 2012 Actuals	FY 2013 Approved	FY 2014 Base Budget	FY 2014 Recommended	Amount Chg From 2013 Approved	% Chg From 2013 Approved
2550	Communications Dispatching/Admin Fund 0001	\$ 11,336,448	\$ 12,230,430	\$ 11,682,433	\$ 11,682,433	\$ (547,997)	-4.5%
019002	Communications Tech Svcs Div Fund 0001	566,256	181,602	169,731	169,731	(11,871)	-6.5%
Total Net Expenditures		\$ 11,902,704	\$ 12,412,032	\$ 11,852,164	\$ 11,852,164	\$ (559,868)	-4.5%

Communications Department— Budget Unit 190 Gross Expenditures by Cost Center

CC	Cost Center Name	FY 2012 Actuals	FY 2013 Approved	FY 2014 Base Budget	FY 2014 Recommended	Amount Chg From 2013 Approved	% Chg From 2013 Approved
2550	Communications Dispatching/Admin Fund 0001	\$ 14,330,286	\$ 15,630,887	\$ 15,421,542	\$ 15,421,542	\$ (209,345)	-1.3%
019002	Communications Tech Svcs Div Fund 0001	1,916,201	1,960,980	1,968,465	1,968,465	7,485	0.4%
Total Gross Expenditures		\$ 16,246,488	\$ 17,591,867	\$ 17,390,007	\$ 17,390,007	\$ (201,860)	-1.1%



Communications Department— Budget Unit 190 Expenditures by Object

Object	FY 2012 Actuals	FY 2013 Approved	FY 2014 Base Budget	FY 2014 Recommended	Amount Chg From 2013 Approved	% Chg From 2013 Approved
Salary and Benefits	12,396,863	14,465,772	14,169,942	14,169,942	(295,830)	-2.0%
Services And Supplies	3,717,495	3,126,095	3,220,065	3,220,065	93,970	3.0%
Fixed Assets	132,130	—	—	—	—	—
Total Gross Expenditures \$	16,246,488 \$	17,591,867 \$	17,390,007 \$	17,390,007 \$	(201,860)	-1.1%
Expenditure Transfers	(4,343,784)	(5,179,835)	(5,537,843)	(5,537,843)	(358,008)	6.9%
Total Net Expenditures \$	11,902,704 \$	12,412,032 \$	11,852,164 \$	11,852,164 \$	(559,868)	-4.5%

Communications Department— Budget Unit 190 Revenues by Cost Center

CC	Cost Center Name	FY 2012 Actuals	FY 2013 Approved	FY 2014 Base Budget	FY 2014 Recommended	Amount Chg From 2013 Approved	% Chg From 2013 Approved
2550	Communications Dispatching/Admin Fund 0001	\$ 1,659,859	\$ 1,678,070	\$ 1,723,927	\$ 1,723,927	\$ 45,857	2.7%
019002	Communications Tech Svcs Div Fund 0001	215,516	129,849	129,849	129,849	—	—
	Total Revenues \$	1,875,375 \$	1,807,919 \$	1,853,776 \$	1,853,776 \$	45,857	2.5%

Communications Dispatching/Admin Fund 0001 — Cost Center 2550 Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
Current Level Budget			
FY 2013 Approved Budget	99.0	\$ 12,230,430	\$ 1,678,070
Board Approved Adjustments During FY 2013	—	(818,099)	45,857
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	451,855	—
IntraCounty Adjustments	—	(181,753)	—
Other Adjustments	—	—	—
Subtotal (Current Level Budget)	99.0	\$ 11,682,433	\$ 1,723,927
Recommended Changes for FY 2014			
IntraCounty Adjustments	—	\$ —	\$ —
Decision Packages			
Information Technology			
Capital			
Subtotal (Recommended Changes)	—	\$ —	\$ —
Recommended Budget	99.0	\$ 11,682,433	\$ 1,723,927

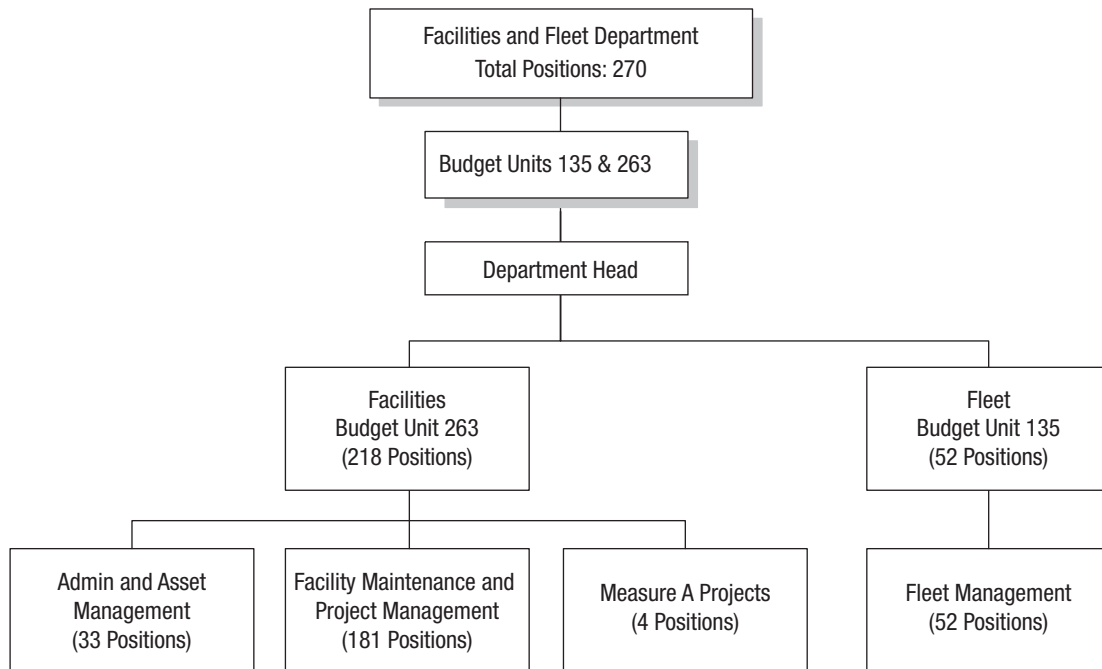


Communications Tech Svcs Div Fund 0001 — Cost Center 019002
Major Changes to the Budget

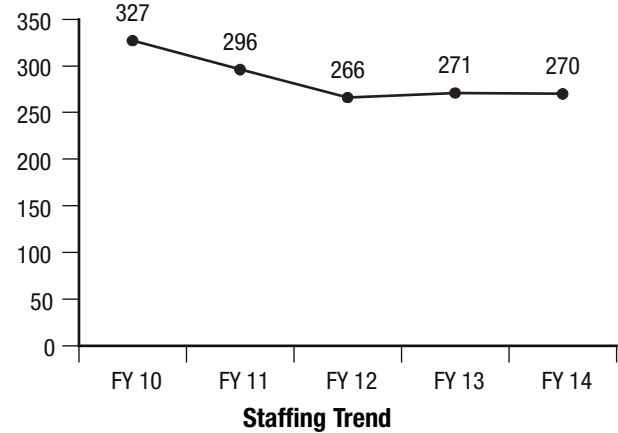
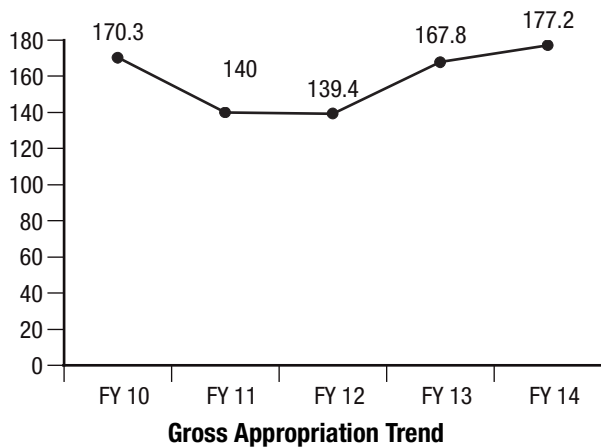
	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
Current Level Budget			
FY 2013 Approved Budget	13.0	\$ 181,602	\$ 129,849
Board Approved Adjustments During FY 2013	—	(95,661)	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	68,079	—
IntraCounty Adjustments	—	15,711	—
Other Adjustments	—	—	—
Subtotal (Current Level Budget)	13.0	\$ 169,731	\$ 129,849
Recommended Changes for FY 2014			
IntraCounty Adjustments	—	\$ —	\$ —
Decision Packages			
Information Technology			
Capital			
Subtotal (Recommended Changes)	—	\$ —	\$ —
Recommended Budget	13.0	\$ 169,731	\$ 129,849



Facilities and Fleet Department



Section 1: Finance and Government



Public Purpose

- ➔ **Design, Construction Management, Planning, Property Management and Building Maintenance services that assure the most effective use of taxpayer monies in support of services to County residents**
- ➔ **Energy Conservation, Fleet, Utilities, Waste Disposal and Cafeteria Management in a manner that assures the most effective use of taxpayer monies in support of services to County residents**



Clean & Green Group

Description of Major Services

The Facilities and Fleet Department (FAF) manages facilities and fleet assets that enable County departments to meet the needs of a dynamic community, provide quality services, and promote a healthy, safe and prosperous community.

Facilities Management

FAF manages nearly 5 million square feet of space in some 200 County-owned facilities. The replacement value for these facilities is \$1.7 billion. FAF's responsibility includes the management of some 65 expense leases for 1.5 million square feet of space at a cost of \$40 million per year. FAF works with County departments to determine space needs and strategic facility plans including facility acquisition, leasing, consolidation and property disposal. Additionally, FAF provides support to the County Executive's Space Committee, manages cafeteria and vending contracts, and the Civic Center Garage contract. FAF also oversees 25 revenue leases that result in nearly \$2 million of revenue annually. Major facilities management services include the following:

- Facility asset and utilities management;
- Facility capital, maintenance, and repair.

Fleet Management

The County Fleet consists of nearly 1,600 vehicles and pieces of motorized equipment. County personnel drive nearly 14 million miles per year on County business. The business model for fleet services is an internal service fund subject to OMB Circular A-87, requiring full cost recovery for services provided and the replacement of fleet assets through a depreciation rate that is accounted for in the cost of each vehicle. In addition to County departments, FAF provides services to other local agencies including the Valley Transportation Agency, other local governments, and the California Highway Patrol. Major fleet management services provided include the following:

- Fleet asset and fuel management;
- Fleet equipment, maintenance, and repair.

Emergency Operations Logistics Planning

FAF provides leadership and planning for the Emergency Operations Logistics Section of the County Emergency Operations Center. The Logistics Section includes FAF, Procurement, the Employee Services Agency, County Communications and the Information

Services Department. The Logistics Section collaborates with the disaster planning and preparedness activities of County departments as well as Operational Area cities, community based organizations and non-governmental agencies.

Current and Emerging Issues

Facility Asset and Utilities Management Issues

- Over the past year, FAF started exploring development of the Old City Hall property along with other parts of the County government center area including the former Army Reserve property that should transfer in April 2013. Efforts to seek out public-private partnership opportunities and community outreach for the project is underway.
- In Fiscal Year 2013, FAF secured a new power purchase agreement (PPA) that will bring fuel cell systems to four sites and solar photovoltaic systems to nine County sites. The four fuel cell installations will combine to produce 2.8 megawatts of power, and the solar photovoltaic systems will have a combined generation capacity of 2.3 megawatts. The new PPA projects are expected to provide nearly \$16 million in net utility cost savings over the 20-year contract.
- FAF was able to secure \$3 million through the California Energy Commission Low Interest Loan Program for energy efficiency measures at the County Government Center. Once implemented, these measures will result in an annual reduction of 2.6 million kilowatt-hours of electricity usage and avoid \$470,000 in electricity costs annually over the next ten years.
- It is becoming increasingly difficult to find commercial properties to lease within areas where there are concentrations of the public seeking County services. As a result, lease costs will increase for County departments, particularly in the north County area.
- The final transfer of the remaining leased Court facilities to the Administrative Office of the Courts is underway. Even with the transfer, the County must

continue to pay the Court Facilities Payment based on lease, maintenance, and utility costs, in perpetuity.

- Vending revenue continues to decline, apparently as a result of the adoption of stricter nutritional standards. However, FAF is working with the vendor to identify items that meet the new standards and appeal to this market. Since County cafeteria equipment has primarily been resourced from vending sales, the County will have to allocate other resources to repair and replace cafeteria equipment if those operations are to continue.
- With less activity in the area, revenue at the Civic Center Parking Garage has also continued to decline.

Facility Capital and Renewable Power Improvements, Maintenance, and Repair

- The County has experienced a noticeable increase in building systems failures requiring emergency repairs over the past fiscal year. This is directly attributable to the lack of investment in maintenance and recapitalization of County facilities. Because funding preventative maintenance has been half the recommended level for the past eleven years, the facilities have entered a phase of accelerated deterioration. The plant is nearly 40 years old and has an estimated backlog of well over \$500 million.
- In late FY 2012, FAF was assigned oversight and construction management of the Measure A projects including the Seismic Safety Program at the Santa Clara Valley Medical Center (VMC) and the new Downtown San Jose Health Center. The new VMC facilities are expected to be delivered in late



2014. Groundbreaking for the Health Center is scheduled for April 2013, with project completion scheduled in 2015.

- With the acquisition of the Army Reserve Center and the reactivation of the Muriel Wright Center, some 82,000 square feet of additional space will require additional resources to maintain and operate.
- Recently through the leadership of the Clean & Green Group, the County is conserving water and saving more than \$160,000 per year with the installation of low-flow shower heads, the use of recycled water, and Bay-friendly Landscaping practices at various facilities.
- The Clean & Green Group has also continued its education and outreach for waste diversion. In fact over this last year, this effort saved the County over \$65,000 and the County achieved a 75 percent diversion rate of the County's waste from landfills.

Fleet Planning and Asset Management

The Board adopted the 10-Year Fleet Plan in 2007. However, the Board has never approved purchases according to that plan. As a result, more than half the fleet assets are beyond replacement criteria and the fees associated with the depreciation of the assets are not

adequate to replace these vehicles. And of note in FY 2010, the Board approved reallocating nearly \$3 million of funding from the fleet capital holding account to other programs. As a result, it is estimated that \$2 million per year for the next five years will need to be infused into the vehicle replacement fund to meet the Board's plan and limit repair costs, increase fuel efficiency, and avoid a detrimental effect on the environment by reducing emissions. For example, more than twenty security buses are overdue for replacement. If the replacement were spread out over a five-year period, \$1.25 million would be needed, per year, to replace these buses.

Fleet Equipage, Maintenance, and Repair

There is a causal relationship between the cost of fuel and vehicle maintenance costs. As fuel prices rise, the price for vehicle parts, tires and lubricants also increases. This will increase Fleet maintenance rates.

Emergency Preparedness

The ability of FAF to staff the Emergency Operations Center and execute the continuity of operations plan is increasingly compromised due to staff reductions. Nonetheless, FAF continues to provide support for Operational area planning and coordinates with community partners for response and recovery efforts.

Summary of County Executive's Recommendations

Description	Impact	Impact on Services	Position Impact	FY 2014 Ongoing Net Cost/(Savings)	FY 2014 One-Time Net Cost/(Savings)
Adjust Utilities Expenditures	●	There is no impact to existing service levels.	—	(\$583,028)	—
Adjust Building Operations Expenditures	↓	Delayed responses to service calls.	-2.0	\$49,987	—
Decrease Administration Expenditures	↓	Lowers the ability of Department to service its customers.	—	(\$30,188)	—
Public Safety Realignment (AB 109) - Reentry Resource Center	↑	Results in utilities management efficiencies and ensures that Reentry Resource Center continues to be an operationally safe building.	—	—	—
Increase ISF Fleet and Fuel Charges	●	There is no impact to existing service levels.	—	(\$57,596)	—
Purchase Vehicles for Office of the District Attorney	●	There is no impact to existing service levels.	—	—	(\$85,500)
↑ — Enhanced ◆ — Modified ● — No Change ↓ — Reduced ☒ — Eliminated					



County Executive's Recommendation

● Adjust Utilities Expenditures

Recommended Action: Decrease Utilities expenditures related to Electricity, Natural Gas, Water and Garbage and increase expenditures related to Sewer, Light & Signal and Cities.

Service Impact/Background: There is no impact to existing service levels. The adjustments bring the budget into line with recent expenditure trends. Significant weather events in FY 2014 could require additional funding for Utilities.

Ongoing Net Savings: \$583,028

Ongoing Savings: \$685,924
Ongoing Cost: \$102,896

↓ Adjust Building Operations Expenditures

Recommended Action: Increase expenditures related to maintenance responsibilities at facilities coming on line during the year, delete 1.0 FTE vacant General Maintenance Mechanic II position, and delete 1.0 FTE vacant Elevator Mechanic position.

Service Impact: The Department will be better able to maintain the facilities that will be added to its portfolio. However, with the deletion of the positions, there will be delayed responses to service calls and some deferral of preventative maintenance tasks.

Positions Deleted: 2.0 FTE

Ongoing Net Cost: \$49,987

Ongoing Cost: \$286,092
Ongoing Savings: \$236,105

↓ Decrease Administration Expenditures

Recommended Action: Decrease expenditures related to PC Hardware.

Service Impact: The impact on operations is expected to be nominal. Keeping information systems hardware current keeps County costs and departmental productivity at optimal levels. Reducing workstation

upgrades, lowering replacement rates, and reducing the mobile tablet pilot program all contribute to the service impact.

Ongoing Savings: \$30,188

↑ Public Safety Realignment (AB 109) Reentry Resource Center

Recommended Action: Increase expenditures for the County's Reentry Resource Center.

Service Impact: The increased funding is needed to cover the projected rise in FY 2014 Utility rates such as electricity, natural gas, water, sewer and garbage. It is anticipated that electricity costs will increase 5 percent, natural gas 3 percent, 6 percent for both water and sewer, and 4 percent for garbage hauling. Additionally, the funding is increased for facility maintenance and repair. The amount is based on 2 percent of the Current Replacement Value (CRV) of the facility and will support planning and engineering efforts to replace a failing heating, ventilation, and air conditioning systems that will require the remediation of significant asbestos-containing materials.

Ongoing Cost: \$109,253

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

● Increase ISF Fleet and Fuel Charges

Recommended Action: Increase ISF Fleet charges related to Automobile Services and Fuel, or departments that are requesting additional service.

Service Impact: Increased service levels are recommended for the Office of the Sheriff and the Office of the District Attorney, resulting in increased revenue for the Fleet fund.

Ongoing Revenue: \$57,596

● Purchase Vehicles for the Office of the District Attorney

Recommended Action: Purchase three automobiles for the Office of the District Attorney.

Service Impact: The Office of the District Attorney is reimbursing the Fleet Department for the cost of the three vehicles. The Fleet Department will expend the commensurate amount to execute the purchase.

One-time Reimbursement: \$85,500

Fiscal Year 2014 Capital Budget

In accordance with Board Policy 4.10 regarding Capital Outlay, Capital Programs initiated the Fiscal Year 2014 Capital Outlay process in August 2012 with a request for departments to submit conceptual descriptions of proposed projects. Project descriptions and analyses were evaluated and prioritized by Facilities and Fleet Department Capital Programs staff, and by the

Administrative Capital Committee made up of County Department Heads and the County Budget Director. The Administrative Capital Committee met again in early 2013 to establish funding priorities. These priorities were agendaized on the Finance and Government Operations Committee meeting of April 11, 2013.

County Executive's Recommendation

The County Executive is recommending a one-time General Fund allocation of \$29,800,000 and a one-time AB 109 Fund allocation of \$2,500,000 for FY 2014 capital projects. The one-time AB 109 Fund allocation will fund FY 2014 Backlog Maintenance projects at both the Elmwood Correctional Facility and the Main Jail Facility. Additionally, a substantial amount of the funding for the Seismic Project of Berger Drive will come from FY 2013 Measure A revenue that will be recognized in FY 2013 fund balance in the General Fund.

FY 2014 Recommended Capital Projects

New General - Funded Projects	Amount
Seismic Project of Berger Drive Bldgs. 2 and 3	\$13,000,000
FY 2014 Backlog Maintenance	\$2,500,000
James Ranch - Kitchen and Gymnasium	\$5,000,000
Juvenile Hall Kitchen and HVAC	\$2,500,000
Civic Center Master Plan	\$2,250,000
Sheriff's Office Canine Housing Unit	\$2,050,000
FY 2014 Energy Conservation	\$1,000,000
County Fairgrounds Development Plan	\$500,000
FY 2014 Capital Planning	\$500,000
Multilingual Signage Phase I	\$500,000
General Fund Projects & Backlog	\$29,800,000
AB109 Funded Backlog	\$2,500,000
Total	\$32,300,000

Backlog/Life Cycle Infrastructure Investment

The Life Cycle Infrastructure Investment Program (LIIP) focuses on protecting the County's assets in County-owned buildings and property. This allocation will fund projects that restore and repair County buildings, systems, and equipment as part of deferred maintenance. It funds the continual replacement of building systems and the supporting infrastructure that have reached or exceeded their useful life and are in need of replacement or repair.

As presented at the Finance and Government Operations Committee meeting on April 11, 2013, while there is a list of only \$32 million in unfunded Backlog projects, there is an estimated backlog of well over \$500 million in deferred maintenance on the County's General Fund facilities.

The following lists of Backlog projects and cost estimates are preliminary. However, if during FY 2014, equipment or structures fail unexpectedly that are not on this list, unexpected failures will take precedence over certain projects on this list.



FY 2014 AB109 Funded - Backlog/Deferred Maintenance Projects

Project Description	Budget
Repair Elmwood W2 (Women) Restroom	\$20,000
Provide Main Jail North ADA Cell & Shower	\$50,000
Replace Roof at Elmwood Dining	\$200,000
Repair Elmwood M4 Dorm B, C, D HVAC & Water	\$310,000
Replace Roof at Elmwood Industries Shop	\$100,000
Repair Elmwood Program Yard	\$50,000
Elmwood Barracks Emergency Lighting	\$125,000
Construct ADA Restroom at Elmwood Shop	\$65,000
Replace Elmwood M3 Hot Water Boiler	\$40,000
Elmwood Industries Emergency Lighting	\$25,000
Repair Elmwood M3 Dorm A, B HVAC & Water	\$236,000
Modify Main Jail North Boiler System	\$100,000
Repair Elmwood Barracks 8, 9 - Roof	\$45,000
Replace Barracks 1,2 - Windows	\$70,000
Repair Elmwood W2 (Women) - Gas Lines	\$500,000
Renovate Elmwood Barracks 8 and 9	\$564,000
Total	\$2,500,000

FY 2014 General Fund - Backlog/Deferred Maintenance Projects

Project Description	Budget
Repaint North County Mental Health Interior	\$150,000
Replace Berger 2 Basement Boiler	\$500,000
Repair East Wing Restrooms	\$100,000
Install Metal Railing @ E. Wing Lower Level Stairs	\$25,000
Juvenile Hall - Ductwork Insulation	\$60,000
VHC Lenzen - Emergency Light/Power	\$15,000
County Comm - Wood Structure (Deterioration)	\$100,000
Crime Lab- Install valves-safety showers/eyewashes	\$100,000
Juvenile Hall - Emergency Light/Power	\$79,000
Repaint South County Main Bldg K Exterior	\$75,000
Separate BOS HVAC	\$800,000
Repair/Reseal East Valley Pavilion Mental Health	\$100,000
Replace Receiving Floor - Coroner's Office	\$15,000
Renovate Sam Della Maggiore Restrooms (ADA)	\$100,000
Design Repairs to Juvenile Hall Dorm HVAC	\$80,000
Crime Lab - Install Leak Detection on Lab Sinks	\$20,000
Construct separate access-JH basement fire alarm	\$100,000
Clean Countywide HVAC Ducts	\$81,000
Total	\$2,500,000

Seismic Project of Berger Drive Buildings 2 and 3

This recommendation provides one-time funds to upgrade the building structure to conform to current codes. Berger Drive Buildings 2 and 3 house critical County functions including the Information Services Department, the Registrar of Voters, and the

Departments of Revenue and Environmental Health. Seismic building codes have changed significantly since the buildings were constructed.

One-time Cost: \$13,000,000

\$11,250,000 of the one-time cost funded from FY 2013 Measure A Funds

James Ranch Kitchen and Gymnasium

This recommendation provides one-time funds for construction of a new kitchen and gymnasium at the William F. James Ranch. This facility centralizes all youth in one building and provides a modern facility that meets the program's physical plant and programmatic needs.

The construction of the new dormitory was funded in FY 2013 and the design component of this project was funded in FY 2012. The project is supported by a Needs Assessment conducted in 2008 and the receipt of \$12,950,000 in grant funding from the State which requires a County match of 20 percent.

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

Juvenile Hall Kitchen and HVAC

This recommendation provides one-time funds to upgrade the kitchen and the Heating, Ventilation, and Air Conditioning (HVAC) system. The upgrade of the kitchen, to include a remodel of the dining area will provide a more efficient use of space, both programmatically and for the facility. The upgraded HVAC system will provide more reliability and comfort with a lower life cycle cost.

One-time Cost: \$2,500,000

Civic Center Master Plan

This recommendation provides one-time funds to continue the evaluation and assessment on how the Civic Center site area can best be utilized by the County, to include what type of public and/or private partnership would be most beneficial to both the County and its residents.

One-time Cost: \$2,250,000

Sheriff's Office Canine Housing Unit

This recommendation provides one-time funds for construction of a Canine Housing Unit at the Elmwood Correctional Facility. This Unit will include partially



enclosed kennels, attached office space, and outside the main structure, a fenced area with dog run and training area for the canines.

Canines can be an extremely beneficial tool to a Sheriff's Office by providing protection, assisting Patrol Deputies during building/suspect searches, conducting bomb sweeps for high ranking government officials, and maintaining the security of a jail facility by locating cell phones illegally possessed by inmates. Canines also have the ability to generate revenue for a County through asset seizures during narcotic operations.

Pre-screened inmates will provide maintenance of the facility, feeding/watering system, and grooming and exercise of the canines under the watch of Sheriff's Office Correctional Deputies.

One-time Cost: \$2,050,000

FY 2014 Energy Conservation

The Facilities and Fleet Department has identified energy conservation projects totaling over \$19 million with payback periods of 5 to 12 years, that justify investment.

Capital funding of \$1,000,000 is recommended to focus on energy conservation projects. Renewable energy projects may also be considered.

One-time Cost: \$1,000,000

County Fairgrounds Development Plan

This recommendation provides one-time funds to commence a Fairgrounds development process. This process will also include the engagement of the community.

The Fairgrounds is one of the larger contiguous sites in Silicon Valley (approximately 150 acres). In recognition of its value and its generally underutilized condition, the County has undertaken several efforts over the last 20 years to pursue more intensive, highest and best uses of the property. Most recently, in May 2007, the County initiated a developer selection process; in December 2008 the Board approved an exclusive negotiating agreement (ENA) with Catellus Development Group; and, in April 2009, citing the downturn in the economy, Catellus withdrew and terminated the ENA. In June 2009, the Board rescinded the designation of the Fairgrounds as surplus property. The Fairgrounds

Management Corporation (FMC) has succeeded over the last few years in breathing new life into the annual County Fair and the community serving functions of the Fairgrounds. Notwithstanding FMC's effort to undertake strategic planning to strengthen management of the facility, the question remains as to what would be the highest and best use of this valuable public asset.

One-time Cost: \$500,000

FY 2014 Capital Planning

This recommendation provides one-time funding to create a specific project to cover staff time required in planning, developing and submitting the Capital Budget Plan.

Capital Programs staff develop and analyze Capital Budget papers, prepare documents for the Administrative Capital Committee, prepare transmittals to both the Board and Finance and Government Operations Committee and prepare Five-Year Capital Planning documents. This project allocates funds for reimbursement of staff time.

One-time Cost: \$500,000

Multilingual Signage Phase I

This recommendation provides one-time funding to implement multilingual signage throughout major County facilities to improve access for people of various languages.

The County provides services to nearly 1.8 million people. Some portion of this population speaks primarily one of over 100 different languages and dialects. On a daily basis throughout County facilities, there are many residents who will benefit from multilingual signage when seeking County services.

One-time Cost: \$500,000

Facilities Department— Budget Unit 263 Net Expenditures by Cost Center

CC	Cost Center Name	FY 2012 Actuals	FY 2013 Approved	FY 2014 Base Budget	FY 2014 Recommended	Amount Chg From 2013 Approved	% Chg From 2013 Approved
2309	FAC Utilities Fund 0001	\$ 12,749,198	\$ 15,128,050	\$ 15,160,893	\$ 14,587,118	\$ (540,932)	-3.6%
2315	Court Facility Payments Fund 0001	4,489,312	4,459,826	4,459,826	4,459,826	—	—
026301	Facilities Admin Fund 0001	2,527,130	2,025,040	1,014,776	984,588	(1,040,452)	-51.4%
026302	Capital Programs Division	44,298,207	50,206,338	338,011	62,438,011	12,231,673	24.4%
026303	Property Management Fund 0001	943,672	4,536,559	2,254,090	2,254,090	(2,282,469)	-50.3%
026304	Building Operations-Fund 0001	17,639,439	18,592,218	21,104,624	21,254,611	2,662,392	14.3%
Total Net Expenditures		\$ 82,646,957	\$ 94,948,031	\$ 44,332,219	\$ 105,978,243	\$ 11,030,212	11.6%

Facilities Department— Budget Unit 263 Gross Expenditures by Cost Center

CC	Cost Center Name	FY 2012 Actuals	FY 2013 Approved	FY 2014 Base Budget	FY 2014 Recommended	Amount Chg From 2013 Approved	% Chg From 2013 Approved
2309	FAC Utilities Fund 0001	\$ 12,852,931	\$ 15,260,601	\$ 15,296,143	\$ 14,722,368	\$ (538,233)	-3.5%
2315	Court Facility Payments Fund 0001	4,489,312	4,459,826	4,459,826	4,459,826	—	—
026301	Facilities Admin Fund 0001	3,770,817	3,012,540	3,151,941	3,121,753	109,213	3.6%
026302	Capital Programs Division	46,755,708	52,749,334	2,675,212	64,775,212	12,025,878	22.8%
026303	Property Management Fund 0001	42,357,594	49,056,837	44,693,667	44,693,667	(4,363,170)	-8.9%
026304	Building Operations-Fund 0001	22,413,493	22,905,186	24,265,849	24,415,836	1,510,650	6.6%
Total Gross Expenditures		\$ 132,639,856	\$ 147,444,324	\$ 94,542,638	\$ 156,188,662	\$ 8,744,338	5.9%

Facilities Department— Budget Unit 263 Expenditures by Object

Object	FY 2012 Actuals	FY 2013 Approved	FY 2014 Base Budget	FY 2014 Recommended	Amount Chg From 2013 Approved	% Chg From 2013 Approved
Salary and Benefits	23,457,640	24,604,267	26,226,934	25,990,829	1,386,562	5.6%
Services And Supplies	64,767,134	71,072,191	66,755,768	66,537,897	(4,534,294)	-6.4%
Other Charges	326,456	313,965	—	—	(313,965)	-100.0%
Fixed Assets	28,635,033	13,750,000	—	32,300,000	18,550,000	134.9%
Operating/Equity Transfers	15,453,593	37,703,901	1,559,936	31,359,936	(6,343,965)	-16.8%
Total Gross Expenditures	\$ 132,639,856	\$ 147,444,324	\$ 94,542,638	\$ 156,188,662	\$ 8,744,338	5.9%
Expenditure Transfers	(49,992,899)	(52,496,293)	(50,210,419)	(50,210,419)	2,285,874	-4.4%
Total Net Expenditures	\$ 82,646,957	\$ 94,948,031	\$ 44,332,219	\$ 105,978,243	\$ 11,030,212	11.6%



Facilities Department— Budget Unit 263

Revenues by Cost Center

CC	Cost Center Name	FY 2012 Actuals	FY 2013 Approved	FY 2014 Base Budget	FY 2014 Recommended	Amount Chg From 2013 Approved	% Chg From 2013 Approved
2309	FAC Utilities Fund 0001	\$ 614,296	\$ 1,559,936	\$ 1,209,258	\$ 1,218,511	\$ (341,425)	-21.9%
026301	Facilities Admin Fund 0001	78,575	727,214	700,934	700,934	(26,280)	-3.6%
026302	Capital Programs Division	28,279,133	25,103,965	47,294	32,347,294	7,243,329	28.9%
026303	Property Management Fund 0001	2,631,078	2,289,000	2,211,692	2,211,692	(77,308)	-3.4%
026304	Building Operations-Fund 0001	108,270	—	—	100,000	100,000	NA
Total Revenues		\$ 31,711,350	\$ 29,680,115	\$ 4,169,178	\$ 36,578,431	\$ 6,898,316	23.2%

FAC Utilities Fund 0001 — Cost Center 2309

Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
Current Level Budget			
FY 2013 Approved Budget	4.0	\$ 15,128,050	\$ 1,559,936
Board Approved Adjustments During FY 2013	—	(4,249)	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	23,136	—
IntraCounty Adjustments	—	2,227	—
Other Adjustments	—	11,729	(350,678)
Subtotal (Current Level Budget)	4.0	\$ 15,160,893	\$ 1,209,258
Recommended Changes for FY 2014			
IntraCounty Adjustments	—	\$ —	\$ —
Decision Packages			
Public Safety Realignment (AB 109) Reentry Resource Center	—	9,253	9,253
Adjust Utilities Expenditures	—	(583,028)	—
Information Technology			
Capital			
Subtotal (Recommended Changes)	—	\$ (573,775)	\$ 9,253
Recommended Budget	4.0	\$ 14,587,118	\$ 1,218,511



Court Facility Payments Fund 0001 — Cost Center 2315
Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
Current Level Budget			
FY 2013 Approved Budget	—	\$ 4,459,826	\$ —
Board Approved Adjustments During FY 2013	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
IntraCounty Adjustments	—	—	—
Other Adjustments	—	—	—
Subtotal (Current Level Budget)	—	\$ 4,459,826	\$ —
Recommended Changes for FY 2014			
IntraCounty Adjustments	—	\$ —	\$ —
Decision Packages			
Information Technology			
Capital			
Subtotal (Recommended Changes)	—	\$ —	\$ —
Recommended Budget	—	\$ 4,459,826	\$ —

Facilities Admin Fund 0001 — Cost Center 026301
Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
Current Level Budget			
FY 2013 Approved Budget	25.0	\$ 2,025,040	\$ 727,214
Board Approved Adjustments During FY 2013	—	(16,034)	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	180,461	—
IntraCounty Adjustments	—	29,974	—
Other Adjustments	—	(1,204,665)	(26,280)
Subtotal (Current Level Budget)	25.0	\$ 1,014,776	\$ 700,934
Recommended Changes for FY 2014			
IntraCounty Adjustments	—	\$ —	\$ —
Decision Packages			
Decrease Administration Expenditures	—	(30,188)	—
Information Technology			
Capital			
Subtotal (Recommended Changes)	—	\$ (30,188)	\$ —
Recommended Budget	25.0	\$ 984,588	\$ 700,934



Capital Programs Division — Cost Center 026302
Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
Current Level Budget			
FY 2013 Approved Budget	14.0	\$ 25,102,373	\$ —
Board Approved Adjustments During FY 2013	—	(3,260)	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	49,035	—
IntraCounty Adjustments	—	15,213	—
Other Adjustments	—	(24,825,350)	43,167
Subtotal (Current Level Budget)	14.0	\$ 338,011	\$ 43,167
Recommended Changes for FY 2014			
IntraCounty Adjustments	—	\$ —	\$ —
Decision Packages			
Transfers to Fund Capital Programs	—	29,800,000	—
Information Technology			
Capital			
Subtotal (Recommended Changes)	—	\$ 29,800,000	\$ —
Recommended Budget	14.0	\$ 30,138,011	\$ 43,167
General Capital Improvements (Fund Number 0050)			
Current Level Budget			
FY 2013 Approved Budget	—	\$ 25,103,965	\$ 25,103,965
Board Approved Adjustments During FY 2013	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
IntraCounty Adjustments	—	—	—
Other Adjustments	—	(25,103,965)	(25,099,838)
Subtotal (Current Level Budget)	—	\$ —	\$ 4,127
Recommended Changes for FY 2014			
IntraCounty Adjustments	—	\$ —	\$ —
Decision Packages			
Transfers to Fund Capital Programs	—	—	32,300,000
Information Technology			
Capital			
Recommended Capital Projects	—	32,300,000	—
Subtotal (Recommended Changes)	—	\$ 32,300,000	\$ 32,300,000
Recommended Budget	—	\$ 32,300,000	\$ 32,304,127



Property Management Fund 0001 — Cost Center 026303
Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
Current Level Budget			
FY 2013 Approved Budget	3.0	\$ 4,536,559	\$ 2,289,000
Board Approved Adjustments During FY 2013	—	(857,974)	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	25,910	—
IntraCounty Adjustments	—	2,049,595	—
Other Adjustments	—	(3,500,000)	(77,308)
Subtotal (Current Level Budget)	3.0	\$ 2,254,090	\$ 2,211,692
Recommended Changes for FY 2014			
IntraCounty Adjustments	—	\$ —	\$ —
Decision Packages			
Information Technology			
Capital			
Subtotal (Recommended Changes)	—	\$ —	\$ —
Recommended Budget	3.0	\$ 2,254,090	\$ 2,211,692

Building Operations-Fund 0001 — Cost Center 026304
Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
Current Level Budget			
FY 2013 Approved Budget	174.0	\$ 18,592,218	\$ —
Board Approved Adjustments During FY 2013	—	16,287	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	1,187,932	—
IntraCounty Adjustments	—	142,942	—
Other Adjustments	—	1,165,244	—
Subtotal (Current Level Budget)	174.0	\$ 21,104,624	\$ —
Recommended Changes for FY 2014			
IntraCounty Adjustments	—	\$ —	\$ —
Decision Packages			
Public Safety Realignment (AB 109) Reentry Resource Center	—	100,000	100,000
Adjust Building Operations Expenditures	-2.0	49,987	—
Information Technology			
Capital			
Subtotal (Recommended Changes)	-2.0	\$ 149,987	\$ 100,000
Recommended Budget	172.0	\$ 21,254,611	\$ 100,000



Fleet Services— Budget Unit 135 Net Expenditures by Cost Center

CC	Cost Center Name	FY 2012 Actuals	FY 2013 Approved	FY 2014 Base Budget	FY 2014 Recommended	Amount Chg From 2013 Approved	% Chg From 2013 Approved
2320	Fleet Management Capital Fund 0073	\$ 28,697	\$ (95,000)	\$ —	\$ (85,500)	\$ 9,500	-10.0%
2321	Fleet Operating Fund 0070	18,486,717	20,444,096	21,031,720	21,031,720	587,624	2.9%
Total Net Expenditures		\$ 18,515,414	\$ 20,349,096	\$ 21,031,720	\$ 20,946,220	\$ 597,124	2.9%

Fleet Services— Budget Unit 135 Gross Expenditures by Cost Center

CC	Cost Center Name	FY 2012 Actuals	FY 2013 Approved	FY 2014 Base Budget	FY 2014 Recommended	Amount Chg From 2013 Approved	% Chg From 2013 Approved
2320	Fleet Management Capital Fund 0073	\$ 28,697	\$ —	\$ —	\$ —	\$ —	—
2321	Fleet Operating Fund 0070	18,486,717	20,444,096	21,031,720	21,031,720	587,624	2.9%
Total Gross Expenditures		\$ 18,515,414	\$ 20,444,096	\$ 21,031,720	\$ 21,031,720	\$ 587,624	2.9%

Fleet Services— Budget Unit 135 Expenditures by Object

Object	FY 2012 Actuals	FY 2013 Approved	FY 2014 Base Budget	FY 2014 Recommended	Amount Chg From 2013 Approved	% Chg From 2013 Approved
Salary and Benefits	4,936,324	5,298,775	5,667,469	5,667,469	368,694	7.0%
Services And Supplies	11,388,203	11,610,920	11,829,850	11,829,850	218,930	1.9%
Fixed Assets	224,240	—	—	—	—	—
Operating/Equity Transfers	1,966,647	3,500,000	3,500,000	3,500,000	—	—
Reserves	—	34,401	34,401	34,401	—	—
Total Gross Expenditures	\$ 18,515,414	\$ 20,444,096	\$ 21,031,720	\$ 21,031,720	\$ 587,624	2.9%
Expenditure Transfers	—	(95,000)	—	(85,500)	9,500	-10.0%
Total Net Expenditures	\$ 18,515,414	\$ 20,349,096	\$ 21,031,720	\$ 20,946,220	\$ 597,124	2.9%

Fleet Services— Budget Unit 135 Revenues by Cost Center

CC	Cost Center Name	FY 2012 Actuals	FY 2013 Approved	FY 2014 Base Budget	FY 2014 Recommended	Amount Chg From 2013 Approved	% Chg From 2013 Approved
2320	Fleet Management Capital Fund 0073	\$ 2,010,885	\$ 3,550,000	\$ 3,550,000	\$ 3,550,000	\$ —	—
2321	Fleet Operating Fund 0070	19,045,398	18,256,074	19,022,604	19,080,200	824,126	4.5%
Total Revenues		\$ 21,056,282	\$ 21,806,074	\$ 22,572,604	\$ 22,630,200	\$ 824,126	3.8%



Fleet Management Capital Fund 0073 — Cost Center 2320
Major Changes to the Budget

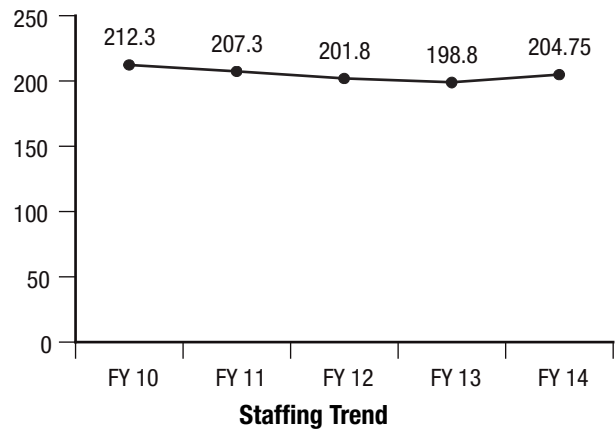
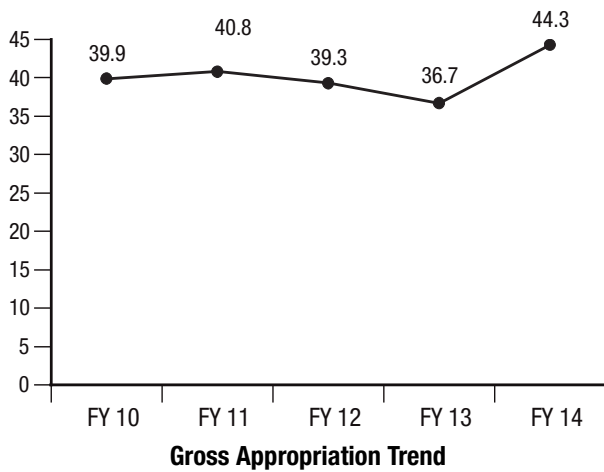
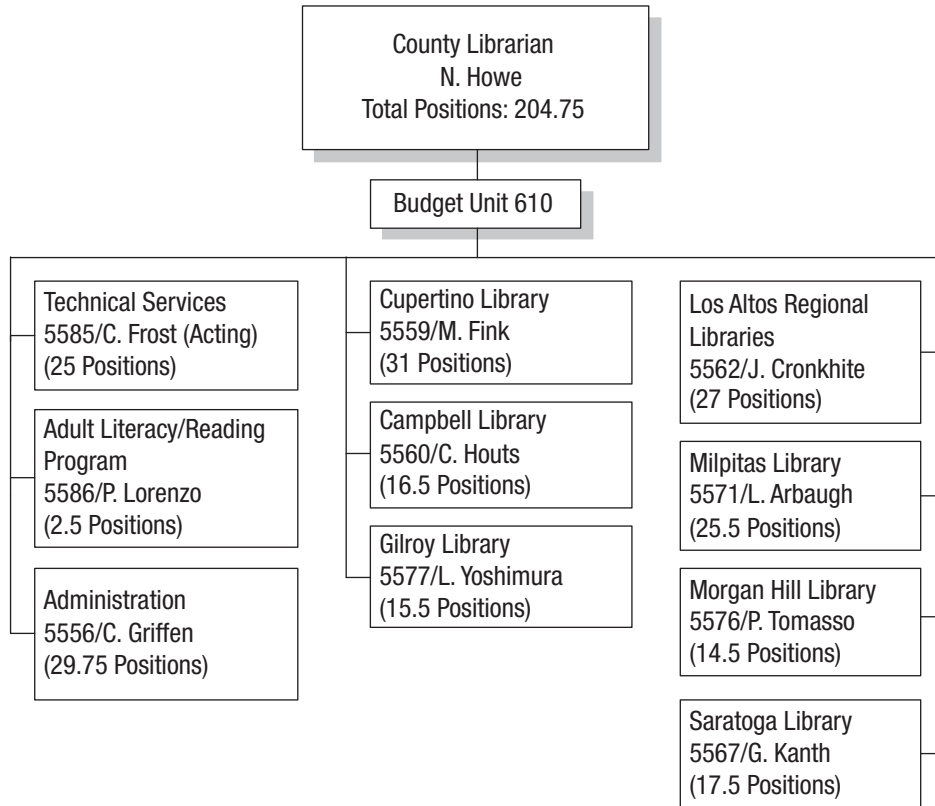
	Positions	Appropriations	Revenues
Garage ISF (Fund Number 0073)			
Current Level Budget			
FY 2013 Approved Budget	—	\$ (95,000)	\$ 3,550,000
Board Approved Adjustments During FY 2013	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
IntraCounty Adjustments	—	95,000	—
Other Adjustments	—	—	—
Subtotal (Current Level Budget)	—	\$ —	\$ 3,550,000
Recommended Changes for FY 2014			
IntraCounty Adjustments	—	\$ —	\$ —
Decision Packages			
Purchase Vehicles for Office of the District Attorney	—	(85,500)	—
Information Technology			
Capital			
Subtotal (Recommended Changes)	—	\$ (85,500)	\$ —
Recommended Budget	—	\$ (85,500)	\$ 3,550,000

Fleet Operating Fund 0070 — Cost Center 2321
Major Changes to the Budget

	Positions	Appropriations	Revenues
Fleet Operating Fund (Fund Number 0070)			
Current Level Budget			
FY 2013 Approved Budget	51.0	\$ 20,444,096	\$ 18,256,074
Board Approved Adjustments During FY 2013	1.0	164,391	75,000
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	277,151	—
IntraCounty Adjustments	—	146,082	691,530
Other Adjustments	—	—	—
Subtotal (Current Level Budget)	52.0	\$ 21,031,720	\$ 19,022,604
Recommended Changes for FY 2014			
IntraCounty Adjustments	—	\$ —	\$ —
Decision Packages			
Increase ISF Fleet and Fuel Charges	—	—	57,596
Information Technology			
Capital			
Subtotal (Recommended Changes)	—	\$ —	\$ 57,596
Recommended Budget	52.0	\$ 21,031,720	\$ 19,080,200



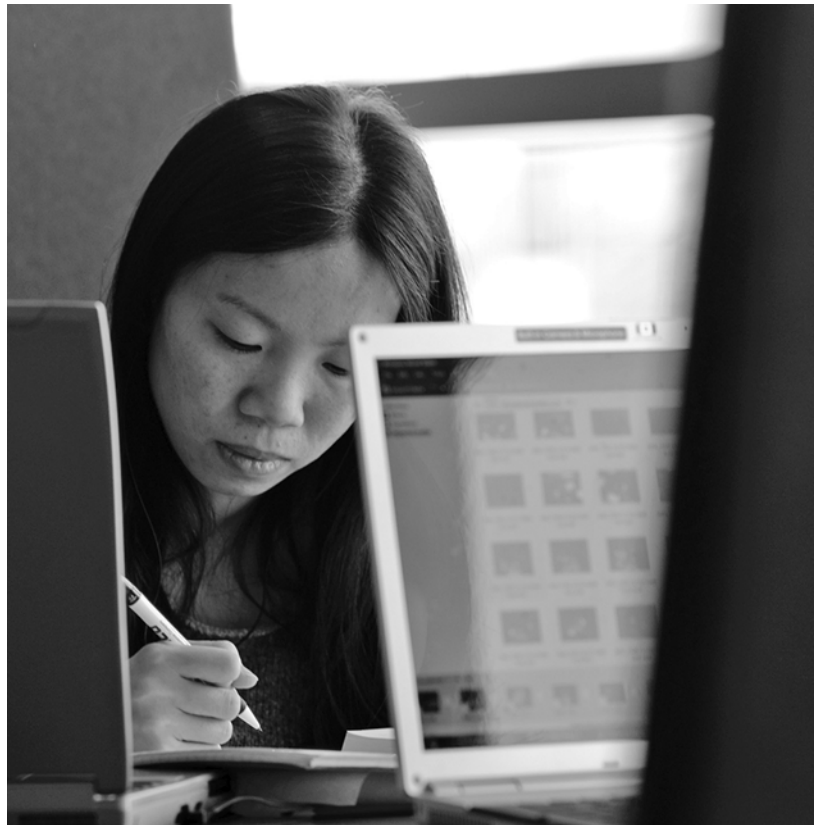
County Library District



Public Purpose

- **The Santa Clara County Library District is an invaluable resource for information, entertainment and ideas.**
- **The Library is convenient, easy-to-use and technologically adept.**
- **The Library system as a whole is greatly valued as are the community libraries; residents actively encourage others to use the Library.**
- **Free, nonjudgmental and convenient access to Library services and resources are a priority.**

Below: Construction of the new Gilroy Library



Description of Major Services

The Santa Clara County Library District is one of the top 100 libraries in the United States. For twelve years, it has ranked as one of the best in the nation for its size by Hennen's American Public Library Ratings which uses 15 different benchmark measures such as collections, circulation, visits and customer service. Also recognized as one of America's Star Libraries for the last five years by Library Journal, and with more than 3.1 million visits each year, Santa Clara County Library District is one of the most-used public resources in the region. In addition, 2.1 million online visits were made to the district's growing collection of digital materials and services.

The Santa Clara County Library District serves a population of 410,001 residents of unincorporated County neighborhoods and the cities of Campbell, Cupertino, Gilroy, Los Altos, Los Altos Hills, Milpitas, Monte Sereno, Morgan Hill and Saratoga. In 2012 the district had over 207,000 registered customers that borrowed 9.8 million items. The Santa Clara County Library District is a dependent special district governed by a Joint Powers Authority (JPA) comprised of representatives of each of these nine cities and two representatives from the Board of Supervisors.

Library services are provided to the public through seven community libraries located in Campbell, Cupertino, Gilroy, Los Altos, Milpitas, Morgan Hill and Saratoga, and a branch library in Los Altos. In each community, the library building is owned by the municipality with collections and operations provided

by Santa Clara County Library District. Since 2003, the Cities of Saratoga, Cupertino, Morgan Hill, Milpitas and Gilroy have constructed new libraries. The Administrative Office of the Santa Clara County Library District, located in Los Gatos, provides a number of services including a virtual library, technical services, information technology, collection development, programming and outreach support, administration, and a central warehouse.

Three District-wide services include the Bookmobile, The Reading Program, and the PlaneTree Health Information Center. The Santa Clara County Library District extends the reach of library services to the homebound and underserved populations with its Bookmobile service, taking books, DVDs, CDs and other materials to locations isolated by geography or other circumstances such as the rural South County, the mountains, nursing homes and migrant camps. The Reading Program, housed in the new Gilroy Library but serving the entire district, teaches low-literacy adults basic reading, writing, math and computer skills for free. Tutors and learners meet together at every library in the Santa Clara County Library District and classes are offered at several locations in the community. The PlaneTree Health Information Center, housed in the Cupertino Library but serving the entire district, provides relevant and reliable consumer health and medical information to help people make healthy choices about their lives and informed decisions about their health.

Current and Emerging Issues

Revenue Recovery

After two years of decline, the Library District's revenues are expected to grow modestly in the near term. In addition to recovery in the housing market and the associated increases in assessed valuation, the dissolution of redevelopment agencies in four cities within the Library District's service area is producing a positive effect. Nevertheless, the effect of dissolution will not be immediate as the State is allowing obligated debt and other expenses to be paid off from the redevelopment agency successor agencies before the revenue shifts to entities that received secured property tax revenue. In general, secured property tax proceeds

(the Library District's largest single revenue source) are projected to increase 2% in FY 2014. This modest growth will allow the current level of service to be sustained.

Additionally, while all of the State of California's funding to support universal library access was eliminated in the "trigger cuts" enacted in FY 2012, a small amount of funding from the California State Library in support of the Library District's Reading Program is expected to continue indefinitely. This \$46,000 annual grant pales in comparison to the funding in excess of \$1.4 million that disappeared with the trigger cuts.



Increasing Demand for Service

The national trend is for increased use of public libraries, despite the proliferation of computers at home and at work, and increased access to the Internet. Santa Clara County Library District is also experiencing high usage with circulation over 9.8 million items in 2012, and 16,553 new library cards issued last year. A concerted effort is made to add materials to the

collection in languages that reflect the diversity of the County, including Spanish, Chinese, Vietnamese, Russian, Japanese, Hindi, Korean, German and French.

The public is increasingly turning to the Library for eBooks and other downloadable materials, including, but not limited to, eAudiobooks, digital magazines, and MP3 music files. In 2012, there were over 67,000 eBook loans, a 69% increase from 2011 after several years of triple digit percentage increases.

Summary of County Executive's Recommendations

Description	Impact	Impact on Services	Position Impact	FY 2014 Ongoing Net Cost/(Savings)	FY 2014 One-Time Net Cost/(Savings)
Library Administration	↑	These positions will act as "floaters" for special projects and/or long-term absences and also will increase the department's capacity to meet the higher demands for the Library's web services.	1.5	\$151,779	—
Cupertino Library	↑	These positions will meet community needs and children's programs and will also ensure that library materials are ready for patrons in a timely manner.	1.5	\$127,218	—
Morgan Hill Library	↑	These positions will increase library programming and services and also will ensure that library materials are ready for patrons in a timely manner.	1.0	\$76,625	—
Gilroy Library	↑	These positions will increase library programming and services and also will ensure that library materials are ready for patrons in a timely manner.	1.0	\$76,625	—
Campbell Library	↑	This position will ensure that library materials are ready for patrons in a timely manner.	0.5	\$26,032	—
Los Altos Library	↑	This position will ensure that library materials are ready for patrons in a timely manner.	0.5	\$26,032	—
Fixed Asset Purchases	↑	Fixed asset requests will be funded with a transfer from the Technology Reserve.	—	—	\$211,746

↑ — Enhanced ◆ — Modified ● — No Change ↓ — Reduced ☒ — Eliminated



County Executive's Recommendation

The County Executive's Recommended Budget matches the budget approved by the Santa Clara County Library District Joint Powers Authority (JPA) on April 25, 2013.

Library Administration

Recommended Action: Add two 0.5 FTE Librarian II positions.

Service Impact: These two positions will act as "floaters" for special projects and/or long-term absences.

Positions Added: 1.0 FTE
Ongoing Cost: \$101,186

Recommended Action: Delete 0.5 FTE Electronic Resources Librarian II position and add 1.0 FTE Electronic Resources Librarian II position.

Service Impact: An existing halftime position will be converted into a fulltime position. The conversion of a halftime Electronic Resources Librarian II position to a fulltime position will increase the department's capacity to meet the higher demands for the Library's web services.

Positions Added: 0.5 FTE
Ongoing Cost: \$50,593

Salary and Benefits for 1.0 FTE Electronic Resources Librarian II: \$101,186

Recommended Action: Delete two 0.5 FTE Information Systems Technician I positions and add 1.0 FTE Information Systems Technician I position.

Service Impact: Two existing halftime positions will be converted into a fulltime position. The conversion of these two halftime Information Systems Technician I positions to a fulltime position will increase the department's capacity to meet the higher demands for the Library's web services

Net Positions Added: 0.0 FTE
Ongoing Net Cost: \$0

Salary and Benefits of \$86,634 for 1.0 FTE Information Systems Technician I position is completely offset by the deletion of two 0.5 FTE Information Systems Technician I positions.

Cupertino Library

Recommended Action: Add 1.0 FTE Librarian II position.

Service Impact: This position will meet community needs for children's programs.

Positions Added: 1.0 FTE
Ongoing Cost: \$101,186

Recommended Action: Add 0.5 FTE Library Page position.

Service Impact: This position will ensure that library materials are ready for patrons in a timely manner.

Positions Added: 0.5 FTE
Ongoing Cost: \$26,032

Morgan Hill Library

Recommended Action: Add 0.5 FTE Librarian II position.

Service Impact: This position will increase library programming and services.

Positions Added: 0.5 FTE
Ongoing Cost: \$50,593

Recommended Action: Add 0.5 FTE Library Page position.

Service Impact: This position will ensure that library materials are ready for patrons in a timely manner.

Positions Added: 0.5 FTE
Ongoing Cost: \$26,032

↑ Gilroy Library

Recommended Action: Add 0.5 FTE Librarian II position.

Service Impact: This position will increase library programming and services.

Positions Added: 0.5 FTE
Ongoing Cost: \$50,593

Recommended Action: Add 0.5 FTE Library Page position.

Service Impact: This position will ensure that library materials are ready for patrons in a timely manner.

Positions Added: 0.5 FTE
Ongoing Cost: \$26,032

↑ Campbell Library

Recommended Action: Add 0.5 FTE Library Page position.

Service Impact: This position will ensure that library materials are ready for patrons in a timely manner.

Positions Added: 0.5 FTE
Ongoing Cost: \$26,032

↑ Los Altos Library

Recommended Action: Add 0.5 FTE Library Page position.

Service Impact: This position will ensure that library materials are ready for patrons in a timely manner.

Positions Added: 0.5 FTE
Ongoing Cost: \$26,032

↑ Fixed Asset Purchases

Recommended Action: Allocate one-time funding for the purchase of fixed assets.

Service Impact: The following fixed asset requests will be funded with a transfer from the Technology Reserve.

FY 2014 Fixed Assets

Item	Amount
E-Reader Devices: Pilot to lend e-reader devices pre-loaded with e-books.	\$120,081
Microfilm Scanner: The purchase of a microfilm scanner will enable customers to scan documents to USB devices.	\$66,871
Group Work Stations: Group work stations for patrons to collaborate and will include large monitors and devices for multiple laptops to plug in and display.	\$16,600
Tally Printer: The current tally printer, which prints overdue notices, will be replaced.	\$8,194
Total Fixed Assets	\$211,746

Total One-time Cost: \$211,746

Fixed Asset will be funded with a transfer from the Technology Reserve

County Library Headquarters— Budget Unit 610 Net Expenditures by Cost Center

CC	Cost Center Name	FY 2012 Actuals	FY 2013 Approved	FY 2014 Base Budget	FY 2014 Recommended	Amount Chg From 2013 Approved	% Chg From 2013 Approved
5556	Library Admin Fund 0025	\$ 11,191,239	\$ 15,648,485	\$ 21,681,583	\$ 22,045,109	\$ 6,396,624	40.9%
5559	Cupertino Library Fund 0025	3,314,127	3,408,781	3,442,734	3,569,953	161,172	4.7%
5560	Campbell Library Fund 0025	2,199,520	1,783,124	1,909,712	1,935,744	152,620	8.6%
5562	Los Altos Library Fund 0025	3,229,453	2,928,318	3,014,594	3,040,626	112,308	3.8%
5567	Saratoga Comm Library Fund 0025	1,959,560	2,015,380	2,094,890	2,094,890	79,510	3.9%



County Library Headquarters— Budget Unit 610 Net Expenditures by Cost Center

CC	Cost Center Name	FY 2012 Actuals	FY 2013 Approved	FY 2014 Base Budget	FY 2014 Recommended	Amount Chg From 2013 Approved	% Chg From 2013 Approved
5571	Milpitas Comm Library Fund 0025	3,206,757	2,728,612	2,854,954	2,854,954	126,342	4.6%
5576	Morgan Hill Library Fund 0025	1,674,044	1,671,455	1,667,448	1,744,073	72,618	4.3%
5577	Gilroy Library Fund 0025	1,548,242	1,752,628	1,830,060	1,906,685	154,057	8.8%
5585	Technical Svcs Fund 0025	5,067,394	4,529,371	4,853,480	4,853,480	324,109	7.2%
5586	Literacy Program Fund 0025	278,017	266,304	287,224	287,224	20,920	7.9%
Total Net Expenditures \$		33,668,353 \$	36,732,458 \$	43,636,679 \$	44,332,738 \$	7,600,280	20.7%

County Library Headquarters— Budget Unit 610 Gross Expenditures by Cost Center

CC	Cost Center Name	FY 2012 Actuals	FY 2013 Approved	FY 2014 Base Budget	FY 2014 Recommended	Amount Chg From 2013 Approved	% Chg From 2013 Approved
5556	Library Admin Fund 0025	\$ 11,191,239	\$ 15,648,485	\$ 21,681,583	\$ 22,045,109	\$ 6,396,624	40.9%
5559	Cupertino Library Fund 0025	3,314,127	3,408,781	3,442,734	3,569,953	161,172	4.7%
5560	Campbell Library Fund 0025	2,199,520	1,783,124	1,909,712	1,935,744	152,620	8.6%
5562	Los Altos Library Fund 0025	3,229,453	2,928,318	3,014,594	3,040,626	112,308	3.8%
5567	Saratoga Comm Library Fund 0025	1,959,560	2,015,380	2,094,890	2,094,890	79,510	3.9%
5571	Milpitas Comm Library Fund 0025	3,206,757	2,728,612	2,854,954	2,854,954	126,342	4.6%
5576	Morgan Hill Library Fund 0025	1,674,044	1,671,455	1,667,448	1,744,073	72,618	4.3%
5577	Gilroy Library Fund 0025	1,548,242	1,752,628	1,830,060	1,906,685	154,057	8.8%
5585	Technical Svcs Fund 0025	5,067,394	4,529,371	4,853,480	4,853,480	324,109	7.2%
5586	Literacy Program Fund 0025	278,017	266,304	287,224	287,224	20,920	7.9%
Total Gross Expenditures \$		33,668,353 \$	36,732,458 \$	43,636,679 \$	44,332,738 \$	7,600,280	20.7%

County Library Headquarters— Budget Unit 610 Expenditures by Object

Object	FY 2012 Actuals	FY 2013 Approved	FY 2014 Base Budget	FY 2014 Recommended	Amount Chg From 2013 Approved	% Chg From 2013 Approved
Salary and Benefits	20,386,715	21,185,162	21,919,642	22,403,955	1,218,793	5.8%
Services And Supplies	12,112,414	11,095,665	11,564,817	11,564,817	469,152	4.2%
Fixed Assets	1,169,224	168,300	—	211,746	43,446	25.8%
Reserves	—	4,283,331	10,152,220	10,152,220	5,868,889	137.0%
Total Net Expenditures \$	33,668,353 \$	36,732,458 \$	43,636,679 \$	44,332,738 \$	7,600,280	20.7%



County Library Headquarters— Budget Unit 610 Revenues by Cost Center

CC	Cost Center Name	FY 2012 Actuals	FY 2013 Approved	FY 2014 Base Budget	FY 2014 Recommended	Amount Chg From 2013 Approved	% Chg From 2013 Approved
5556	Library Admin Fund 0025	\$ 32,677,031	\$ 37,750,128	\$ 38,534,461	\$ 38,534,461	\$ 784,333	2.1%
5559	Cupertino Library Fund 0025	218	—	—	—	—	—
5560	Campbell Library Fund 0025	144	—	—	—	—	—
5562	Los Altos Library Fund 0025	2,085	—	—	—	—	—
5567	Saratoga Comm Library Fund 0025	239	—	—	—	—	—
5571	Milpitas Comm Library Fund 0025	287	—	—	—	—	—
5577	Gilroy Library Fund 0025	22	—	—	—	—	—
5585	Technical Svcs Fund 0025	10	—	—	—	—	—
5586	Literacy Program Fund 0025	13,183	274,700	—	—	(274,700)	-100.0%
Total Revenues		\$ 32,693,218	\$ 38,024,828	\$ 38,534,461	\$ 38,534,461	\$ 509,633	1.3%

Library Admin Fund 0025 — Cost Center 5556 Major Changes to the Budget

	Positions	Appropriations	Revenues
County Library Fund (Fund Number 0025)			
Current Level Budget			
FY 2013 Approved Budget		27.8 \$ 15,648,485	\$ 37,750,128
Board Approved Adjustments During FY 2013		— 17,188	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	0.5	166,014	—
IntraCounty Adjustments	—	(9,620)	—
Other Adjustments	—	5,859,516	784,333
Subtotal (Current Level Budget)	28.3	\$ 21,681,583	\$ 38,534,461
Recommended Changes for FY 2014			
IntraCounty Adjustments	—	\$ —	\$ —
Decision Packages			
Fixed Asset Purchases	—	211,746	—
Add and delete positions for the Library District	1.5	151,780	—
Information Technology			
Capital			
Subtotal (Recommended Changes)	1.5	\$ 363,526	\$ —
Recommended Budget	29.8	\$ 22,045,109	\$ 38,534,461



Cupertino Library Fund 0025 — Cost Center 5559
Major Changes to the Budget

	Positions	Appropriations	Revenues
County Library Fund (Fund Number 0025)			
Current Level Budget			
FY 2013 Approved Budget	29.0	\$ 3,408,781	\$ —
Board Approved Adjustments During FY 2013	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	0.5	217,165	—
IntraCounty Adjustments	—	—	—
Other Adjustments	—	(183,212)	—
Subtotal (Current Level Budget)	29.5	\$ 3,442,734	\$ —
Recommended Changes for FY 2014			
IntraCounty Adjustments	—	\$ —	\$ —
Decision Packages			
Add and delete positions for the Library District	1.5	127,219	—
Information Technology			
Capital			
Subtotal (Recommended Changes)	1.5	\$ 127,219	\$ —
Recommended Budget	31.0	\$ 3,569,953	\$ —

Campbell Library Fund 0025 — Cost Center 5560
Major Changes to the Budget

	Positions	Appropriations	Revenues
County Library Fund (Fund Number 0025)			
Current Level Budget			
FY 2013 Approved Budget	16.0	\$ 1,783,124	\$ —
Board Approved Adjustments During FY 2013	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	82,701	—
IntraCounty Adjustments	—	—	—
Other Adjustments	—	43,887	—
Subtotal (Current Level Budget)	16.0	\$ 1,909,712	\$ —
Recommended Changes for FY 2014			
IntraCounty Adjustments	—	\$ —	\$ —
Decision Packages			
Add and delete positions for the Library District	0.5	26,032	—
Information Technology			
Capital			
Subtotal (Recommended Changes)	0.5	\$ 26,032	\$ —
Recommended Budget	16.5	\$ 1,935,744	\$ —



Los Altos Library Fund 0025 — Cost Center 5562
Major Changes to the Budget

	Positions	Appropriations	Revenues
County Library Fund (Fund Number 0025)			
Current Level Budget			
FY 2013 Approved Budget	26.5	\$ 2,928,318	\$ —
Board Approved Adjustments During FY 2013	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	133,916	—
IntraCounty Adjustments	—	—	—
Other Adjustments	—	(47,640)	—
Subtotal (Current Level Budget)	26.5	\$ 3,014,594	\$ —
Recommended Changes for FY 2014			
IntraCounty Adjustments	—	\$ —	\$ —
Decision Packages			
Add and delete positions for the Library District	0.5	26,032	—
Information Technology			
Capital			
Subtotal (Recommended Changes)	0.5	\$ 26,032	\$ —
Recommended Budget	27.0	\$ 3,040,626	\$ —

Saratoga Comm Library Fund 0025 — Cost Center 5567
Major Changes to the Budget

	Positions	Appropriations	Revenues
County Library Fund (Fund Number 0025)			
Current Level Budget			
FY 2013 Approved Budget	17.5	\$ 2,015,380	\$ —
Board Approved Adjustments During FY 2013	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	59,979	—
IntraCounty Adjustments	—	—	—
Other Adjustments	—	19,531	—
Subtotal (Current Level Budget)	17.5	\$ 2,094,890	\$ —
Recommended Changes for FY 2014			
IntraCounty Adjustments	—	\$ —	\$ —
Decision Packages			
Information Technology			
Capital			
Subtotal (Recommended Changes)	—	\$ —	\$ —
Recommended Budget	17.5	\$ 2,094,890	\$ —



Milpitas Comm Library Fund 0025 — Cost Center 5571 Major Changes to the Budget

	Positions	Appropriations	Revenues
County Library Fund (Fund Number 0025)			
Current Level Budget			
FY 2013 Approved Budget	25.5	\$ 2,728,612	\$ —
Board Approved Adjustments During FY 2013	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	125,702	—
IntraCounty Adjustments	—	—	—
Other Adjustments	—	640	—
Subtotal (Current Level Budget)	25.5	\$ 2,854,954	\$ —
Recommended Changes for FY 2014			
IntraCounty Adjustments	—	\$ —	\$ —
Decision Packages			
Information Technology			
Capital			
Subtotal (Recommended Changes)	—	\$ —	\$ —
Recommended Budget	25.5	\$ 2,854,954	\$ —

Morgan Hill Library Fund 0025 — Cost Center 5576 Major Changes to the Budget

	Positions	Appropriations	Revenues
County Library Fund (Fund Number 0025)			
Current Level Budget			
FY 2013 Approved Budget	14.0	\$ 1,671,455	\$ —
Board Approved Adjustments During FY 2013	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	-0.5	9,561	—
IntraCounty Adjustments	—	—	—
Other Adjustments	—	(13,568)	—
Subtotal (Current Level Budget)	13.5	\$ 1,667,448	\$ —
Recommended Changes for FY 2014			
IntraCounty Adjustments	—	\$ —	\$ —
Decision Packages			
Add and delete positions for the Library District	1.0	76,625	—
Information Technology			
Capital			
Subtotal (Recommended Changes)	1.0	\$ 76,625	\$ —
Recommended Budget	14.5	\$ 1,744,073	\$ —



Gilroy Library Fund 0025 — Cost Center 5577
Major Changes to the Budget

	Positions	Appropriations	Revenues
County Library Fund (Fund Number 0025)			
Current Level Budget			
FY 2013 Approved Budget	14.5	\$ 1,752,628	\$ —
Board Approved Adjustments During FY 2013	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	86,439	—
IntraCounty Adjustments	—	—	—
Other Adjustments	—	(9,007)	—
Subtotal (Current Level Budget)	14.5	\$ 1,830,060	\$ —
Recommended Changes for FY 2014			
IntraCounty Adjustments	—	\$ —	\$ —
Decision Packages			
Add and delete positions for the Library District	1.0	76,625	—
Information Technology			
Capital			
Subtotal (Recommended Changes)	1.0	\$ 76,625	\$ —
Recommended Budget	15.5	\$ 1,906,685	\$ —

Technical Svcs Fund 0025 — Cost Center 5585
Major Changes to the Budget

	Positions	Appropriations	Revenues
County Library Fund (Fund Number 0025)			
Current Level Budget			
FY 2013 Approved Budget	25.5	\$ 4,529,371	\$ —
Board Approved Adjustments During FY 2013	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	-0.5	64,222	—
IntraCounty Adjustments	—	—	—
Other Adjustments	—	259,887	—
Subtotal (Current Level Budget)	25.0	\$ 4,853,480	\$ —
Recommended Changes for FY 2014			
IntraCounty Adjustments	—	\$ —	\$ —
Decision Packages			
Add and delete positions for the Library District	—	—	—
Information Technology			
Capital			
Subtotal (Recommended Changes)	—	\$ —	\$ —
Recommended Budget	25.0	\$ 4,853,480	\$ —

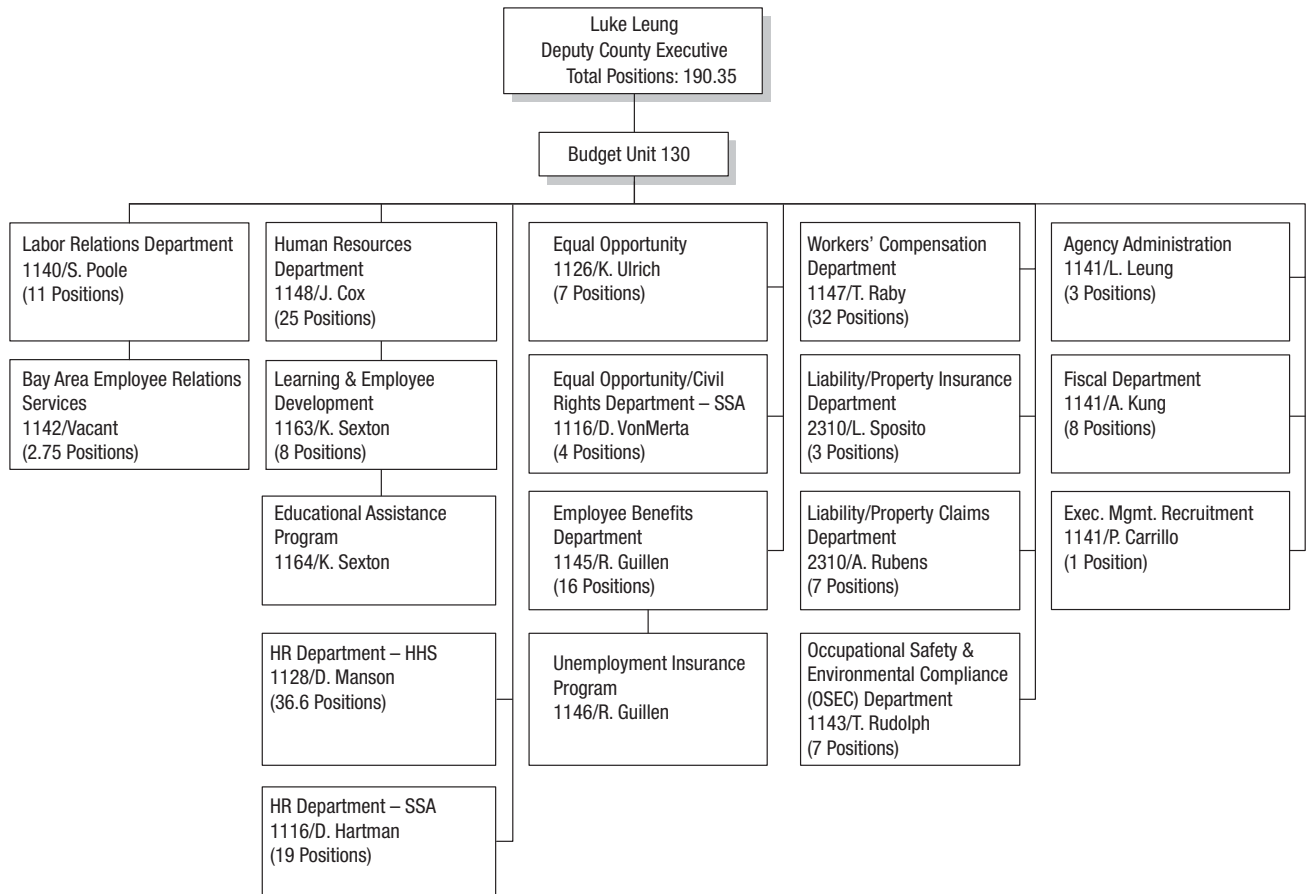


Literacy Program Fund 0025 — Cost Center 5586
Major Changes to the Budget

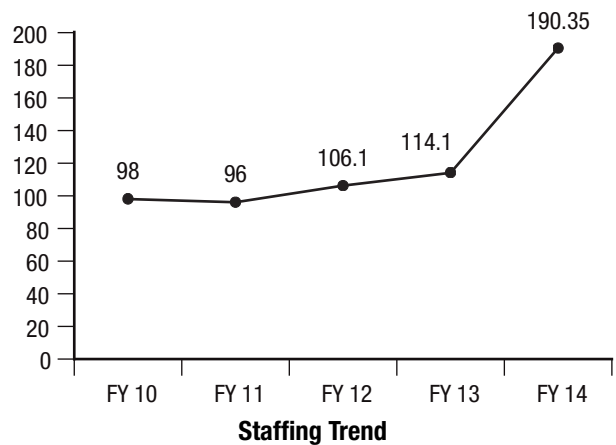
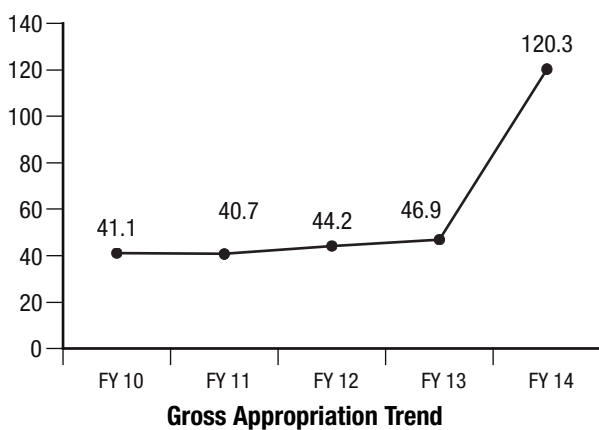
	Positions	Appropriations	Revenues
County Library Fund (Fund Number 0025)			
Current Level Budget			
FY 2013 Approved Budget	2.5 \$	266,304 \$	274,700
Board Approved Adjustments During FY 2013	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	21,564	—
IntraCounty Adjustments	—	—	—
Other Adjustments	—	(644)	(274,700)
Subtotal (Current Level Budget)	2.5 \$	287,224 \$	—
Recommended Changes for FY 2014			
IntraCounty Adjustments	— \$	— \$	—
Decision Packages			
Information Technology			
Capital			
Subtotal (Recommended Changes)	— \$	— \$	—
Recommended Budget	2.5 \$	287,224 \$	—



Employee Services Agency



Section 1: Finance and Government



Public Purpose

- Promote a productive, skillful and diverse workforce to assure effective and efficient services for County residents
- Provide a range of services in human resources, benefits, training and staff development, equal opportunity, and labor relations in support of County departments, County employees, and the community
- Minimize the cost of providing government services by protecting County employees and assets, and controlling workers' compensation, liability/property and unemployment insurance costs



Description of Major Services

Effective Fiscal Year 2014, all the programs in the Employee Services Agency are consolidated into one Budget Unit 0130, along with risk management programs and re-organized within the Agency to increase program operation efficiencies and to realize cost savings. In prior fiscal years, the Agency was organized in two budget units: Budget Unit 0130 – Human Resources, Labor Relations, and Equal Opportunity & Employee Development, and Budget Unit 0132 – Department of Risk Management.

Human Resources

Human Resources provides a full range of comprehensive human resources services to enable the County to continue to attract and retain a merit-based, high-quality, diverse workforce necessary to meet the needs of the County of Santa Clara.

Human Resources ensures that positions are filled in a timely manner by employing a variety of methods to recruit quality candidates. This Department conducts validated examinations and other personnel assessment processes in order to establish eligible lists for hiring. Responsibilities of the Department also include processing layoffs when filled positions are deleted, pre-employment background checks, and maintenance of the Countywide position classification plan by conducting classification and reallocation studies, and reviewing position add/delete requests. Human Resources, in collaboration with Center for Leadership and Transformation work teams, has been charged with improving various processes and aspects of Human Resources. The teams will work to streamline the recruitment process by reducing the number of forms necessary to fill positions, the review and update of 350 job specifications to ensure that the employment standards and tasks meet the work needs of the County, and development of training materials that will be helpful for hiring managers to understand the various rules and practices of Human Resources.

Employee Benefits

The Employee Benefits Department administers and coordinates a full range of benefit programs, from initial hire through retirement for employees, retirees and their families. Programs include health, dental, vision, and optional insurance programs. The Department analyzes employee benefit enrollment trends, and provides information and training to employees and

retirees in order to maximize their usage of benefits. It is also responsible for negotiating premium rates and contracts with all benefit plan providers.

Other programs that the Department administers are Unemployment Insurance Benefits, the Deferred Compensation Plan, the Supplemental Benefit Plan, and the ECO Pass Program. The Department also coordinates and provides direction, support, and training for employee service centers throughout the County organization, as well as serving as the employee service center to departments and agencies located at 70 West Hedding Street and at other nearby facilities.

Special employee services programs, located within Employee Benefits, provide services ranging from Vacation Donation to intervention and assistance to survivors of employees.

Learning and Employee Development

Learning and Employee Development provides professional development courses and certificate programs for all employees to increase effective communications, supervision, computer skills, career development, work effectiveness, and leadership throughout the County. Learning and Employee Development is responsible for the administration of the sccLearn Program including designing course planning, development of website content and vendor management. It also serves as a resource to departments for off-sites and classes tailored to specific needs.

Learning and Employee Development administers the education reimbursement programs negotiated in the bargaining unit contracts. The programs pay out over \$1,000,000 each year to employees attending professional events, continuing their education or paying for required professional licenses.

Learning and Employee Development also provides new employee orientation, new supervisor orientation, accelerated degree programs, retirement information workshops in addition to professional development courses for all employees, performance management courses, and computer courses.



Labor Relations

The Department of Labor Relations is responsible for the collective bargaining process between the County and 24 bargaining units representing approximately 15,000 employees. This includes researching, developing and presenting proposals on wages, hours and terms and conditions of employment pursuant to Government Code 3500 et seq. It is also responsible for representation issues with two additional bargaining units representing approximately 255 Santa Clara County Central Fire Protection District employees and about 17,000 In-Home Supportive Services (IHSS) Independent Providers. During FY 2013, negotiations with 17 bargaining units will occur as well as negotiations for an additional six bargaining units occurring later in calendar year 2013.

Labor Relations is also responsible for negotiating, on behalf of the County, departmental and alternate hour agreements. Further, Labor Relations assists Human Resources in implementing the layoff processes to assure the County is in compliance with the provisions of the various Memoranda of Agreement/Understanding.

Labor Relations adjudicates grievances at the lower steps and represents the County at arbitrations and represents the County before the Personnel Board in employee appeals of suspensions, demotions, and probationary releases. Labor Relations assists County Counsel in appeals of permanent dismissals before the Personnel Board and in arbitration.

Labor Relations is responsible for providing dispute resolution between labor organizations and managers and employees and managers.

Labor Relations is responsible for allocating new classifications to bargaining units and designating FLSA status for County positions. Labor Relations is also responsible for overseeing compliance with State and Federal labor laws. The Department administers the progressive disciplinary process in the County by providing appropriate training and assistance to County's supervisors and managers. The Department also monitors the implementation of extra help usage as well as performance appraisals.

Bay Area Employee Relations Service

Bay Area Employee Relations Service (BAERS) provides advisory and consultation services to 35 member public agencies under a joint powers agreement (JPA). BAERS maintains the membership web site, develops enhancements and special reports. BAERS is responsible for analyzing and updating classification and compensation data for 64 agencies, 5,800 classes organized in 206 comparison categories and 325 bargaining units. BAERS provides classification, compensation, benefit and contract information to member agencies, and conducts total compensation surveys and classification studies for JPA members and nonmembers.

Equal Opportunity

The Equal Opportunity Department is responsible for providing Countywide leadership in advancing the goals of equal opportunity, equal access and workplace diversity. This Department provides training on the prevention of discrimination and harassment, including sexual harassment, as well as training on the County's reasonable accommodation policy and on effectively working with a diverse workforce. Equal Opportunity proposes and implements County policies, guidelines and procedures to comply with Federal and State civil rights laws and regulations.

The Equal Opportunity Department administers a discrimination/harassment complaint process for employees, applicants for employment, and customers or vendors of County services, and investigates internal and external complaints of discrimination and harassment regarding civil rights. The Department also develops the County's Equal Employment Opportunity Plan and helps coordinate outreach to disadvantaged businesses to enhance participation in County contracting opportunities.

Executive Recruitment Services

Executive Recruitment Services conducts and facilitates a myriad of administrative projects and analyses, and collects and presents data on Countywide Employee Services Agency issues. Executive Recruitment Services conducts comprehensive executive recruitments and placements; classification studies and benefit/compensation surveys; facilitates transitional assistance (i.e. temporary housing) to newly appointed Executive Leaders; and prepares the annual Executive Management Ordinance.

Human Resources – Health and Hospital System (HR-HHS)

Human Resources at HHS provides a full range of comprehensive human resources services to enable the Health and Hospital System units and departments to continue to attract and retain a highly technically skilled quality and diverse workforce necessary to meet the needs of the County of Santa Clara. HR-HHS is the service center for the 7,500 HHS employees. Major areas include recruitment, reclassification, reasonable accommodation, and employee support.

Workers' Compensation

The County meets its State mandate for workers' compensation services by maintaining a self administered Workers' Compensation Program. The Workers' Compensation Department administers claims for County and Santa Clara County Central Fire Protection District employees injured in the course of their employment. Major services include:

- Provide accurate and timely benefits to workers injured in the course and scope of their employment.
- Provide supervisory training and claims status updates for County departments.
- Monitor and facilitate the Medical Management component of the Program for providing medical treatments to injured employees.
- Coordinate job placements for County employees who have suffered occupational injuries that temporarily limit their ability to perform their regular jobs.

Liability/Property Insurance

Liability/Property Insurance prevents, eliminates or transfers the County's risk whenever possible through the following services:

- Evaluate significant Countywide risks, hazards and exposures; develops and implements risk management methodologies, and provide advice on strategies to mitigate unanticipated financial losses.

- Loss prevention services, including risk assessments, loss history trend analysis, site inspections, Emergency Response Team training, and Defensive Driver Training.
- Risk financing through self-insurance and commercial insurance programs.
- Contract insurance compliance by establishing and maintaining standard insurance requirements for most County contracts.

Liability/Property Claims

Liability/Property Claims manages general, auto and medical malpractice liability claims, property claims against the County, and the Valley Medical Center Subrogation Program. Additionally, Liability/Property Claims performs field investigation of accidents, and pursues recovery of County costs through third-party subrogation activities.

Occupational Safety and Environmental Compliance

The Safety and Environmental Compliance Department assures that all County operations comply with applicable environmental health and safety laws. Major services include:

- Employee health, safety, and environmental oversight and compliance support.
- Facility inspection and auditing.
- Maintenance of Countywide occupational safety and hazardous materials management program.
- Safety and environmental training support.
- Coordinate Union/Management Safety Committee and County Safety Coordinator activities.
- Provide and manage indoor air quality inspections for County facilities.

Current and Emerging Issues

Human Resources

Demand for recruitment and classification services continues to increase. The Department of Human Resources continues to provide classification and

recruitment activities to meet staffing requirements in Santa Clara Valley Medical Center (SCVMC) for the implementation of the EPIC/HealthLink Project, a project in SCVMC to create new electronic medical

records aimed at providing more coordinated care and better outcomes. The Department is continuing the recruitment and classification activities for adding personnel in law enforcement agencies, the Health and Hospital System and Social Services Agency to handle the influx of inmates from the State system to the County jail facilities under the enacted State legislation AB 109. As County departments continue to implement efficiencies that result in organization changes, Human Resources continues to receive classification study requests to properly classify positions that absorb or are assigned new duties. Human Resources has also embarked on a project to update all class specifications that have not been revised prior to year 2000.

The passage of the Public Employees Pension Reform Act of 2013, effective January 1, 2013 may pose a challenge to the County in recruiting candidates to fill County job positions. Under the Act, the reduction in retirement benefits for new employees in the public sector has the effect on reducing the County recruitment effectiveness in competing with private sector for the best and brightest candidates.

Labor Relations

During FY 2011 and FY 2012, the Department of Labor Relations negotiated labor agreements with employee bargaining units resulting in an estimated \$75 million dollars in General Fund savings per year. In FY 2013 and continuing in FY 2014, Labor Relations has embarked on another round of contract negotiations with the majority of County bargaining units.

Learning and Employee Development

Employee Development is launching two new suites of online training courses to reach a broader employee audience, make the training more accessible, leverage County budget dollars to provide more training than is possible with just instructor-led courses, provide more depth on topics that meet the needs of the County's employee population, and reduce travel and printing costs.

Employee Development is also creating a new manager/supervisor program that focuses on tying the competencies that employees are measured against in the performance appraisal process with the courses being delivered web-based. This new program allows managers and supervisors to select the course they need based on a self assessment and their development plan. This year's executive development program will

focus on providing executive leaders with more strategic tools to execute the vision plans that executives created.

Employee Benefits

Employee benefit costs continue to put a considerable strain on the County's budget. The growing funding deficit for providing medical benefits to County retirees continues to be a major concern for the County. Strategies are being developed to contain the growth in health premium costs and to mitigate long-term unfunded liability obligations in County's Other Post Employment Benefits (OPEB) program. Strategies include engaging consultant services to assess health plan renewal rates, assist the County in negotiating with plan providers for more favorable rates, explore design changes in health plans, recommend modifications to the current health benefits provisions, and develop health plan options for the County to consider.

Workers' Compensation

Provisions in the enacted 2012 Workers' Compensation Reform Act effective January 1, 2013, increase costs in some workers' compensation components and reduce costs in others. The Reform Act also mandates additional administrative processes that have worsened the claims adjuster caseload issue. The current average caseload of the claims adjusters in Workers' Compensation exceeds the industry best practice caseload standard and it is at the CSAC Excess Insurance Authority's caseload cap. Overburdened claims adjusters increase the possibility of errors that may result in the County paying penalties.

The purchased claims system supporting the Workers' Compensation operations will be changing to a new platform. Ongoing cost increases are anticipated for this change over and may require Workers' Compensation to seek a less expensive claims system available in the market in the near term.

Summary of County Executive's Recommendations

Description	Impact	Impact on Services	Position Impact	FY 2014 Ongoing Net Cost/(Savings)	FY 2014 One-Time Net Cost/(Savings)
Reduce Services and Supplies Budget	◆	There is no anticipated impact to the Department's level of service.	—	(\$17,134)	—
Reduce Special Services	↓	The County will no longer have a dedicated position to provide special services to County staff, although most of the services will be absorbed by other personnel within the Agency.	-0.75	(\$106,626)	—
Change in Resources for HR-HHS	◆	This action will allow HR-HHS operations to realign their level of staffing needs.	—	\$11,447	—
Fund Executive Leader Training	↑	Training for Executive Leaders will enhance the County's work towards its mission, values, and vision.	—	—	\$75,000
Human Resources & Equal Opportunity/Civil Rights-Social Services Agency	◆	This change will enhance efficiencies, standardize processes, facilitate communication, and provide for adequate supervision and coverage.	22.0	—	—
Add Resources to HR-SSA	↑	This position will help in the recruitment and hiring of staff for Healthy Families and Health Care Reform and for the hiring of staff in the Department of Family and Children Services and the Department of Aging and Adult Services.	1.0	—	—
Consolidate Programs in ESA and Dissolve Risk Management Administration	◆	This is not expected to have service impacts, and it will allow the heads of the programs to be more self-directed in managing their programs.	-1.0	(\$124,915)	—
Add Resources to Workers' Compensation	↑	This will provide some relief for the current overburdened claims adjuster staff and allow compliance with recent legislation impacting caseloads.	1.0	\$28,334	—
Reduce Workers' Compensation Medical Management Budget	◆	There is no service impact as a result of this action, and it will allow County departments to recognize cost savings.	—	(\$76,776)	—
Reduce Expenses in Liability/Property Insurance Department	◆	There is no service impact as a result of this action, and it will allow County departments to recognize cost savings.	—	(\$28,188)	—

↑ — Enhanced ◆ — Modified ● — No Change ↓ — Reduced ☒ — Eliminated



Summary of County Executive's Recommendations

Description	Impact	Impact on Services	Position Impact	FY 2014 Ongoing Net Cost/(Savings)	FY 2014 One-Time Net Cost/(Savings)
Add Staff to Human Resources	↑	These positions will help reduce recruitment and hiring processing time and will assist with Center for Leadership and Transformation efforts to create a more accurate, streamlined recruitment process.	2.0	\$230,772	(\$38,462)
↑ — Enhanced ◆ — Modified ● — No Change ↓ — Reduced ☒ — Eliminated					

County Executive's Recommendation

◆ Reduce Services and Supplies Budget

Recommended Action: Reduce office expense budget among Agency programs.

Service Impact: There is no service impact for this recommended action. Agency staff will continue scrutinizing purchases and curb spending against these budget accounts to stay within the reduced budget level.

Ongoing Savings: \$17,134

↓ Reduce Special Services

Recommended Action: Delete a vacant 0.75 FTE Employee Services Coordinator position in the Human Resources Department.

Service Impact: The service impacts of deleting the 0.75 FTE position will be minimal, although the County will no longer have a dedicated position to provide special services to County staff, their families, and the public to help them through critical life incidents. These services include assisting employees and their families to process death benefits, coordinating for vacation donations, assisting departments for critical incident stress debriefings, managing the annual Take Your Sons and Daughters To Work Day event, and outreach to victims of County employee actions. The bulk of the position's services will be handled by the Employee Benefits Department. The County will curtail or no longer provide outreach services to the public. The responsibilities to coordinate for critical incident stress debriefings and critical incident response may be

assumed by departments where the incident occurred. Critical incident stress debriefings and early intervention services may be assumed by other departments (i.e., Mental Health, Employee Assistance Program, Social Services) or contracted out. These incidents occur rarely.

Positions Deleted: 0.75 FTE
Ongoing Savings: \$106,626

◆ Change in Resources for HR-HHS

Recommended Action: Transfer an Office Management Coordinator position from Workers' Compensation to HR-HHS.

Service Impact: There is no impact to the level of service. This action will realign the level of staffing needs in HR-HHS operations. The Office Management Coordinator position will supervise four Office Specialist positions, and coordinate clerical/administrative support functions of HR-HHS, including the reception area. The responsibilities of the Office Management Coordinator position, currently in Workers' Compensation, will be distributed to the existing staff and an Executive Assistant I transferred from Risk Management Administration to Workers' Compensation.

Ongoing Cost: \$11,447

↑ Fund Executive Leader Training

Recommended Action: Fund Executive Development Coursework. In conjunction with an increased emphasis on the County's Mission, Values, and Vision,



the Office of the County Executive and the Employee Services Agency's Learning and Employee Development Division are continuing to partner on the provision of facilitated training for Executive Leaders. Given the success of this work during FY 2013, additional funding is necessary to continue this important work in FY 2014.

One-time Cost: \$75,000

◆ Human Resources & Equal Opportunity/Civil Rights – Social Services Agency

Recommended Action: Transfer the Human Resources Office and Equal Opportunity/Civil Rights Office in the Social Services Agency to the Employee Services Agency to consolidate Human Resources and Equal Opportunity programs currently budgeted in Social Services Agency (SSA) with other programs in the Employee Services Agency (ESA).

Service Impact: The consolidation of the Social Services Agency's Human Resources and Equal Opportunity/Civil Rights with the Employee Services Agency will enhance efficiencies, standardize processes, facilitate communication and provide for adequate supervision and coverage. It will allow for more flexible staffing, particularly during times of budget difficulties and high workload and will enhance the Employee Services Agency's accountability for compliance with applicable ordinances, Merit System Rules, County policies, Federal and State civil right laws and regulations and other legal requirements. The Employee Services Agency will charge the Social Services Agency for the cost of the positions in Human Resources (HR) and Equal Opportunity/Civil Rights (EO). The charge for the costs of services and supplies will be determined during FY 2014. The charge to SSA for allocated administrative overhead costs to HR & EO will be accomplished through the Countywide Cost Allocation Plan. ESA will be reimbursed for direct costs incurred for HR and EO services rendered. SSA will submit claims under eligible Federal and State grants to receive reimbursements for the amount charged by ESA.

Background: The Human Resources (HR) Office in Social Services Agency currently has 18 positions. Human Resources serves all SSA departments and is responsible for Agency recruitment, benefits and compensation programs. The Employee Service Center

within the HR Office provides support in transfer, enrollment and other changes within the personnel system. The HR Office works closely with the ESA to recruit and retain qualified staff. The Human Resources Professional Development Office is responsible for management and supervisor training on human resources issues, performance management and appraisal, and mentoring. HR staff provides support and guidance to approximately 2,400 employees in SSA.

The Equal Opportunity /Civil Rights Office in SSA has a total of four positions. The Office administers the discrimination and harassment complaint process for SSA employees, applicants for employment and clients. In addition, the Office administers the County's Reasonable Accommodation policy and procedures. The Office also conducts training in the prevention of sexual harassment, discrimination, harassment and retaliation in the workplace, provides Reasonable Accommodation training, develops the Agency's Annual Civil Rights Plan and conducts facilities assessments for compliance with the California Health and Human Services regulations and the Americans with Disabilities Act.

The recommendation is to transfer/reallocate the 22 existing positions assigned to SSA HR and Equal Opportunity/Civil Rights from SSA's budget to the Employee Services Agency's budget.

Summary of Transferred Positions

Code and Job Classification	FTE
B1E - Senior Management Analyst (ACE)	1.0
B2A - Equal Opportunity Analyst II	1.0
B3M - Program Manager II (ACE)	1.0
B3P - Program Manager I	1.0
C11 - Equal Opportunity Officer	1.0
D09 - Office Specialist III	1.0
D5D - Human Resources Assistant II	8.0
D67 - Human Resources Support Supv	1.0
H16 - Human Resources Analyst	3.0
X12 - Office Specialist III (ACE)	3.0
X19 - Admin Assistant (ACE)	1.0
Total Transferred FTE	22.0

Positions Added: 22.0 FTE
Ongoing Cost: \$0

Increased Expenditures in BU 130: \$2,442,798
Reimbursement from SSA will offset the cost of the positions.



↑ Add Resources to HR-SSA

Recommended Action: Add 1.0 FTE Senior Human Resources Analyst to meet the needs of the HR-SSA.

Service Impact: The position is necessary to support and provide recruitment and hiring efforts to the Department of Employment and Benefits Services (DEBS) in SSA for the hiring of staff for Healthy Families and Health Care Reform, the Department of Family and Children Services (DFCS), and the Department of Aging and Adult Services (DAAS). ESA will be reimbursed for direct costs incurred for HR services rendered. SSA will submit claims under eligible Federal and State grants to receive reimbursements for the amount charged by ESA.

Ongoing Cost: \$131,857

Reimbursement from SSA will offset the cost of the position.

◆ Consolidate Programs in ESA and Dissolve Risk Management Administration

Recommended Action: Consolidate programs in the Employee Services Agency into one budget unit, and reorganize Risk Management programs within the agency to achieve cost savings and program operation efficiencies:

- Dissolve the Risk Management Administration by deleting the Risk Management Director position, and transfer 2 staff positions to Workers' Compensation.
- Segregate the Insurance Risk Management into 2 functional departments: Liability/Property Insurance and Liability/Property Claims.
- Fund a part-time Insurance Program Manager (less than 1/2 code) in charge of the Liability/Property Insurance department responsible for risk financing through self-insurance programs, loss prevention activities and maintaining insurance compliance standard for County contracts/service agreements.
- Director/managers of Workers' Compensation, Liability/Property, and OSEC will report directly to the Employee Services Agency Director.

Service Impact: No service impacts are anticipated. The dissolution of the Risk Management Administration (RMA) generates net cost savings for the County. Workers' Compensation and Liability/Property, as well

as OSEC, will no longer receive administrative overhead charges from RMA and therefore, the amount of cost recovery for those programs through charges to the County departments will be reduced. This action will require the heads of the programs under the current Risk Management Department to be more self-directed in managing their programs as they will be receiving relatively less individual support. Reduction of charges to County departments amounts to \$140,380 with General Fund/General Fund subsidy portion of savings totaling \$124,915.

Positions Deleted: 1.0 FTE

Ongoing General Fund/Subsidy Savings: \$124,915

Ongoing Savings in Other Funds: \$15,465

↑ Add Resources to Workers' Compensation

Recommended Action: Restore 1.0 FTE Workers' Compensation Claims Adjuster III position eliminated in FY 2011, and reduce the investigation expense budget in Workers' Compensation.

Service Impact: Workers' Compensation services will be enhanced. Adding one Claims Adjuster position will provide some relief for the current overburdened claims adjusters and lessen the possibility of errors that may result in paying penalties. The continuous efforts of the claims adjusters performing front end claim screening and activities, as well scrutinizing the need and level required for investigative services, have produced cost savings in investigative services. Cost savings are supported by actual amounts paid in FY 2011, FY 2012 and the first 6 months in FY 2013. These cost savings offset the cost of restoring the Claims Adjuster III position. There is an increase in gross cost amount of \$31,000 with General Fund/General Fund subsidy portion totaling \$28,661.

Background: A Workers' Compensation Claims Adjuster position was deleted in order to meet the FY 2011 mid-year budget reduction target, and the 300 medical only caseload was distributed among the remaining 14 claims adjusters. The current claims adjuster caseload, averaging 175 cases per adjuster, not including the redistributed medical only cases, exceeds the recommended industry best practices average of 150 cases and is above California State Association of Counties (CSAC) -Excess Insurance Authority's caseloads cap of 175. With the redistribution of medical only cases, the average caseload is pushed upward to

196. CSAC - Excess Insurance Authority is currently considering lowering the caseload cap to 165 in recognition of the workload added to claims adjusters to comply with the additional administrative processes mandated by the 2012 Workers Compensation Reform Act.

Position Added: 1.0 FTE
Ongoing Cost: \$28,334

◆ Reduce Workers' Compensation Medical Management Budget

Recommended Action: Reduce Workers' Compensation Medical management costs, reduce contract services, and reduce charges to departments to reflect reduced program costs.

Service Impact: There is no adverse service impact associated with this action. The County's current contract for medical management/cost containment services includes a pricing structure provision that produces cost savings for the County. Savings are supported by actual cost amounts paid covering the period from January to December 2012. This reduction in program costs will be reflected in reduced charges to County departments.

Ongoing Savings: \$76,776

◆ Reduce Expenses in Liability/Property Insurance Department

Recommended Action: Reduce the budget for External Communications Expense, Office Expense and Driver Education & Training expense in Liability/Property Insurance department.

Service Impact: The recommended budget reductions in office expense and external phone services are based on downward expenditure trends resulting from continued scrutinizing of purchases for items needed. The service is enhanced due to movement of the Driver Education and Training Program in 2012 from textbook-based to web-based and realizes savings due to new service delivery models. This reduction in program costs will be reflected in reduced charges to County departments.

Ongoing Savings: \$28,188

↑ Add Staff to Human Resources

Recommended Action: Add 2.0 FTE Human Resources Analyst positions to meet County departments' organizational needs in Human Resources (HR).

Service Impact: These positions are necessary to support recruitment and hiring efforts across County departments. Major County projects and programs such as Public Safety Realignment (AB 109) and HealthLink have resulted in the addition of many new positions and new classifications. Although some new resources have been added to ESA Human Resources over the past year to assist in the recruitment and hiring of Public Safety Realignment staff, existing HR resources are not sufficient to address the recruitment and hiring needs of these major initiatives as well as ongoing operational demands. It is difficult for departments to recruit and hire expediently. Many recruitments require specialized skills, and are taking more time to complete. These positions will reduce recruitment and hiring processing time.

Ongoing demand for recruitment services, even without considering AB 109 and HealthLink, are growing as the baby boomer generation of workforce retires and new employees are needed. Additionally, management initiated classification studies have resulted in a higher volume of classification studies than routinely requested by the labor unions.

Background: Center for Leadership and Transformation (CLT) efforts in ESA-HR have focused on human resources work processes with an eye towards a more accurate, streamlined recruitment process. One major initiative is to update nearly 350 older job descriptions. This will allow the hiring and screening criteria to be based on current job requirements to ensure that the applicant pool includes the necessary job skills. Progress has been made in this effort, with HR updating 90 job descriptions and another 85 being reviewed by departments or our labor partners. However, additional staff are needed to complete the balance of those job descriptions targeted for review and the additional resources recommended will help fill this resource gap.

Another focus of the HR CLT efforts is in the field of training. It is important to educate County hiring managers on the County's human resources processes which many find to be highly complex and difficult to

navigate. Though HR has developed online courses on the human resources processes, recruitment staff must still work closely with departments to fill vacancies.

Among the CLT initiatives is streamlining the hiring process for external, as well as internal applicants. The CLT team dedicated to the internal transfer/promotional process mapped the "as is" process, identified redundancies, and has been able to collapse

the approval process to be more streamlined. With minor changes, the necessary hiring requisition arrives at Human Resources in minutes, rather than days.

Positions Added: 2.0 FTE
Ongoing Cost: \$230,772
One-time Savings: \$38,462

Employee Service Agency— Budget Unit 130 Net Expenditures by Cost Center

CC	Cost Center Name	FY 2012 Actuals	FY 2013 Approved	FY 2014 Base Budget	FY 2014 Recommended	Amount Chg From 2013 Approved	% Chg From 2013 Approved
1126	Equal Opportunity - Fund 0001	804,071	788,779	937,133	937,133	148,354	18.8%
1127	Life Insurance Program - Fund 0280	1,157,284	1,221,620	1,259,403	1,259,403	37,783	3.1%
1128	HR Department - HHS - F0001	3,790,933	4,067,234	4,180,472	4,292,174	224,940	5.5%
1129	Delta Dental Insurance Program-Fund 0282	20,397,179	21,325,000	21,100,507	21,100,507	(224,493)	-1.1%
1140	Labor Relation-Fund 0001	1,087,682	1,160,554	1,160,809	1,160,809	255	0.0%
1141	Agency Administration - Fund 0001	489,377	450,935	579,451	576,951	126,016	27.9%
1142	Bay Area Employee Relations Serv - Fund 0001	351,064	354,829	372,981	372,981	18,152	5.1%
1143	Occupatnl Safety&Enviromtl Compl. -Fund 0001	5,351	9,327	5,852	(291,792)	(301,119)	-3,228.5%
1144	Employee Wellness Fund 0001	12	—	—	—	—	—
1147	Workers' Compensation-Fund 0078	37,496,676	37,910,798	37,791,248	37,628,309	(282,489)	-0.7%
1145	Employee Benefits - Fund 0001	2,250,861	3,813,701	557,174	554,674	(3,259,027)	-85.5%
1146	Unemployment Insurance - Fund 0076	3,182,354	3,699,259	3,611,862	3,611,862	(87,397)	-2.4%
1148	Human Resources - Fund 0001	3,449,587	3,643,826	4,102,217	4,177,767	533,941	14.7%
1149	Risk Mgt Admin Fund 0001	59	(81,867)	7,643	4,605	86,472	-105.6%
1163	Learning & Employee Development - Fund 0001	826,836	1,054,974	1,020,626	1,093,626	38,652	3.7%
1164	Education Assistance - Fund 0001	968,216	1,064,912	1,099,912	1,099,912	35,000	3.3%
2310	Liability/Property Insur. Claims - Fund 0075	19,724,643	34,236,373	33,936,073	33,769,585	(466,788)	-1.4%
Total Net Expenditures \$		95,982,186 \$	114,720,254 \$	111,723,363 \$	111,348,506 \$	(3,371,748)	-2.9%



Employee Service Agency— Budget Unit 130

Gross Expenditures by Cost Center

CC	Cost Center Name	FY 2012 Actuals	FY 2013 Approved	FY 2014 Base Budget	FY 2014 Recommended	Amount Chg From 2013 Approved	% Chg From 2013 Approved
1116	Human Resources -SSA - Fund 0001	\$ —	\$ —	\$ —	\$ 2,574,655	\$ 2,574,655	NA
1126	Equal Opportunity - Fund 0001	922,315	917,401	1,000,539	1,000,539	83,138	9.1%
1127	Life Insurance Program - Fund 0280	1,157,284	1,221,620	1,259,403	1,259,403	37,783	3.1%
1128	HR Department - HHS - F0001	3,790,933	4,067,234	4,309,404	4,421,106	353,872	8.7%
1129	Delta Dental Insurance Program-Fund 0282	20,397,179	21,325,000	21,100,507	21,100,507	(224,493)	-1.1%
1140	Labor Relation-Fund 0001	1,552,955	1,592,156	1,772,279	1,772,279	180,123	11.3%
1141	Agency Administration - Fund 0001	1,712,951	1,712,828	1,813,474	1,810,974	98,146	5.7%
1142	Bay Area Employee Relations Serv - Fund 0001	351,064	354,829	372,981	372,981	18,152	5.1%
1143	Occupatnl Safety&Enviromtl Compl. -Fund 0001	1,241,569	1,287,753	1,327,968	954,822	(332,931)	-25.9%
1144	Employee Wellness Fund 0001	12	—	—	—	—	—
1147	Workers' Compensation-Fund 0078	37,496,676	37,910,798	37,850,354	37,687,415	(223,383)	-0.6%
1145	Employee Benefits - Fund 0001	4,209,867	5,648,561	2,641,882	2,639,382	(3,009,179)	-53.3%
1146	Unemployment Insurance - Fund 0076	3,182,354	3,699,259	3,611,862	3,611,862	(87,397)	-2.4%
1148	Human Resources - Fund 0001	3,699,355	4,038,596	4,502,051	4,577,601	539,005	13.3%
1149	Risk Mgt Admin Fund 0001	639,791	520,444	532,881	(5,246)	(525,690)	-101.0%
1163	Learning & Employee Development - Fund 0001	995,888	1,249,974	1,215,626	1,288,626	38,652	3.1%
1164	Education Assistance - Fund 0001	968,216	1,064,912	1,099,912	1,099,912	35,000	3.3%
2310	Liablility/Property Insur. Claims - Fund 0075	19,724,643	34,236,373	34,293,463	34,126,975	(109,398)	-0.3%
Total Gross Expenditures		\$ 102,043,052	\$ 120,847,738	\$ 118,704,586	\$ 120,293,793	\$ (553,945)	-0.5%



Employee Service Agency— Budget Unit 130 Expenditures by Object

Object	FY 2012 Actuals	FY 2013 Approved	FY 2014 Base Budget	FY 2014 Recommended	Amount Chg From 2013 Approved	% Chg From 2013 Approved
Salary and Benefits	18,180,085	18,714,425	19,978,894	22,321,522	3,607,097	19.3%
Services And Supplies	52,766,648	59,882,613	59,674,992	58,921,571	(961,042)	-1.6%
Other Charges	28,964,772	39,050,700	39,050,700	39,050,700	—	—
Fixed Assets	31,547	—	—	—	—	—
Operating/Equity Transfers	2,100,000	—	—	—	—	—
Reserves	—	3,200,000	—	—	(3,200,000)	-100.0%
Total Gross Expenditures \$	102,043,052	120,847,738	118,704,586	120,293,793	(553,945)	-0.5%
Expenditure Transfers	(6,060,866)	(6,127,484)	(6,981,223)	(8,945,287)	(2,817,803)	46.0%
Total Net Expenditures \$	95,982,186	114,720,254	111,723,363	111,348,506	(3,371,748)	-2.9%

Employee Service Agency— Budget Unit 130 Revenues by Cost Center

CC	Cost Center Name	FY 2012 Actuals	FY 2013 Approved	FY 2014 Base Budget	FY 2014 Recommended	Amount Chg From 2013 Approved	% Chg From 2013 Approved
1127	Life Insurance Program - Fund 0280	1,071,535	1,060,469	1,086,541	1,086,541	26,072	2.5%
1129	Delta Dental Insurance Program-Fund 0282	20,633,663	20,787,005	14,580,748	14,580,748	(6,206,257)	-29.9%
1141	Agency Administration - Fund 0001	1,814,374	1,601,294	1,601,294	1,601,294	—	—
1142	Bay Area Employee Relations Serv - Fund 0001	311,030	309,678	322,673	322,673	12,995	4.2%
1147	Workers' Compensation-Fund 0078	35,747,099	37,742,533	34,958,068	34,788,042	(2,954,491)	-7.8%
1145	Employee Benefits - Fund 0001	251,669	185,797	187,858	187,858	2,061	1.1%
1146	Unemployment Insurance - Fund 0076	4,681,849	3,614,466	2,015,736	2,015,736	(1,598,730)	-44.2%
1148	Human Resources - Fund 0001	98,148	150,000	233,860	233,860	83,860	55.9%
1163	Learning & Employee Development - Fund 0001	120	—	—	—	—	—
2310	Liability/Property Insur. Claims - Fund 0075	22,333,626	24,121,774	23,028,859	22,862,371	(1,259,403)	-5.2%
Total Revenues \$		86,943,113	89,573,016	78,015,637	77,679,123	(11,893,893)	-13.3%



Human Resources - SSA - Fund 0001 — Cost Center 1116

Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
Current Level Budget			
FY 2013 Approved Budget	— \$	— \$	—
Board Approved Adjustments During FY 2013	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
IntraCounty Adjustments	—	—	—
Other Adjustments	—	—	—
Subtotal (Current Level Budget)	— \$	— \$	—
Recommended Changes for FY 2014			
IntraCounty Adjustments	— \$	— \$	—
Decision Packages			
Add Resources to HR-SSA	1.0	—	—
Human Resources-Social Services Agency	22.0	—	—
Information Technology			
Capital			
Subtotal (Recommended Changes)	23.0 \$	— \$	—
Recommended Budget	23.0 \$	— \$	—

Equal Opportunity - Fund 0001 — Cost Center 1126

Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
Current Level Budget			
FY 2013 Approved Budget	7.0 \$	788,779 \$	—
Board Approved Adjustments During FY 2013	—	(1,026)	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	79,778	—
IntraCounty Adjustments	—	69,602	—
Other Adjustments	—	—	—
Subtotal (Current Level Budget)	7.0 \$	937,133 \$	—
Recommended Changes for FY 2014			
IntraCounty Adjustments	— \$	— \$	—
Decision Packages			
Information Technology			
Capital			
Subtotal (Recommended Changes)	— \$	— \$	—
Recommended Budget	7.0 \$	937,133 \$	—



Life Insurance Program - Fund 0280 — Cost Center 1127 Major Changes to the Budget

	Positions	Appropriations	Revenues
County Life Insurance Plan ISF (Fund Number 0280)			
Current Level Budget			
FY 2013 Approved Budget	—	\$ 1,221,620	\$ 1,060,469
Board Approved Adjustments During FY 2013	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
IntraCounty Adjustments	—	25,986	—
Other Adjustments	—	11,797	26,072
Subtotal (Current Level Budget)	—	\$ 1,259,403	\$ 1,086,541
Recommended Changes for FY 2014			
IntraCounty Adjustments	—	\$ —	\$ —
Decision Packages			
Information Technology			
Capital			
Subtotal (Recommended Changes)	—	\$ —	\$ —
Recommended Budget	—	\$ 1,259,403	\$ 1,086,541

HR Department - HHS - F0001 — Cost Center 1128 Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
Current Level Budget			
FY 2013 Approved Budget	36.6	\$ 4,067,234	\$ —
Board Approved Adjustments During FY 2013	—	(12,178)	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	222,756	—
IntraCounty Adjustments	—	(97,340)	—
Other Adjustments	—	—	—
Subtotal (Current Level Budget)	36.6	\$ 4,180,472	\$ —
Recommended Changes for FY 2014			
IntraCounty Adjustments	—	\$ —	\$ —
Decision Packages			
Change in Resources for HR-HHS	1.0	111,702	—
Information Technology			
Capital			
Subtotal (Recommended Changes)	1.0	\$ 111,702	\$ —
Recommended Budget	37.6	\$ 4,292,174	\$ —



Delta Dental Insurance Program-Fund 0282 — Cost Center 1129
Major Changes to the Budget

	Positions	Appropriations	Revenues
CA Delta Dental Service Plan ISF (Fund Number 0282)			
Current Level Budget			
FY 2013 Approved Budget	—	\$ 21,325,000	\$ 20,787,005
Board Approved Adjustments During FY 2013	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
IntraCounty Adjustments	—	30,601	—
Other Adjustments	—	(255,094)	(6,206,257)
Subtotal (Current Level Budget)	—	\$ 21,100,507	\$ 14,580,748
Recommended Changes for FY 2014			
IntraCounty Adjustments	—	\$ —	\$ —
Decision Packages			
Information Technology			
Capital			
Subtotal (Recommended Changes)	—	\$ —	\$ —
Recommended Budget	—	\$ 21,100,507	\$ 14,580,748

Labor Relation-Fund 0001 — Cost Center 1140
Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
Current Level Budget			
FY 2013 Approved Budget	11.0	\$ 1,160,554	\$ —
Board Approved Adjustments During FY 2013	—	(5,708)	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	110,997	—
IntraCounty Adjustments	—	(144,562)	—
Other Adjustments	—	39,528	—
Subtotal (Current Level Budget)	11.0	\$ 1,160,809	\$ —
Recommended Changes for FY 2014			
IntraCounty Adjustments	—	\$ —	\$ —
Decision Packages			
Information Technology			
Capital			
Subtotal (Recommended Changes)	—	\$ —	\$ —
Recommended Budget	11.0	\$ 1,160,809	\$ —



Agency Administration - Fund 0001 — Cost Center 1141
Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
Current Level Budget			
FY 2013 Approved Budget	11.0 \$	450,935 \$	1,601,294
Board Approved Adjustments During FY 2013	—	(8,344)	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	99,188	—
IntraCounty Adjustments	—	37,672	—
Other Adjustments	—	—	—
Subtotal (Current Level Budget)	11.0 \$	579,451 \$	1,601,294
Recommended Changes for FY 2014			
IntraCounty Adjustments	— \$	— \$	—
Decision Packages			
Reduce Services and Supplies Budget	—	(2,500)	—
Information Technology			
Capital			
Subtotal (Recommended Changes)	— \$	(2,500) \$	—
Recommended Budget	11.0 \$	576,951 \$	1,601,294

Bay Area Employee Relations Serv - Fund 0001 — Cost Center 1142
Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
Current Level Budget			
FY 2013 Approved Budget	2.8 \$	354,829 \$	309,678
Board Approved Adjustments During FY 2013	—	(33)	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	10,881	—
IntraCounty Adjustments	—	7,304	—
Other Adjustments	—	—	12,995
Subtotal (Current Level Budget)	2.8 \$	372,981 \$	322,673
Recommended Changes for FY 2014			
IntraCounty Adjustments	— \$	— \$	—
Decision Packages			
Information Technology			
Capital			
Subtotal (Recommended Changes)	— \$	— \$	—
Recommended Budget	2.8 \$	372,981 \$	322,673



Occupatnl Safety&Enviromtl Compl. -Fund 0001 — Cost Center 1143 Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
Current Level Budget			
FY 2013 Approved Budget	7.0	\$ 9,327	\$ —
Board Approved Adjustments During FY 2013	—	(684)	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	29,075	—
IntraCounty Adjustments	—	(66,509)	—
Other Adjustments	—	34,643	—
Subtotal (Current Level Budget)	7.0	\$ 5,852	\$ —
Recommended Changes for FY 2014			
IntraCounty Adjustments	—	\$ —	\$ —
Decision Packages			
Consolidate Programs in ESA and Dissolve Risk Management Adm	—	(121,877)	—
Add Resources to Workers' Compensation	—	28,334	—
Reduce Workers' Compensation Medical Management Budget	—	(76,776)	—
Reduce Expenses in Liability/Property Insurance Department	—	(28,188)	—
Consolidate Programs in ESA and Dissolve Risk Management Adm	—	(99,137)	—
Information Technology			
Capital			
Subtotal (Recommended Changes)	—	\$ (297,644)	\$ —
Recommended Budget	7.0	\$ (291,792)	\$ —

Workers' Compensation-Fund 0078 — Cost Center 1147 Major Changes to the Budget

	Positions	Appropriations	Revenues
Worker's Compensation (Fund Number 0078)			
Current Level Budget			
FY 2013 Approved Budget	30.0	\$ 37,910,798	\$ 37,742,533
Board Approved Adjustments During FY 2013	—	(13,435)	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	166,747	—
IntraCounty Adjustments	—	(272,862)	—
Other Adjustments	—	—	(2,784,465)
Subtotal (Current Level Budget)	30.0	\$ 37,791,248	\$ 34,958,068
Recommended Changes for FY 2014			
IntraCounty Adjustments	—	\$ —	\$ —
Decision Packages			



Workers' Compensation-Fund 0078 — Cost Center 1147 Major Changes to the Budget

	Positions	Appropriations	Revenues
Consolidate Programs in ESA and Dissolve Risk Management Adm	2.0	(1,509)	(6,442)
Add Resources to Workers' Compensation	1.0	34,272	31,000
Reduce Workers' Compensation Medical Management Budget	—	(84,000)	(84,000)
Consolidate Programs in ESA and Dissolve Risk Management Adm	-1.0	(111,702)	(110,584)
Information Technology			
Capital			
Subtotal (Recommended Changes)	2.0	\$ (162,939)	\$ (170,026)
Recommended Budget	32.0	\$ 37,628,309	\$ 34,788,042

Employee Benefits - Fund 0001 — Cost Center 1145 Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
Current Level Budget			
FY 2013 Approved Budget	16.0	\$ 3,813,701	\$ 185,797
Board Approved Adjustments During FY 2013	—	(10,458)	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	119,139	—
IntraCounty Adjustments	—	131,808	—
Other Adjustments	—	(3,497,016)	2,061
Subtotal (Current Level Budget)	16.0	\$ 557,174	\$ 187,858
Recommended Changes for FY 2014			
IntraCounty Adjustments	—	\$ —	\$ —
Decision Packages			
Reduce Services and Supplies Budget	—	(2,500)	—
Information Technology			
Capital			
Subtotal (Recommended Changes)	—	\$ (2,500)	\$ —
Recommended Budget	16.0	\$ 554,674	\$ 187,858

Unemployment Insurance - Fund 0076 — Cost Center 1146 Major Changes to the Budget

	Positions	Appropriations	Revenues
Unemployment Insurance ISF (Fund Number 0076)			
Current Level Budget			
FY 2013 Approved Budget	—	\$ 3,699,259	\$ 3,614,466
Board Approved Adjustments During FY 2013	—	—	—
Cost to Maintain Current Program Services			



Unemployment Insurance - Fund 0076 — Cost Center 1146

Major Changes to the Budget

	Positions	Appropriations	Revenues
Salary and Benefit Adjustments	—	—	—
IntraCounty Adjustments	—	(92,697)	—
Other Adjustments	—	5,300	(1,598,730)
Subtotal (Current Level Budget)	—	\$ 3,611,862	\$ 2,015,736
Recommended Changes for FY 2014			
IntraCounty Adjustments	—	\$ —	\$ —
Decision Packages			
Information Technology			
Capital			
Subtotal (Recommended Changes)	—	\$ —	\$ —
Recommended Budget	—	\$ 3,611,862	\$ 2,015,736

Human Resources - Fund 0001 — Cost Center 1148

Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
Current Level Budget			
FY 2013 Approved Budget	21.8	\$ 3,643,826	\$ 150,000
Board Approved Adjustments During FY 2013	2.0	333,396	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	137,628	—
IntraCounty Adjustments	—	137,367	83,860
Other Adjustments	—	(150,000)	—
Subtotal (Current Level Budget)	23.8	\$ 4,102,217	\$ 233,860
Recommended Changes for FY 2014			
IntraCounty Adjustments	—	\$ —	\$ —
Decision Packages			
Reduce Special Services	-0.8	(106,626)	—
Add Staff to Human Resources	2.0	192,310	—
Reduce Services and Supplies Budget	—	(10,134)	—
Information Technology			
Capital			
Subtotal (Recommended Changes)	1.3	\$ 75,550	\$ —
Recommended Budget	25.0	\$ 4,177,767	\$ 233,860



Risk Mgt Admin Fund 0001 — Cost Center 1149
Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
Current Level Budget			
FY 2013 Approved Budget	3.0	\$ (81,867)	\$ —
Board Approved Adjustments During FY 2013	—	(167)	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	12,290	—
IntraCounty Adjustments	—	77,387	—
Other Adjustments	—	—	—
Subtotal (Current Level Budget)	3.0	\$ 7,643	\$ —
Recommended Changes for FY 2014			
IntraCounty Adjustments	—	\$ —	\$ —
Decision Packages			
Consolidate Programs in ESA and Dissolve Risk Management Adm	-3.0	(3,038)	—
Information Technology			
Capital			
Subtotal (Recommended Changes)	-3.0	\$ (3,038)	\$ —
Recommended Budget	—	\$ 4,605	\$ —

Learning & Employee Development - Fund 0001 — Cost Center 1163
Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
Current Level Budget			
FY 2013 Approved Budget	8.0	\$ 1,054,974	\$ —
Board Approved Adjustments During FY 2013	—	(12,092)	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	52,315	—
IntraCounty Adjustments	—	5,429	—
Other Adjustments	—	(80,000)	—
Subtotal (Current Level Budget)	8.0	\$ 1,020,626	\$ —
Recommended Changes for FY 2014			
IntraCounty Adjustments	—	\$ —	\$ —
Decision Packages			
Reduce Services and Supplies Budget	—	(2,000)	—
Fund Executive Leader Training	—	75,000	—
Information Technology			
Capital			
Subtotal (Recommended Changes)	—	\$ 73,000	\$ —
Recommended Budget	8.0	\$ 1,093,626	\$ —



Education Assistance - Fund 0001 — Cost Center 1164
Major Changes to the Budget

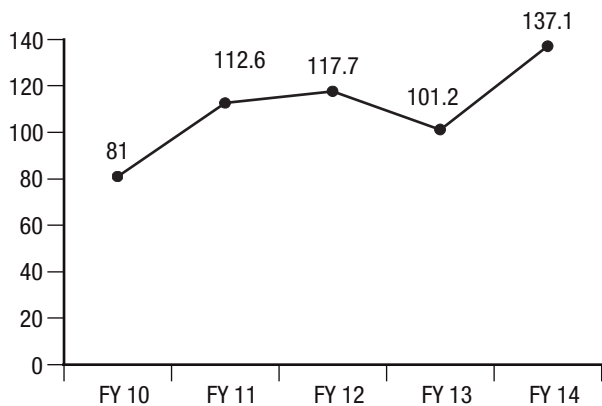
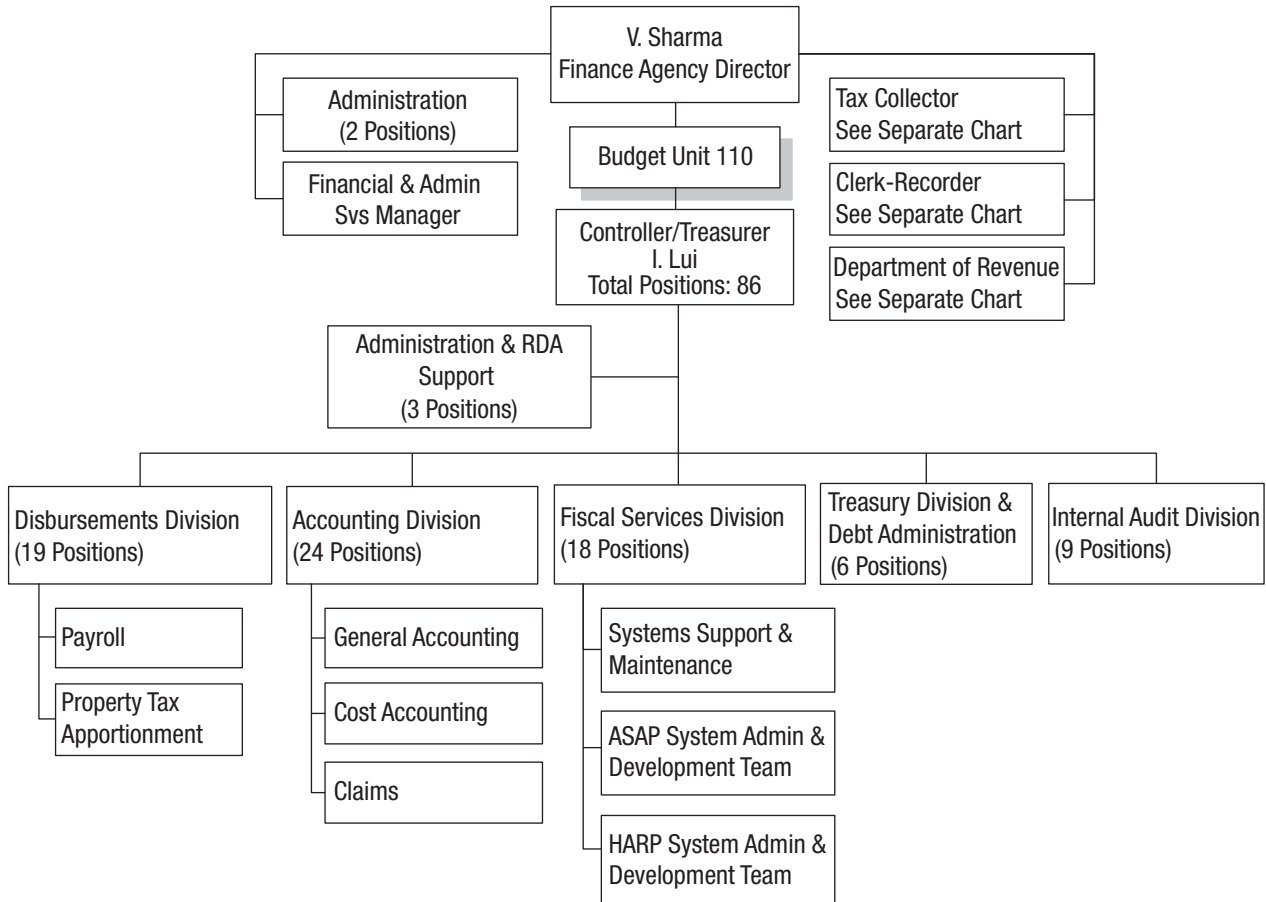
	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
Current Level Budget			
FY 2013 Approved Budget	—	\$ 1,064,912	\$ —
Board Approved Adjustments During FY 2013	—	35,000	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
IntraCounty Adjustments	—	—	—
Other Adjustments	—	—	—
Subtotal (Current Level Budget)	—	\$ 1,099,912	\$ —
Recommended Changes for FY 2014			
IntraCounty Adjustments	—	\$ —	\$ —
Decision Packages			
Information Technology			
Capital			
Subtotal (Recommended Changes)	—	\$ —	\$ —
Recommended Budget	—	\$ 1,099,912	\$ —

Liability/Property Insur. Claims - Fund 0075 — Cost Center 2310
Major Changes to the Budget

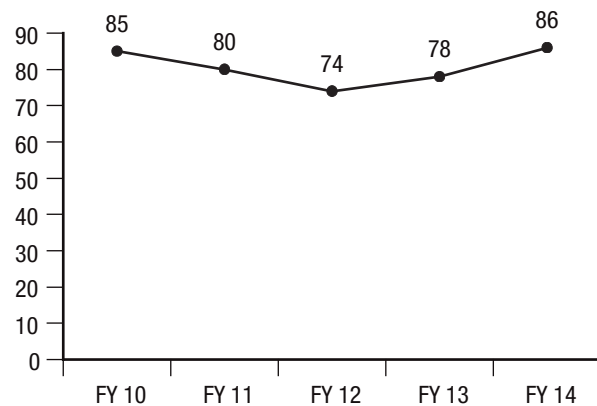
	Positions	Appropriations	Revenues
Insurance ISF (Fund Number 0075)			
Current Level Budget			
FY 2013 Approved Budget	10.0	\$ 34,236,373	\$ 24,121,774
Board Approved Adjustments During FY 2013	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	66,814	—
IntraCounty Adjustments	—	(367,114)	(988,581)
Other Adjustments	—	—	(104,334)
Subtotal (Current Level Budget)	10.0	\$ 33,936,073	\$ 23,028,859
Recommended Changes for FY 2014			
IntraCounty Adjustments	—	\$ —	\$ —
Decision Packages			
Consolidate Programs in ESA and Dissolve Risk Management Adm	—	(133,937)	(133,937)
Reduce Expenses in Liability/Property Insurance Department	—	(32,551)	(32,551)
Information Technology			
Capital			
Subtotal (Recommended Changes)	—	\$ (166,488)	\$ (166,488)
Recommended Budget	10.0	\$ 33,769,585	\$ 22,862,371



Controller-Treasurer Department



Gross Appropriation Trend



Staffing Trend

Data reflects July 1 appropriation level for each fiscal year for both the Controller-Treasurer (BU 110) and County Debt Service (BU 810).



Public Purpose

- ➔ **Maintain the financial integrity of County government in order to assure the cost-effective use of taxpayer monies to support services for County residents**



Description of Major Services

The Controller-Treasurer Department is the largest of the four departments within the Finance Agency. The Department has Countywide responsibility for accounting, treasury and investment, internal auditing, and accounting systems management. The Department plays a critical role in ensuring the County's financial success and on-going viability.

As the Chief Accounting Officer of the County, the Controller-Treasurer provides all traditional accounting services including payroll, accounts payable, fixed asset control, financial statement preparation, cost plan preparation, SB 90 claim coordination, fee and charge development and monitoring, property tax rate calculations and apportionments, debt structures and issuances, accounting systems administration, development and support for Countywide financial systems (SAP accounting system, Kronos time & attendance system, and PeopleSoft human resource and payroll system), and other financial functions.

Accounting Operations

Provide accurate, complete and timely financial records; manage and control disbursements and deposits for accuracy, timeliness and cash management. Major areas of accounting include revenue receipt and distribution, apportionment of interest earnings, support for operating departments, financial reporting, and compliance with state and federal reporting requirements as well as generally accepted governmental accounting principles.

Responsible for oversight of annual single audit and production of the Comprehensive Annual Financial Report (CAFR).

Cost Accounting

Responsible for SB 90 mandated cost reimbursement programs, cost allocation and fees and charges for the County, and maximizing General Fund reimbursement via the Cost Allocation Plan.

Disbursements

Process payment of County funds to employees and vendors on time and in accordance with laws, regulations, procedures and contractual provisions.

Property Tax Apportionment

Provide the independent allocation of property taxes to taxing entities including the County, school districts, cities, and special districts, and administer the Redevelopment Property Tax Trust Fund (RPTTF) in accordance with the law.

Investments

Invest County assets in accordance with law and investment policies. The investment function works to maximize the interest earnings on funds belonging to the County, school districts and special districts while ensuring the safety of principal and maintenance of liquidity.

Debt Management

Provide County management with ongoing analyses of the long-term debt and make accurate and timely debt service payments on the long-term debt issued by the County and the general obligation bonds issued by the school districts and special districts.

HaRP Development

Serve as system administrators and developers for the County's human resource-payroll system (HaRP) and the Kronos time & attendance system. The HaRP Development Team is responsible for business process improvement analysis, problem solving, custom reports including the County's electronic report distribution (ERD) system, user training, system development and customization as well as ongoing system maintenance.

ASAP Development

Serve as system administrators and developers for the County's accounting and procurement system (SAP), and the new Public Budget Formulation (PBF) system. The ASAP Development Team is responsible for SAP business process improvement analysis and problem solving, user training, system development and ongoing system maintenance.

Internal Audit

Assist County management and the Board of Supervisors in their roles of establishing and maintaining internal control systems that ensure the safeguarding of assets, reliability of financial records, compliance with laws and regulations, efficiency of operations, and the achievement of objectives.

Current and Emerging Issues

Redevelopment Dissolution Act

After the upholding of ABx1 26 in December 2011, the Controller-Treasurer Department has dedicated staff and resources to implement the Redevelopment Dissolution Act. As required by State law, the Department has overseen the completion of mandated, agreed upon procedures, audits, and due diligence reviews, each with its own objectives and required procedures, and reviewed a multiple of required obligated payments statements submitted by our nine successor agencies. These efforts will ultimately lead to tens of millions of property tax dollars flowing back from the redevelopment agencies to the affected taxing jurisdictions, including school districts, special districts, cities, and the County. Furthermore, the Department has established infrastructure to monitor future activities of each successor agency, and to ensure that the property taxes are properly and timely distributed to the holders of enforceable obligations and the affected taxing agencies.

Vision Elements

In line with the County Executive's vision elements, the Controller-Treasurer Department is seeking ways to build bench strength and to mentor and develop future managers for the Department, which is a key to ensuring continuity of financial oversight and leadership for the County. Action plans for this area will be developed and proposed in the near future.

Summary of County Executive's Recommendations

Description	Impact	Impact on Services	Position Impact	FY 2014 Ongoing Net Cost/(Savings)	FY 2014 One-Time Net Cost/(Savings)
Increase Staff in Internal Audit	↑	Enhanced internal controls	1.0	\$113,240	(\$8,873)
Augment ASAP/HARP Resources	↑	Increased assistance to departments for financial systems	2.0	\$319,422	(\$33,237)
Augment Fiscal Oversight of Valley Health Plan	↑	Increased support to VHP while improving their fiscal health	1.0	—	\$10,000
Increase Revenue for Property Tax Administration Fee (PTAF)	◆	Increased revenue to offset costs of adding positions	—	(\$86,353)	(\$5,400)
Modify Teeter Financing	◆	Reduced flexibility and reduced cost	—	(\$1,500,000)	—
Appropriate Tech Bond Funds	◆	Increased appropriations to fund Epic Capital	—	—	\$5,412,547
Recognize Revenue from Measure A	↑	Increased revenue to support programs	—	(\$45,000,000)	—
↑ — Enhanced ◆ — Modified ● — No Change ↓ — Reduced ☒ — Eliminated					

County Executive's Recommendation

↑ Increase Staff in Internal Audit

Recommended Action: Add 1.0 FTE Internal Auditor III position and one-time funding for equipment and supplies.

Service Impact: The added positions will provide resources to monitor and properly implement the "Audit-After-the-Fact" program for County disbursements (including direct payments and P-card transactions) under the currently decentralized accounting system, thereby enhancing overall internal controls and department compliance with the County policies.

Since FY 2011, due to ongoing General Fund deficits, the number of staff in Internal Audit decreased from 11.0 FTE to 7.0 FTE, even as the unit assumed additional duties relating to the dissolution of redevelopment agencies. Beginning to rebuild this unit is a priority for the Department in FY 2014.

Position Added: 1.0 FTE
Ongoing Cost: \$113,240
 One-time Salary Savings: \$18,873
 One-time Services and Supplies: \$10,000

↑ Augment ASAP/HARP Resources

Recommended Action: Add 1.0 FTE Information Systems Manager III /II, and 1.0 FTE Information Systems Manager II /I, and one-time funding for equipment and supplies.

Service Impact: The addition of the senior level Information Systems Manager position will serve two important purposes: provide expertise in (1) management, maintenance and development of the County's SAP budget system, and (2) advanced custom report development. With the implementation of advanced report development tools and the new County budget system, a senior IT management position is needed to develop advanced-level information systems expertise and to perform general management and administrative duties. The position will also manage projects, guide technical staff and serve as the liaison between the budget system support team and the budget office.

The addition of an Information Systems Manager II /I will allow Controller staff to better implement and support various accounting system functions such as treasury, investments, cash management, grant reporting, system security and advanced financial reporting. The position will also play a lead role in



providing technical/analytic services to the Finance Center of Excellence that provides financial system process improvement analysis, systems development and technical analytic support.

Positions Added: 2.0 FTE

Ongoing Cost: \$319,422

One-time Salary Savings: \$53,237

One-time Services and Supplies: \$20,000

↑ Augment Fiscal Oversight of Valley Health Plan

Recommended Action: Add 1.0 FTE Senior Financial Analyst reimbursed by Valley Health Plan.

Service Impact: In FY 2013, the Board added a Division Manager position in the Controller's Office to help the Finance Agency Director with fiscal oversight of Santa Clara Valley Health Plan (VHP) operations. Much-needed financial analyses, helpful to both the Santa Clara County Valley Medical Center (SCVMC) and VHP, were developed under the direction of this position. The Division Manager needs support in implementing the soon to be developed short-to-midterm work plan for VHP with a goal of improving the overall fiscal health of the plan. The goal is to transfer both the Division Manager and Senior Financial Analyst positions from the Controller's Office to VHP in the FY 2015 budget.

Positions Added: 1.0 FTE

One-time Cost: \$10,000

Net Ongoing Cost: \$0

Ongoing Salaries and Benefits: \$124,130

Ongoing Reimbursement: \$124,130

↑ Increase Revenue for Property Tax Administration Fee (PTAF)

Recommended Action: Increase revenues from Property Tax Administrative Fees (PTAF).

Service Impact: The recommended addition of two new positions in the Tax Collector's Office will result in an incremental increase in the property tax administration

fee (PTAF) revenues for the County. For budgeting purposes, these revenues are included in the Controller's budget.

Ongoing Revenue: \$86,353

One-time Revenue \$5,400

↑ Modify Teeter Financing

Recommended Action: Discontinue the use of commercial paper backed by a Letter of Credit (LOC) and include Teeter cash-flows in the Tax Revenue Anticipation Notes (TRAN) issuance.

Service Impact: Currently, commercial paper backed by a LOC from J.P. Morgan is used to provide ongoing liquidity to the Teeter program. The commercial paper offers greater flexibility, but is expensive with annual LOC costs alone exceeding \$1.4 million. Alternately, including Teeter cash-flows in the TRAN issuance, which does not require LOC, will save about \$1.5 million annually. The current plan is to issue TRANs by September 2013 when the LOC expires.

Background: The County has used TRANs in the past to provide short-term liquidity for operations, including Teeter. Commercial paper offers greater flexibility, but TRANs accomplish the same objective at lower costs. The success of both commercial paper and TRAN programs depend primarily on a positive cash flow position and a commitment to avoiding the use of one-time funds to cover ongoing budget deficits. The Finance Agency will continue to closely monitor the County's cash position which has steadily improved in the past two years due to the actions by the Board and the Administration to preserve cash.

Ongoing Savings: \$1,500,000

◆ Appropriate Tech Bond Funds

Recommended Action: Transfer remaining unallocated Tech Bond proceeds to Santa Clara Valley Medical Center (SCVMC) to support capital expenses related to the HealthLink project.

Background: In September 2012, the Board approved an appropriation modification recognizing revenue from Tech Bond proceeds, and the transfer of those proceeds to SCVMC and the Information Services Department to fund allowable capital expenditures related to specific

technology projects. After this initial allocation of Tech Bond proceeds a balance of \$5.4 million was reserved for future use.

One-time Cost: \$5,412,547

Transfer from Fund 0522

↑ Recognize Revenue from Measure A

Recommended Action: Recognize ongoing revenue from the voter-approved 1/8th cent sales tax increase (Measure A).

Service Impact: The voter-approved sales tax increase is expected to provide the County with \$45 million in annual discretionary revenue, which will allow the County to both preserve existing services and consider funding new or expanded services.

Recommendations relating to the allocation of this new revenue are discussed in the Special Programs and Reserves budget at the beginning of Section 1 of the Recommended Budget.

In addition to the ongoing revenue recognized here, the estimated available fund balance from FY 2013 includes the assumption of \$11,250,000 in revenue expected to be collected for the last quarter of FY 2013.

Ongoing Revenue: \$45,000,000

**Controller-Treasurer— Budget Unit 110
Net Expenditures by Cost Center**

CC	Cost Center Name	FY 2012 Actuals	FY 2013 Approved	FY 2014 Base Budget	FY 2014 Recommended	Amount Chg From 2013 Approved	% Chg From 2013 Approved
1115	Internal Audit Fund 0001	79,517	—	—	—	—	—
2113	Controller-Treasurer Fund 0001	(29,697,333)	(21,915,934)	(25,767,790)	(25,686,660)	(3,770,726)	17.2%
2116	Accounting System & Procurement Proj Fun-Fund 0001	3,963,024	4,837,250	4,724,913	5,044,335	207,085	4.3%
Total Net Expenditures \$		(25,654,792)	(17,078,684)	(21,042,877)	(20,642,325)	(3,563,641)	20.9%

**Controller-Treasurer— Budget Unit 110
Gross Expenditures by Cost Center**

CC	Cost Center Name	FY 2012 Actuals	FY 2013 Approved	FY 2014 Base Budget	FY 2014 Recommended	Amount Chg From 2013 Approved	% Chg From 2013 Approved
1115	Internal Audit Fund 0001	79,517	—	—	—	—	—
2113	Controller-Treasurer Fund 0001	16,211,454	15,842,800	14,864,922	15,070,182	(772,618)	-4.9%
2116	Accounting System & Procurement Proj Fun-Fund 0001	3,963,024	4,837,250	4,724,913	5,044,335	207,085	4.3%
Total Gross Expenditures \$		20,253,995	20,680,050	19,589,835	20,114,517	(565,533)	-2.7%



Controller-Treasurer— Budget Unit 110 Expenditures by Object

Object	FY 2012 Actuals	FY 2013 Approved	FY 2014 Base Budget	FY 2014 Recommended	Amount Chg From 2013 Approved	% Chg From 2013 Approved
Salary and Benefits	9,171,458	10,254,982	10,999,755	11,484,437	1,229,455	12.0%
Services And Supplies	11,042,501	10,425,068	8,590,080	8,630,080	(1,794,988)	-17.2%
Fixed Assets	40,036	—	—	—	—	—
Total Gross Expenditures \$	20,253,995 \$	20,680,050 \$	19,589,835 \$	20,114,517 \$	(565,533)	-2.7%
Expenditure Transfers	(45,908,787)	(37,758,734)	(40,632,712)	(40,756,842)	(2,998,108)	7.9%
Total Net Expenditures \$	(25,654,792) \$	(17,078,684) \$	(21,042,877) \$	(20,642,325) \$	(3,563,641)	20.9%

Controller-Treasurer— Budget Unit 110 Revenues by Cost Center

CC	Cost Center Name	FY 2012 Actuals	FY 2013 Approved	FY 2014 Base Budget	FY 2014 Recommended	Amount Chg From 2013 Approved	% Chg From 2013 Approved
2000	Cash Reserve Fund - Fund 0010	\$ 2,500,471	\$ —	\$ —	\$ —	—	—
1112	Stanford Trail Agreement - Fund 0129	10,401,928	—	—	—	—	—
2113	Controller-Treasurer Fund 0001	271,925,121	271,209,331	285,113,468	330,205,221	58,995,890	21.8%
Total Revenues \$		284,827,521 \$	271,209,331 \$	285,113,468 \$	330,205,221 \$	58,995,890	21.8%

Controller-Treasurer Fund 0001 — Cost Center 2113 Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
Current Level Budget			
FY 2013 Approved Budget	69.0	\$ (21,915,934)	\$ 271,209,331
Board Approved Adjustments During FY 2013	3.0	553,784	67,236
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	2.0	533,352	—
IntraCounty Adjustments	—	(2,024,992)	1,626,531
Other Adjustments	—	(2,914,000)	12,210,370
Subtotal (Current Level Budget)	74.0	\$ (25,767,790)	\$ 285,113,468
Recommended Changes for FY 2014			
IntraCounty Adjustments	—	\$ —	\$ —
Decision Packages			
Recognize Revenue from Measure A	—	—	45,000,000
Increase Revenue for Property Tax Administration Fee (PTAF)	—	—	91,753
Increase Staff in Internal Audit	1.0	104,367	—



Controller-Treasurer Fund 0001 — Cost Center 2113
Major Changes to the Budget

	Positions	Appropriations	Revenues
Augment Fiscal Oversight of Valley Health Plan	1.0	10,000	—
Augment ASAP/HARP Resources	—	(33,237)	—
Information Technology			
Capital			
Subtotal (Recommended Changes)	2.0	\$ 81,130	\$ 45,091,753
Recommended Budget	76.0	\$ (25,686,660)	\$ 330,205,221

Accounting System & Procurement Proj Fun-Fund 0001 — Cost Center 2116
Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
Current Level Budget			
FY 2013 Approved Budget	9.0	\$ 4,837,250	\$ —
Board Approved Adjustments During FY 2013	1.0	(54,579)	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	-2.0	(78,263)	—
IntraCounty Adjustments	—	20,505	—
Other Adjustments	—	—	—
Subtotal (Current Level Budget)	8.0	\$ 4,724,913	\$ —
Recommended Changes for FY 2014			
IntraCounty Adjustments	—	\$ —	\$ —
Decision Packages			
Augment ASAP/HARP Resources	2.0	319,422	—
Information Technology			
Capital			
Subtotal (Recommended Changes)	2.0	\$ 319,422	\$ —
Recommended Budget	10.0	\$ 5,044,335	\$ —



County Debt Service— Budget Unit 810

Net Expenditures by Cost Center

CC	Cost Center Name	FY 2012 Actuals	FY 2013 Approved	FY 2014 Base Budget	FY 2014 Recommended	Amount Chg From 2013 Approved	% Chg From 2013 Approved
2115	VMC Hospital Bonds Fund 0483	\$ 400,000	\$ 100,000	\$ 120,000	\$ 120,000	\$ 20,000	20.0%
2123	MH Courthouse Inv Int Fund 0493	1,000,000	90,000	5,697	5,697	(84,303)	-93.7%
2127	Multiple Facilities - Investment Interes - Fund 0497	900,000	120,000	30,000	30,000	(90,000)	-75.0%
2136	Multiple Fac 2006 Inv Int Fund 0502	500,000	400,000	60,000	60,000	(340,000)	-85.0%
2146	Multiple Facilities 2007 Inv Int Fund 0512	500,000	150,000	45,000	45,000	(105,000)	-70.0%
2150	SCCFA 2007 Inv Int Fund 0515	700,000	30,000	10,000	10,000	(20,000)	-66.7%
2153	GO Bond Project Fund 0517	126,361,616	—	—	—	—	—
2155	2011 Series A QEBC Project Fund 0520	11,032,975	—	—	—	—	—
2157	1992 COPS - Reserve - Fund 0094	—	4,168,684	—	—	(4,168,684)	-100.0%
2158	VMC Hospital Bonds - Fund 0481	—	—	2,135,785	2,135,785	2,135,785	NA
2160	General obligation Bonds Fund 0100	34,006,137	16,699,000	34,803,650	34,803,650	18,104,650	108.4%
2163	2012 Series A - EPIC Project -Fund 0522	—	—	—	5,412,547	5,412,547	NA
2170	GO B. - 2013 Series B - Premium -F0099	—	—	18,023,050	18,023,050	18,023,050	NA
081001	County Debt Service	52,406,335	56,012,610	57,456,804	55,956,804	(55,806)	-0.1%
081003	VMC Hospital	5,073,338	2,750,000	385,000	385,000	(2,365,000)	-86.0%
Total Net Expenditures		\$ 232,880,401	\$ 80,520,294	\$ 113,074,986	\$ 116,987,533	\$ 36,467,239	45.3%



County Debt Service— Budget Unit 810 Gross Expenditures by Cost Center

CC	Cost Center Name	FY 2012 Actuals	FY 2013 Approved	FY 2014 Base Budget	FY 2014 Recommended	Amount Chg From 2013 Approved	% Chg From 2013 Approved
2115	VMC Hospital Bonds Fund 0483	\$ 400,000	\$ 100,000	\$ 120,000	\$ 120,000	\$ 20,000	20.0%
2123	MH Courthouse Inv Int Fund 0493	1,000,000	90,000	5,697	5,697	(84,303)	-93.7%
2127	Multiple Facilities - Investment Interes - Fund 0497	900,000	120,000	30,000	30,000	(90,000)	-75.0%
2136	Multiple Fac 2006 Inv Int Fund 0502	500,000	400,000	60,000	60,000	(340,000)	-85.0%
2146	Multiple Facilities 2007 Inv Int Fund 0512	500,000	150,000	45,000	45,000	(105,000)	-70.0%
2150	SCCFA 2007 Inv Int Fund 0515	700,000	30,000	10,000	10,000	(20,000)	-66.7%
2153	GO Bond Project Fund 0517	126,361,616	—	—	—	—	—
2155	2011 Series A QEBC Project Fund 0520	11,032,975	—	—	—	—	—
2157	1992 COPS - Reserve - Fund 0094	—	4,168,684	—	—	(4,168,684)	-100.0%
2158	VMC Hospital Bonds - Fund 0481	—	—	2,135,785	2,135,785	2,135,785	NA
2160	General obligation Bonds Fund 0100	34,006,137	16,699,000	34,803,650	34,803,650	18,104,650	108.4%
2163	2012 Series A - EPIC Project -Fund 0522	—	—	—	5,412,547	5,412,547	NA
2170	GO B. - 2013 Series B - Premium -F0099	—	—	18,023,050	18,023,050	18,023,050	NA
081001	County Debt Service	52,406,335	56,012,610	57,456,804	55,956,804	(55,806)	-0.1%
081003	VMC Hospital	5,073,338	2,750,000	385,000	385,000	(2,365,000)	-86.0%
Total Gross Expenditures		\$ 232,880,401	\$ 80,520,294	\$ 113,074,986	\$ 116,987,533	\$ 36,467,239	45.3%

County Debt Service— Budget Unit 810 Expenditures by Object

Object	FY 2012 Actuals	FY 2013 Approved	FY 2014 Base Budget	FY 2014 Recommended	Amount Chg From 2013 Approved	% Chg From 2013 Approved
Services And Supplies	3,558,268	5,233,475	3,514,225	2,014,225	(3,219,250)	-61.5%
Other Charges	82,056,842	66,406,661	87,573,457	87,573,457	21,166,796	31.9%
Operating/Equity Transfers	147,265,291	8,880,158	21,987,304	27,399,851	18,519,693	208.6%
Total Net Expenditures	\$ 232,880,401	\$ 80,520,294	\$ 113,074,986	\$ 116,987,533	\$ 36,467,239	45.3%



County Debt Service— Budget Unit 810

Revenues by Cost Center

CC	Cost Center Name	FY 2012 Actuals	FY 2013 Approved	FY 2014 Base Budget	FY 2014 Recommended	Amount Chg From 2013 Approved	% Chg From 2013 Approved
2115	VMC Hospital Bonds Fund 0483	\$ 156,989	\$ —	\$ —	\$ —	\$ —	—
2120	1991 Refund COPS-Int Fund 0220	(16,857)	—	—	—	—	—
2123	MH Courthouse Inv Int Fund 0493	4,902	—	—	—	—	—
2127	Multiple Facilities - Investment Interes - Fund 0497	17,242	—	—	—	—	—
2136	Multiple Fac 2006 Inv Int Fund 0502	51,188	—	—	—	—	—
2143	Tobacco Sec Invest Int Fund 0509	210,252	—	—	—	—	—
2144	SCCFA 2007 Hospital - Project Fund 0510	1,450,000	1,510,000	1,570,000	1,570,000	60,000	4.0%
2146	Multiple Facilities 2007 Inv Int Fund 0512	49,598	—	—	—	—	—
2150	SCCFA 2007 Inv Int Fund 0515	13,511	—	—	—	—	—
2154	GO Bonds - Investment Interest Fund 0518	1,314,350	—	—	—	—	—
2155	2011 Series A QEBC Project Fund 0520	3,728,133	—	—	—	—	—
2156	2011 Series A QECB Invest Interest Fund 0519	80,673	—	—	—	—	—
2159	VMC Hospital Bonds -Fund 0482	—	10,056,548	10,633,422	10,633,422	576,874	5.7%
2160	General obligation Bonds Fund 0100	16,048,765	16,699,000	34,803,650	34,803,650	18,104,650	108.4%
2163	2012 Series A - EPIC Project -Fund 0522	—	—	4,915,556	4,915,556	4,915,556	NA
081001	County Debt Service	33,661,049	36,108,346	33,096,950	33,096,950	(3,011,396)	-8.3%
081003	VMC Hospital	5,963,876	6,061,680	6,287,900	6,287,900	226,220	3.7%
Total Revenues \$		62,733,670 \$	70,435,574 \$	91,307,478 \$	91,307,478 \$	20,871,904	29.6%

VMC Hospital Bonds Fund 0483 — Cost Center 2115

Major Changes to the Budget

	Positions	Appropriations	Revenues
Hospital Bond Interest Fund (Fund Number 0483)			
Current Level Budget			
FY 2013 Approved Budget		— \$	100,000 \$
Board Approved Adjustments During FY 2013		—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments		—	—



VMC Hospital Bonds Fund 0483 — Cost Center 2115
Major Changes to the Budget

	Positions	Appropriations	Revenues
IntraCounty Adjustments	—	20,000	—
Other Adjustments	—	—	—
Subtotal (Current Level Budget)	— \$	120,000 \$	—
Recommended Changes for FY 2014			
IntraCounty Adjustments	— \$	— \$	—
Decision Packages			
Information Technology			
Capital			
Subtotal (Recommended Changes)	— \$	— \$	—
Recommended Budget	— \$	120,000 \$	—

MH Courthouse Inv Int Fund 0493 — Cost Center 2123
Major Changes to the Budget

	Positions	Appropriations	Revenues
Morgan Hill Courthouse Investment Intere (Fund Number 0493)			
Current Level Budget			
FY 2013 Approved Budget	— \$	90,000 \$	—
Board Approved Adjustments During FY 2013	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
IntraCounty Adjustments	—	(84,303)	—
Other Adjustments	—	—	—
Subtotal (Current Level Budget)	— \$	5,697 \$	—
Recommended Changes for FY 2014			
IntraCounty Adjustments	— \$	— \$	—
Decision Packages			
Information Technology			
Capital			
Subtotal (Recommended Changes)	— \$	— \$	—
Recommended Budget	— \$	5,697 \$	—

Multiple Facilities - Investment Interes - Fund 0497 — Cost Center 2127
Major Changes to the Budget

	Positions	Appropriations	Revenues
Multiple Facilites - Investment Interest (Fund Number 0497)			
Current Level Budget			
FY 2013 Approved Budget	— \$	120,000 \$	—
Board Approved Adjustments During FY 2013	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—



Multiple Facilities - Investment Interes - Fund 0497 — Cost Center 2127
Major Changes to the Budget

	Positions	Appropriations	Revenues
IntraCounty Adjustments	—	(90,000)	—
Other Adjustments	—	—	—
Subtotal (Current Level Budget)	— \$	30,000 \$	—

Recommended Changes for FY 2014

IntraCounty Adjustments	— \$	— \$	—
Decision Packages			
Information Technology			
Capital			
Subtotal (Recommended Changes)	— \$	— \$	—
Recommended Budget	— \$	30,000 \$	—

Multiple Fac 2006 Inv Int Fund 0502 — Cost Center 2136
Major Changes to the Budget

	Positions	Appropriations	Revenues
Multiple Fac 2006 Bonds-Investment Inter (Fund Number 0502)			

Current Level Budget

FY 2013 Approved Budget	— \$	400,000 \$	—
Board Approved Adjustments During FY 2013	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
IntraCounty Adjustments	—	(340,000)	—
Other Adjustments	—	—	—
Subtotal (Current Level Budget)	— \$	60,000 \$	—

Recommended Changes for FY 2014

IntraCounty Adjustments	— \$	— \$	—
Decision Packages			
Information Technology			
Capital			
Subtotal (Recommended Changes)	— \$	— \$	—
Recommended Budget	— \$	60,000 \$	—

SCCFA 2007 Hospital - Project Fund 0510 — Cost Center 2144
Major Changes to the Budget

	Positions	Appropriations	Revenues
SCCFA 2007 Hospital Project Fund (Fund Number 0510)			

Current Level Budget

FY 2013 Approved Budget	— \$	— \$	1,510,000
Board Approved Adjustments During FY 2013	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—



SCCFA 2007 Hospital - Project Fund 0510 — Cost Center 2144
Major Changes to the Budget

	Positions	Appropriations	Revenues
IntraCounty Adjustments	—	—	60,000
Other Adjustments	—	—	—
Subtotal (Current Level Budget)	— \$	— \$	1,570,000
Recommended Changes for FY 2014			
IntraCounty Adjustments	— \$	— \$	—
Decision Packages			
Information Technology			
Capital			
Subtotal (Recommended Changes)	— \$	— \$	—
Recommended Budget	— \$	— \$	1,570,000

Multiple Facilities 2007 Inv Int Fund 0512 — Cost Center 2146
Major Changes to the Budget

	Positions	Appropriations	Revenues
Multi Facilities 2007 Bonds - Invest Int (Fund Number 0512)			
Current Level Budget			
FY 2013 Approved Budget	— \$	150,000 \$	—
Board Approved Adjustments During FY 2013	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
IntraCounty Adjustments	—	(105,000)	—
Other Adjustments	—	—	—
Subtotal (Current Level Budget)	— \$	45,000 \$	—
Recommended Changes for FY 2014			
IntraCounty Adjustments	— \$	— \$	—
Decision Packages			
Information Technology			
Capital			
Subtotal (Recommended Changes)	— \$	— \$	—
Recommended Budget	— \$	45,000 \$	—

SCCFA 2007 Inv Int Fund 0515 — Cost Center 2150
Major Changes to the Budget

	Positions	Appropriations	Revenues
SCCFA 2007 Investment Interest Fund (Fund Number 0515)			
Current Level Budget			
FY 2013 Approved Budget	— \$	30,000 \$	—
Board Approved Adjustments During FY 2013	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—



SCCFA 2007 Inv Int Fund 0515 — Cost Center 2150
Major Changes to the Budget

	Positions	Appropriations	Revenues
IntraCounty Adjustments	—	(20,000)	—
Other Adjustments	—	—	—
Subtotal (Current Level Budget)	— \$	10,000 \$	—

Recommended Changes for FY 2014

IntraCounty Adjustments	— \$	— \$	—
Decision Packages			
Information Technology			
Capital			
Subtotal (Recommended Changes)	— \$	— \$	—
Recommended Budget	— \$	10,000 \$	—

1992 COPS - Reserve - Fund 0094 — Cost Center 2157
Major Changes to the Budget

	Positions	Appropriations	Revenues
SCCFA 1998A (92 COPS) Reserve (Fund Number 0094)			

Current Level Budget

FY 2013 Approved Budget	— \$	4,168,684 \$	—
Board Approved Adjustments During FY 2013	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
IntraCounty Adjustments	—	(4,168,684)	—
Other Adjustments	—	—	—
Subtotal (Current Level Budget)	— \$	— \$	—

Recommended Changes for FY 2014

IntraCounty Adjustments	— \$	— \$	—
Decision Packages			
Information Technology			
Capital			
Subtotal (Recommended Changes)	— \$	— \$	—
Recommended Budget	— \$	— \$	—

VMC Hospital Bonds - Fund 0481 — Cost Center 2158
Major Changes to the Budget

	Positions	Appropriations	Revenues
SCCFA Hospital Bond Reserve (Fund Number 0481)			

Current Level Budget

FY 2013 Approved Budget	— \$	— \$	—
Board Approved Adjustments During FY 2013	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—



VMC Hospital Bonds - Fund 0481 — Cost Center 2158
Major Changes to the Budget

	Positions	Appropriations	Revenues
IntraCounty Adjustments	—	2,135,785	—
Other Adjustments	—	—	—
Subtotal (Current Level Budget)	— \$	2,135,785 \$	—

Recommended Changes for FY 2014

IntraCounty Adjustments	— \$	— \$	—
Decision Packages			
Information Technology			
Capital			
Subtotal (Recommended Changes)	— \$	— \$	—
Recommended Budget	— \$	2,135,785 \$	—

VMC Hospital Bonds -Fund 0482 — Cost Center 2159
Major Changes to the Budget

	Positions	Appropriations	Revenues
SCCFA HOSPITAL BOND PROJECT FUND (Fund Number 0482)			

Current Level Budget

FY 2013 Approved Budget	— \$	— \$	10,056,548
Board Approved Adjustments During FY 2013	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
IntraCounty Adjustments	—	—	576,874
Other Adjustments	—	—	—
Subtotal (Current Level Budget)	— \$	— \$	10,633,422

Recommended Changes for FY 2014

IntraCounty Adjustments	— \$	— \$	—
Decision Packages			
Information Technology			
Capital			
Subtotal (Recommended Changes)	— \$	— \$	—
Recommended Budget	— \$	— \$	10,633,422

General obligation Bonds Fund 0100 — Cost Center 2160
Major Changes to the Budget

	Positions	Appropriations	Revenues
General Obligation Bonds (Fund Number 0100)			

Current Level Budget

FY 2013 Approved Budget	— \$	16,699,000 \$	16,699,000
Board Approved Adjustments During FY 2013	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—



General obligation Bonds Fund 0100 — Cost Center 2160
Major Changes to the Budget

	Positions	Appropriations	Revenues
IntraCounty Adjustments	—	—	18,023,050
Other Adjustments	—	18,104,650	81,600
Subtotal (Current Level Budget)	— \$	34,803,650 \$	34,803,650

Recommended Changes for FY 2014

IntraCounty Adjustments	— \$	— \$	—
Decision Packages			
Information Technology			
Capital			
Subtotal (Recommended Changes)	— \$	— \$	—
Recommended Budget	— \$	34,803,650 \$	34,803,650

2012 Series A - EPIC Project -Fund 0522 — Cost Center 2163
Major Changes to the Budget

	Positions	Appropriations	Revenues
2012 Series A - EPIC Project (Fund Number 0522)			

Current Level Budget

FY 2013 Approved Budget	— \$	— \$	—
Board Approved Adjustments During FY 2013	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
IntraCounty Adjustments	—	—	4,915,556
Other Adjustments	—	—	—
Subtotal (Current Level Budget)	— \$	— \$	4,915,556

Recommended Changes for FY 2014

IntraCounty Adjustments	— \$	— \$	—
Decision Packages			
Appropriate Tech Bond Funds	—	5,412,547	—
Information Technology			
Capital			
Subtotal (Recommended Changes)	— \$	5,412,547 \$	—
Recommended Budget	— \$	5,412,547 \$	4,915,556

GO B. - 2013 Series B -Premium -F0099 — Cost Center 2170
Major Changes to the Budget

	Positions	Appropriations	Revenues
GO B. - 2013 Series B -Premium (Fund Number 0099)			

Current Level Budget

FY 2013 Approved Budget	— \$	— \$	—
Board Approved Adjustments During FY 2013	—	—	—
Cost to Maintain Current Program Services			



GO B. - 2013 Series B -Premium -F0099 — Cost Center 2170
Major Changes to the Budget

	Positions	Appropriations	Revenues
Salary and Benefit Adjustments	—	—	—
IntraCounty Adjustments	—	18,023,050	—
Other Adjustments	—	—	—
Subtotal (Current Level Budget)	— \$	18,023,050 \$	—
Recommended Changes for FY 2014			
IntraCounty Adjustments	— \$	— \$	—
Decision Packages			
Information Technology			
Capital			
Subtotal (Recommended Changes)	— \$	— \$	—
Recommended Budget	— \$	18,023,050 \$	—

County Debt Service — Cost Center 081001
Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
Current Level Budget			
FY 2013 Approved Budget	— \$	27,096,464 \$	7,192,200
Board Approved Adjustments During FY 2013	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
IntraCounty Adjustments	—	101,298	(3,810,026)
Other Adjustments	—	439,285	(104,981)
Subtotal (Current Level Budget)	— \$	27,637,047 \$	3,277,193
Recommended Changes for FY 2014			
IntraCounty Adjustments	— \$	— \$	—
Decision Packages			
Teeter Financing	—	(1,500,000)	—
Information Technology			
Capital			
Subtotal (Recommended Changes)	— \$	(1,500,000) \$	—
Recommended Budget	— \$	26,137,047 \$	3,277,193

Pension Obligation Bond - Debt Service F (Fund Number 0079)

Current Level Budget			
FY 2013 Approved Budget	— \$	21,656,549 \$	21,656,549
Board Approved Adjustments During FY 2013	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
IntraCounty Adjustments	—	—	—
Other Adjustments	—	887,769	887,769
Subtotal (Current Level Budget)	— \$	22,544,318 \$	22,544,318



County Debt Service — Cost Center 081001
Major Changes to the Budget

	Positions	Appropriations	Revenues
Recommended Changes for FY 2014			
IntraCounty Adjustments	— \$	— \$	—
Decision Packages			
Information Technology			
Capital			
Subtotal (Recommended Changes)	— \$	— \$	—
Recommended Budget	— \$	22,544,318 \$	22,544,318

Public Facilities Corp Debt Service (Fund Number 0045)

Current Level Budget			
FY 2013 Approved Budget	— \$	6,088,250 \$	6,088,250
Board Approved Adjustments During FY 2013	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
IntraCounty Adjustments	—	—	(3,500)
Other Adjustments	—	(3,500)	—
Subtotal (Current Level Budget)	— \$	6,084,750 \$	6,084,750

Recommended Changes for FY 2014			
IntraCounty Adjustments	— \$	— \$	—
Decision Packages			
Information Technology			
Capital			
Subtotal (Recommended Changes)	— \$	— \$	—
Recommended Budget	— \$	6,084,750 \$	6,084,750

Health Facilities Debt Service (Fund Number 0043)

Current Level Budget			
FY 2013 Approved Budget	— \$	1,171,347 \$	1,171,347
Board Approved Adjustments During FY 2013	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
IntraCounty Adjustments	—	—	101,298
Other Adjustments	—	19,342	(81,956)
Subtotal (Current Level Budget)	— \$	1,190,689 \$	1,190,689

Recommended Changes for FY 2014			
IntraCounty Adjustments	— \$	— \$	—
Decision Packages			
Information Technology			
Capital			
Subtotal (Recommended Changes)	— \$	— \$	—
Recommended Budget	— \$	1,190,689 \$	1,190,689



VMC Hospital — Cost Center 081003
Major Changes to the Budget

	Positions	Appropriations	Revenues
SCCFA Hospital Project Fund (Fund Number 0485)			
Current Level Budget			
FY 2013 Approved Budget	— \$	— \$	4,150,000
Board Approved Adjustments During FY 2013	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
IntraCounty Adjustments	—	—	150,000
Other Adjustments	—	—	—
Subtotal (Current Level Budget)	— \$	— \$	4,300,000
Recommended Changes for FY 2014			
IntraCounty Adjustments	— \$	— \$	—
Decision Packages			
Information Technology			
Capital			
Subtotal (Recommended Changes)	— \$	— \$	—
Recommended Budget	— \$	— \$	4,300,000

SCCFA Hospital Investment Interest Fund (Fund Number 0487)

Current Level Budget			
FY 2013 Approved Budget	— \$	2,200,000 \$	—
Board Approved Adjustments During FY 2013	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
IntraCounty Adjustments	—	(1,900,000)	—
Other Adjustments	—	—	—
Subtotal (Current Level Budget)	— \$	300,000 \$	—
Recommended Changes for FY 2014			
IntraCounty Adjustments	— \$	— \$	—
Decision Packages			
Information Technology			
Capital			
Subtotal (Recommended Changes)	— \$	— \$	—
Recommended Budget	— \$	300,000 \$	—

SCCFA 2006 Hospital Project Fund (Fund Number 0504)

Current Level Budget			
FY 2013 Approved Budget	— \$	— \$	1,911,680
Board Approved Adjustments During FY 2013	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
IntraCounty Adjustments	—	—	76,220
Other Adjustments	—	—	—
Subtotal (Current Level Budget)	— \$	— \$	1,987,900



VMC Hospital — Cost Center 081003
Major Changes to the Budget

	Positions	Appropriations	Revenues
Recommended Changes for FY 2014			
IntraCounty Adjustments	— \$	— \$	—
Decision Packages			
Information Technology			
Capital			
Subtotal (Recommended Changes)	— \$	— \$	—
Recommended Budget	— \$	— \$	1,987,900

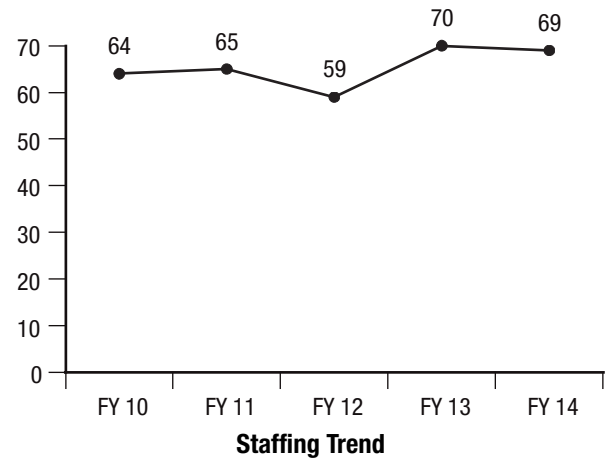
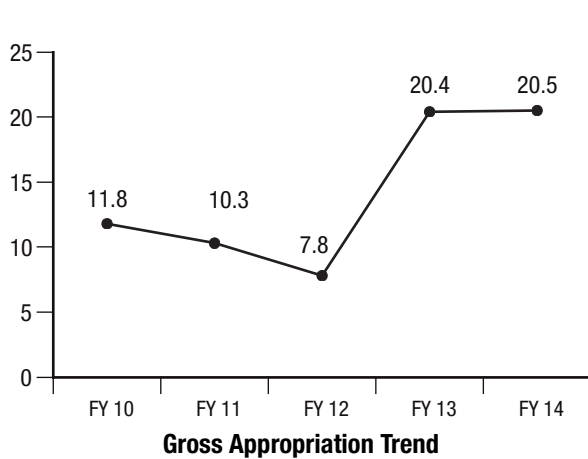
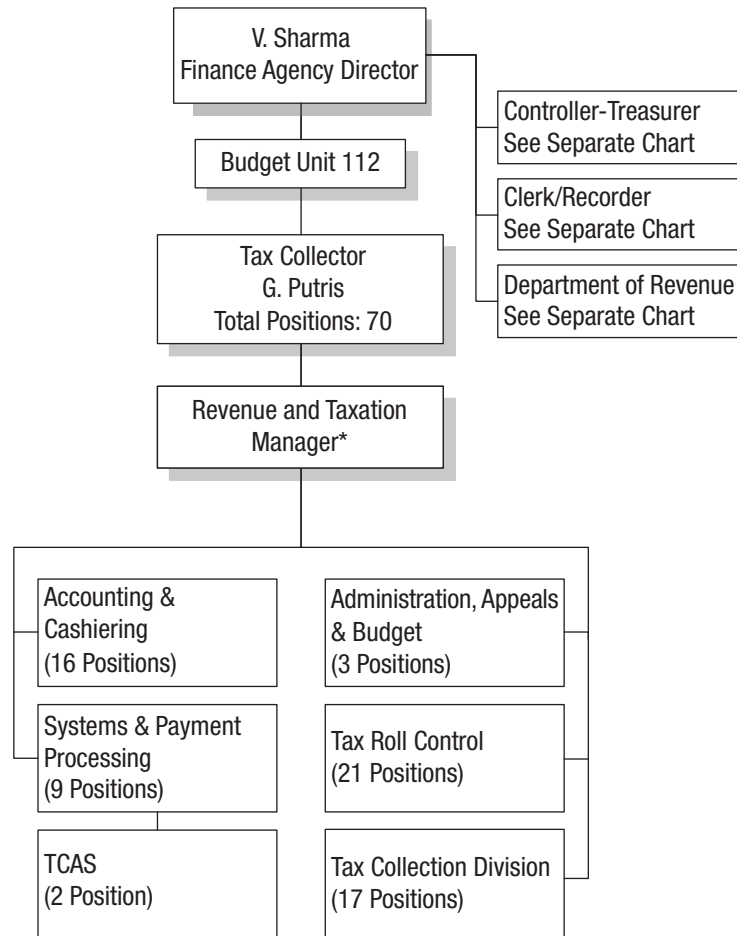
SCCFA 2006 Hospital Investment Interest (Fund Number 0506)

Current Level Budget			
FY 2013 Approved Budget	— \$	550,000 \$	—
Board Approved Adjustments During FY 2013	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
IntraCounty Adjustments	—	(465,000)	—
Other Adjustments	—	—	—
Subtotal (Current Level Budget)	— \$	85,000 \$	—

Recommended Changes for FY 2014			
IntraCounty Adjustments	— \$	— \$	—
Decision Packages			
Information Technology			
Capital			
Subtotal (Recommended Changes)	— \$	— \$	—
Recommended Budget	— \$	85,000 \$	—



Tax Collector's Office



* The Staffing Trend chart does not include one new position recommended for the Department, pending a classification review by the Employee Services Agency. Funding for the new position is included in the Gross Appropriation Trend chart, and the new position is noted in the organization chart above.



Public Purpose

- ➔ Maximize tax revenue to support services to County residents



Description of Major Services

Tax Collection

The Tax Collector collects all property taxes as mandated under California Revenue and Taxation Code Section 2602. In Santa Clara County, the Tax Collector prepares and maintains the tax rolls in addition to collecting the property tax. Annual property tax and escaped assessments levied on real property are collected on the current Secured Tax Roll. Supplemental assessments are collected on the Supplemental Tax Roll. The Redemption Tax Roll is composed of property tax that has remained unpaid on July 1st. The Tax Collector also prepares, maintains, bills, and collects unsecured property tax assessments on the Unsecured Tax Roll (for business equipment, boats, aircraft, possessory interest, etc.). The combined 2012/13 tax charge on these four tax rolls totaled nearly four billion dollars.

The Department includes six divisions: Collections, Accounting, Systems and Payment Processing, Tax Collection and Apportionment, Tax Roll Control, and Administration.

Tax Roll Preparation

Preparing the tax roll for billing and collection purposes is fundamental to effecting the public purpose of maximizing tax revenue for public entities. Preparing the roll requires contributions from a number of internal and external stakeholders. The Assessor provides assessed value, exemptions, and ownership data. The Controller provides tax rates. Public entities and special districts provide special and bonded assessment information. The Tax Collector combines these various elements to prepare and issue tax bills.

Tax Information

This service is provided via phone and public counter by professional customer service representatives. Accurate and timely information promotes high collection rates. The service includes providing general tax information, parcel-specific information, delinquent pay-off data, redemption installment plans, tax lien clearances, payment verification, and referrals to other departments and agencies. Property owners, lending institutions, appraisers, and government agencies rely on the accuracy of the Department's data to prepare financial records, develop credit reports and finalize real estate transactions.

The Department maintains a website that is operational 24 hours a day seven days a week to provide the public with information it needs to pay taxes, such as current and prior year tax charges, payment history and general instructions. The Department's web site also accepts credit card and e-check payments.

In fiscal year 2011/12, a Center for Leadership and Transformation (CLT) team was assigned the task of implementing various customer service enhancements such as providing new signage and customer flow for the front lobby, improving online communications and supplying more relevant information via the telephone system. All three areas of improvement were completed.

Accounting and Cashiering

The tax code requires that the department maintain tax collection statistics. The Tax Collector's Office provides accurate collection statistics to governmental agencies and special districts so that they can make informed budgetary decisions. Property owners, lending companies, title companies and other agencies also rely on these statistics to ensure that payments are credited and refunds are issued within the time prescribed by the tax code. The Department reconciles nearly four billion dollars annually. The staff also refunds duplicate and over-payments, processes returned checks, ensures the proper reflection of payments, and manages installment plans for escape assessments. The Tax Collector's cashiering unit collects all walk-in payments from taxpayers and the deposits from other County departments.

Automated Payment Processing

The Department receives payments by mail and through its Internet web portal. Developed to promote ease-of-use as well as cost-efficient collection, these

procedures make it possible for the Department to receive, credit, and deposit tax payments in a relatively short time. The Department uses professional mail extraction equipment and utilizes an automated remittance system to endorse, encode, and capture tax payments. This type of processing maximizes interest earnings and ensures that the tax rolls reflect information accurately. These systems also minimize duplicate payments and improve the type of information taxpayers can access online. Credit Card payments show as paid the instant the approved authorization is posted to the Tax system. E-Check payments are shown as paid pending verification and transfer of funds similar to the receipt of a paper check.

Unsecured Field Collections

This service is established to ensure a high rate of collection of unsecured assessments. The collectors facilitate payment on delinquent unsecured accounts, perform site visits, establish and monitor payment plans, record Certificates of Tax Lien, enforce checking account levies, and seize assets. This enforcement service is designed to ensure legal compliance.

Tax-Defaulted Property Administration (Public Auction)

The tax code requires the Tax Collector to sell properties that are tax defaulted for five or more years. Program personnel must adhere to strict publishing and noticing deadlines, perform extensive title searches, and employ skip-tracing techniques before publishing a "Power-to-Sell" classification list. The Department complies with all legal requirements before real property is offered for sale at public auction or sold by agreement to public agencies. Beginning in FY 2013, the public auction is anticipated to be held on-line once per year.

Tax Collection and Apportionment System (TCAS)

TCAS replaced a set of legacy applications dating back to the mid-1960s that were run on the County mainframe. TCAS automates the calculation, collection, and distribution of tax revenue. TCAS compiles and analyzes information provided by the Assessor, Clerk of the Board, State Agencies and taxing jurisdictions, enabling the Department to collect taxes efficiently and accurately. The initial deployment of the system provided basic capabilities to calculate tax rates and charges, issue tax bills, collect payments in various

forms, calculate apportionment factors, and provide information for apportioning revenue among various jurisdictions.

Assessment Roll Corrections

This service is performed by the Tax Roll Control unit. The integrity of the tax roll depends on accurate and timely execution of this service. Additionally, this service promotes a high collection rate. All roll corrections are audited before they are executed to verify their validity. Before and after values are inspected, and tax-rate areas are scrutinized. After the tax roll has been adjusted, staff authenticates the results. Adherence to strict quality control standards is essential for legal compliance with the tax code.

Administration

The Administration unit is responsible for the annual preparation of the departmental budget, financial statements and revenue estimates. The unit processes

and responds to all penalty appeal requests, facilities issues, purchasing matters, payroll, accounts payable and departmental personnel records. Additionally, this unit maintains training records, Form 700 filings, safety meeting minutes, workers compensation claims and fixed asset inventory records. This unit is also the custodian of petty cash and off site records.

Information Systems

Information Systems provides for the support of all the computer systems used by the Department including TCAS, the legacy Tax Information System (TIS), the Internet Bill Presentment and Property ePayment System, the BancTec Remittance Processing System, and all desktops, printers and network equipment. Staff is committed to providing the public with a reliable and secure computing environment, which includes 24 hours a day 7 days a week access to relevant tax information.

Current and Emerging Issues

Work Process Challenges and Improvements

The past few years have seen an unprecedented increase in tax changes and roll corrections. Starting in FY2011, the department created a Center for Leadership and Transformation (CLT) team to confront the problem. The team has significantly improved the business processes necessary to complete the roll corrections. Additionally, the TCAS unit is looking for ways to re-engineer and automate the remaining manual business processes. These improvements will positively affect other manual roll corrections.

TCAS Improvements

A system enhancement initiative was launched in late FY2012 to focus on critical needs that were not addressed in the initial deployment of the TCAS system. The areas of focus are roll corrections, payment processing, tax bill maintenance, accounting, apportionment, and reconciliation.

The Board allocated \$5.9 million in FY2012 to provide funding for additional TCAS functionality. The effort will span approximately 24-months and eliminate many manual processes currently in place. Through January of 2013, the project spent approximately \$1.6 million.

Functionality received includes:

- Roll correction
 - Corrections to Secured property bills.
 - Corrections to Redemption bills.
- Payment processing
 - Initial expansion of payment reversal capability.
- Tax bill maintenance
 - Ability to update Name/Address on tax bills mid-cycle.
 - partial automation of bill generation.
 - functionality to split multiple redemption abstracts.
- Accounting, apportionment, and reconciliation
 - design of accounting structures and an apportionment engine is in progress.

Electronic Interface with Assessor and Clerk of the Board

In FY 2013, the Department was scheduled to work with both the Assessor's Office and the Clerk of the Board's Office in the development of electronic interfaces

between the departments. This work was put off when the Assessor's system was delayed. A new initiative is being launched to interface with the Assessor's existing system.

Summary of County Executive's Recommendations

Description	Impact	Impact on Services	Position Impact	FY 2014 Ongoing Net Cost/(Savings)	FY 2014 One-Time Net Cost/(Savings)
Increase Staff Responsible for TCAS System	↑	Increased analysis relating to the development and maintenance of the Property Tax System	1.0	\$166,428	\$10,000
Add Revenue and Taxation Manager	↑	Increased resources to interpret and apply taxation code	—	\$153,400	\$10,000
↑ — Enhanced ◆ — Modified ● — No Change ↓ — Reduced ☒ — Eliminated					

County Executive's Recommendation

↑ Increase Staff Responsible for TCAS System

Recommended Action Add 1.0 FTE alternately staffed Information Systems Manager I/II/III and one-time funds for equipment and supplies. This position will be partially revenue supported by the Property Tax Administration Fee (PTAF) revenue recorded in the Controller Treasurer Budget.

Service Impact: The Information Systems Manager (ISM) I/II/III position will perform technical analysis functions associated with the development and ongoing maintenance of the property tax system. The position will help to establish an ongoing property tax system support and development team. Currently, a combination of temporary and contractor staff provide the necessary services. This position will assume responsibility for providing these services on an ongoing basis and to manage the development team.

Positions Added: 1.0 FTE
Ongoing Cost: \$166,428
One-time Cost: \$10,000

The employee will also be responsible for originating, implementing, and evaluating:

- administrative and fiscal activities,
- plans, and programs within guidelines established

↑ Add Revenue and Taxation Manager

Recommended Action Increase appropriations to support adding a Revenue and Taxation Manager and one-time funds for equipment and supplies. This position will be partially revenue supported by the Property Tax Administration Fee (PTAF) revenue recorded in the Controller Treasurer Budget.

Service Impact: The Revenue and Taxation Manager will provide the Tax Collector's Office a critical resource needed to effectively understand, interpret and apply the California Revenue and Taxation Code as it pertains to the Tax Collector functions and operations. This position will have broad responsibility for multiple units/sections within the Tax Office with regard to strategic planning, goal setting and evaluation, organizational analysis of programs, procedures and operations, responsibility for regulatory compliance as specified in the Revenue and Taxation Code, and determining and allocating resources needed to meet the Department goals and objectives.

by law,

- regulations, codes and County policies



The recommended classification does not currently exist. The Tax Collectors Office will work with ESA to develop the necessary job specifications.

Ongoing Cost: \$153,400

One-time Cost: \$10,000

Tax Collector— Budget Unit 112 Net Expenditures by Cost Center

CC	Cost Center Name	FY 2012 Actuals	FY 2013 Approved	FY 2014 Base Budget	FY 2014 Recommended	Amount Chg From 2013 Approved	% Chg From 2013 Approved
2212	Tax Collector Fund 0001	\$ 6,272,042	\$ 20,019,812	\$ 19,915,978	\$ 20,079,378	\$ 59,566	0.3%
2213	Tax Collector-AB 589 Fund 0001	16,747	6,259	6,330	6,330	71	1.1%
2214	Tax Collection & Apportionment Sys Fund 0001	1,149,962	390,294	278,790	455,218	64,924	16.6%
Total Net Expenditures		\$ 7,438,750	\$ 20,416,365	\$ 20,201,098	\$ 20,540,926	\$ 124,561	0.6%

Tax Collector— Budget Unit 112 Gross Expenditures by Cost Center

CC	Cost Center Name	FY 2012 Actuals	FY 2013 Approved	FY 2014 Base Budget	FY 2014 Recommended	Amount Chg From 2013 Approved	% Chg From 2013 Approved
2212	Tax Collector Fund 0001	\$ 6,272,042	\$ 20,019,812	\$ 19,915,978	\$ 20,079,378	\$ 59,566	0.3%
2213	Tax Collector-AB 589 Fund 0001	16,747	6,259	6,330	6,330	71	1.1%
2214	Tax Collection & Apportionment Sys Fund 0001	1,149,962	390,294	278,790	455,218	64,924	16.6%
Total Gross Expenditures		\$ 7,438,750	\$ 20,416,365	\$ 20,201,098	\$ 20,540,926	\$ 124,561	0.6%

Tax Collector— Budget Unit 112 Expenditures by Object

Object	FY 2012 Actuals	FY 2013 Approved	FY 2014 Base Budget	FY 2014 Recommended	Amount Chg From 2013 Approved	% Chg From 2013 Approved
Salary and Benefits	5,603,400	6,497,322	6,475,781	6,795,609	298,287	4.6%
Services And Supplies	1,835,350	13,919,043	13,725,317	13,745,317	(173,726)	-1.2%
Total Net Expenditures	\$ 7,438,750	\$ 20,416,365	\$ 20,201,098	\$ 20,540,926	\$ 124,561	0.6%



Tax Collector— Budget Unit 112 Revenues by Cost Center

CC	Cost Center Name	FY 2012 Actuals	FY 2013 Approved	FY 2014 Base Budget	FY 2014 Recommended	Amount Chg From 2013 Approved	% Chg From 2013 Approved
2212	Tax Collector Fund 0001	\$ 481,911,664	\$ 498,140,000	\$ 515,195,000	\$ 515,195,000	\$ 17,055,000	3.4%
2214	Tax Collection & Apportionment Sys Fund 0001	—	450,000	450,000	450,000	—	—
Total Revenues		\$ 481,911,664	\$ 498,590,000	\$ 515,645,000	\$ 515,645,000	\$ 17,055,000	3.4%

Tax Collector Fund 0001 — Cost Center 2212 Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
Current Level Budget			
FY 2013 Approved Budget	68.0	\$ 20,019,812	\$ 498,140,000
Board Approved Adjustments During FY 2013	-1.0	(307,321)	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	445,868	—
IntraCounty Adjustments	—	(1,381)	—
Other Adjustments	—	(241,000)	17,055,000
Subtotal (Current Level Budget)	67.0	\$ 19,915,978	\$ 515,195,000
Recommended Changes for FY 2014			
IntraCounty Adjustments	—	\$ —	\$ —
Decision Packages			
Augment Staff for Revenue and Taxation	—	163,400	—
Information Technology			
Capital			
Subtotal (Recommended Changes)	—	\$ 163,400	\$ —
Recommended Budget	67.0	\$ 20,079,378	\$ 515,195,000

Tax Collector-AB 589 Fund 0001 — Cost Center 2213 Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
Current Level Budget			
FY 2013 Approved Budget	—	\$ 6,259	\$ —
Board Approved Adjustments During FY 2013	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
IntraCounty Adjustments	—	71	—
Other Adjustments	—	—	—



Tax Collector-AB 589 Fund 0001 — Cost Center 2213
Major Changes to the Budget

	Positions	Appropriations	Revenues
Subtotal (Current Level Budget)	—	\$ 6,330	\$ —
Recommended Changes for FY 2014			
IntraCounty Adjustments	—	\$ —	\$ —
Decision Packages			
Information Technology			
Capital			
Subtotal (Recommended Changes)	—	\$ —	\$ —
Recommended Budget	—	\$ 6,330	\$ —

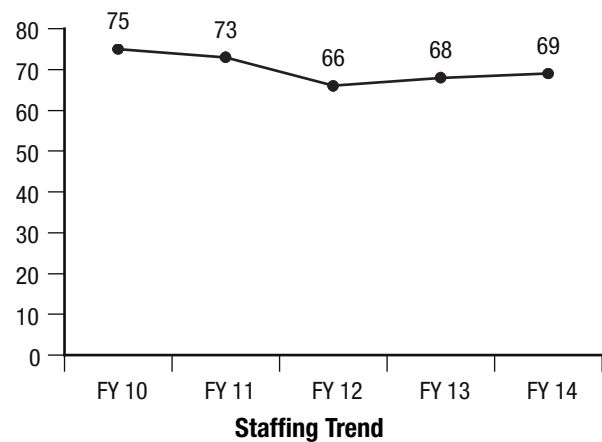
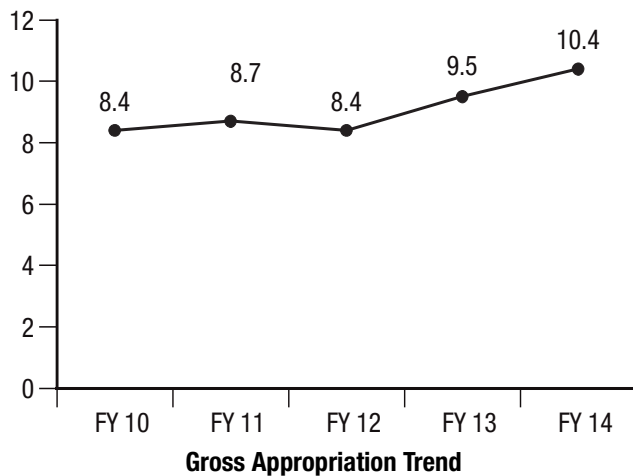
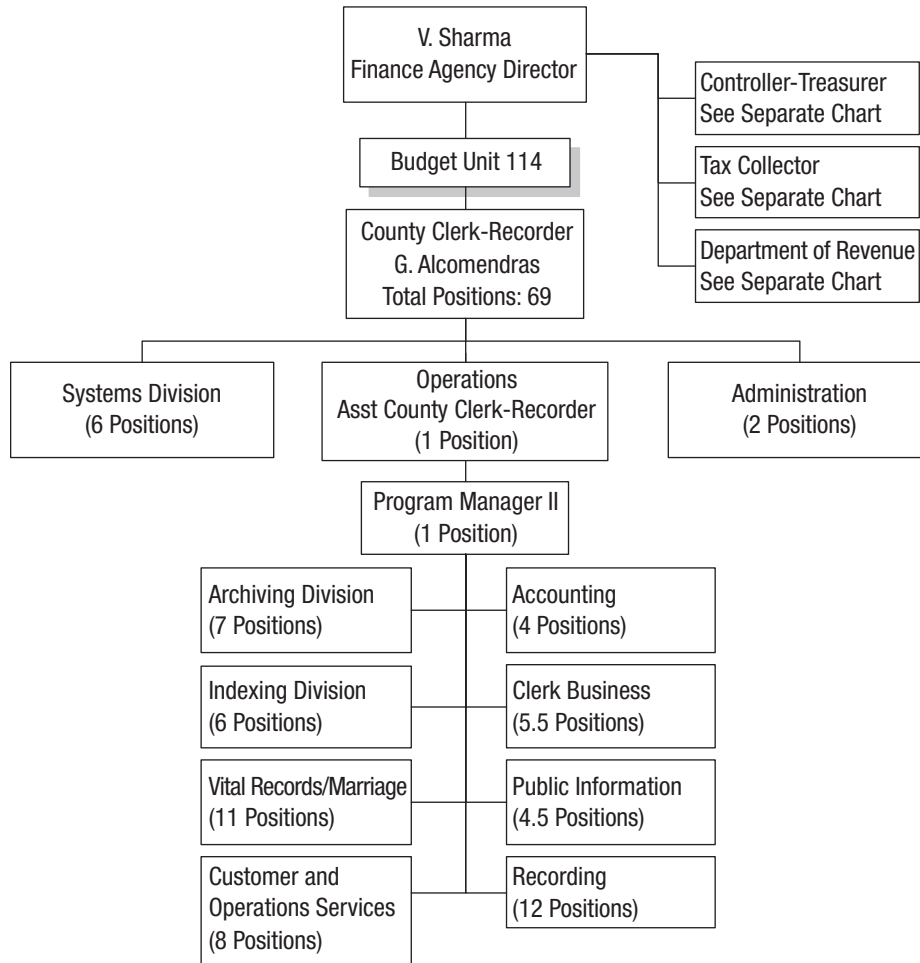
Tax Collection & Apportionment Sys Fund 0001 — Cost Center 2214
Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
Current Level Budget			
FY 2013 Approved Budget	2.0	\$ 390,294	\$ 450,000
Board Approved Adjustments During FY 2013	-1.0	(128,179)	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	16,675	—
IntraCounty Adjustments	—	—	—
Other Adjustments	—	—	—
Subtotal (Current Level Budget)	1.0	\$ 278,790	\$ 450,000
Recommended Changes for FY 2014			
IntraCounty Adjustments	—	\$ —	\$ —
Decision Packages			
Increase Staff Responsible for TCAS System	1.0	176,428	—
Information Technology			
Capital			
Subtotal (Recommended Changes)	1.0	\$ 176,428	\$ —
Recommended Budget	2.0	\$ 455,218	\$ 450,000



County Clerk-Recorder's Office

Section 1: Finance and Government



Public Purpose

- Accessible Records for the Public
- Records Integrity
- Compliance with State Law



Description of Major Services

The Clerk-Recorder's Office serves as a repository of three types of records:

- Vital records (birth, marriage and death certificates),
- Property records, and
- Business records.

These records are preserved to provide a true, accurate and readily accessible account of some of the most important events in Santa Clara County residents' lives. Recording and registering these documents serves to protect against fraud and error in various business, legal and personal transactions.

With the exception of passport photography and administration, deputizing one-day marriage commissioners, performance of marriage ceremonies, and providing witness and notary acknowledgment services, all of the departmental functions are mandated by law. The following services are provided:

Document Recording, Indexing and Scanning

As the County Recorder, the Department examines and records or files authorized documents and maps, and collects transfer taxes and other fees. The documents

may be received electronically, through the mail, or brought into the office. Examples of transactions that are recorded, of which there are over 300 types, include:

- Transfer of property
- Mortgage loans (first, second, refinance, home equity and lines of credit)
- Filing and releasing liens (tax, garbage, mechanics, etc.)
- Reports of property boundaries
- Property foreclosures
- Completion of construction

Registration of Vital Records

The Department registers marriage certificates and maintains copies of birth and death certificates on file, assuring that each is scanned and indexed into the computer imaging system.

Marriages

The Department processes and issues standard and confidential marriage licenses; schedules, coordinates and conducts civil marriage ceremonies on site; provides witness services; registers and maintains marriage records; and issues certified copies of confidential marriage certificates.

Registration of Business Records

As the County Clerk, the Department processes Fictitious Business statements; administers notary oaths and maintains notary records; acts as custodian for various oaths of office; and registers various public agencies as well as professional agents.

Passport Administration

Administration of passport applications and passport photographic services are provided. Once the application is examined and the supporting documents are verified, the application and required remittance are sent to the U.S. Passport Agency for processing.

Records Research

Official records and certain vital records are available for research and viewing by the public on dedicated computer monitors. Examples of types of records that are commonly recorded are mortgages, deeds, liens, abstracts of judgment and notices. Departmental staff is available to assist with the research process. Search methods available include computer searches and book/microfilm searches.

Copies of Official and Vital Records

Plain and certified copies of official records and maps are sold, as well as certified copies of vital records. Once the required documents are identified with the assistance of staff, they are located and printed from the departmental imaging system.

Current and Emerging Issues

Application Replacement and Hardware Migration

The Clerk-Recorder's Office primary application environment was initially deployed in 1994 and has significantly exceeded its life-cycle. The code base is increasingly difficult and expensive to maintain and to modify in response to changes in the government code or to deliver enhanced service to the public. The mainframe hardware hosting the application is significantly more expensive to maintain and does not benefit from advances in server management such as virtualization. There is an increasing risk of serious to catastrophic loss of critical records and data.

Since this emerging issue was identified in 2011, the Department initiated a Finance Agency Center for Leadership and Transformation (CLT) project to replace the application environment and mainframe hardware. The project should have no impact on the County's General Fund as it will be funded by the special funds specifically designated to the Clerk-Recorder's Office.

and failure to meet temperature, humidity and security standards, thereby risking the integrity and safeguarding of the records.

Obtaining Secure Off-site Records Storage Facility

The Clerk-Recorder's Office is fully responsible for maintaining and tracking the inventory of microfilmed official records and the Clerk-Recorder's original record books. The Recorder's complete and official record archive spans the years between 1848 and the present. These official record books are housed in the West Wing at 70 West Hedding Street and at the County Archives. As mandated by state law, the microfilmed records are stored in a secure off-site facility.

The Department currently pays a contracted vendor \$75,300 per year for secure off-site storage of microfilm. This is an increase of \$33,900 for the use of the same vault space. Service providers for this type of storage are limited and doing business with outside vendors has been costly and extremely problematic. The Clerk-Recorder's Office has experienced numerous problems, such as relocation of the records without prior notice

Storage and safekeeping of the original record books has been problematic as well. Official record books stored in the West Wing Annex were damaged in the flood of

1995. The collection was moved to the warehouse at Berger Drive for a number of years. Since the facility was shared with other County departments, consistent security was difficult to maintain. In 2007, the entire collection was again relocated to the Lower Level in the West Wing where a number of books were damaged by an overhead water leak.

Since this has been an ongoing issue since 2009, the Department has incorporated this project into the Finance Agency CLT Process and has identified

resources to move this project forward. Working with other County departments, including Capital Programs and the County Surveyor, the department has finalized facility requirements and begun investigating different locations to house the Clerk-Recorder's Office's entire records collection. The project and facility should have no impact on the County's General Fund as it will be funded by the special funds specifically designated to the Clerk-Recorder's Office.

Summary of County Executive's Recommendations

Description	Impact	Impact on Services	Position Impact	FY 2014 Ongoing Net Cost/(Savings)	FY 2014 One-Time Net Cost/(Savings)
Add Appropriations for System Replacement (Non-General Fund)	↑	Increased operational efficiencies	—	—	\$1,550,000
Increase Resources for Archives and Recorder's Office (Non-General Fund)	↑	Increased level of customer service	1.0	\$84,427	—
Recognize Revenue from Express Marriage Ceremony Fee	↑	Increased options for couples wanting to get married	—	(\$20,640)	—
Modify Department Staff Classification	↑	Increased staff flexibility	—	\$25,545	(\$16,089)
↑ — Enhanced ◆ — Modified ● — No Change ↓ — Reduced ☒ — Eliminated					

County Executive's Recommendation

↑ Add Appropriations for System Replacement (Non-General Fund)

Recommended Action: Increase appropriations in Services and Supplies to support the second phase of a project to replace the Department's primary application environment.

Service Impact: The Clerk-Recorder's Office implemented its document imaging and storage application in 1994. Over the years, the application has been extended to automate department business processes. The Department requested funds in FY2013 Budget as Phase 1 of the project to upgrade the existing application. The application will be replaced with a modern programming framework and it will be migrated off mainframe hardware. The new system will result in reduced operating costs and increased operating efficiencies.

Since multiple business operations in the department will benefit from the replacement and migration, this is a one-time funded project funded through multiple

Clerk-Recorder's special funds: Vital Statistics Fund (0024), Recorder's Modernization Fund (0026), Electronic Recording Fund (0120), and Social Security Number Truncation Fund (0121).

One-time Cost (Non-General Fund): \$1,550,000

↑ Increase Resources for Archives and Recorder's Office (Non-General Fund)

Recommended Action: Add 1.0 FTE unclassified Clerk-Recorder Office Specialist II/I to work part-time at the County Archives and the rest of the time at the Clerk-Recorder's Office.

Service Impact: The Clerk-Recorder's Office officially took over operations of the County Archives in July 2012. The Archive was staffed with a part-time contractor, whose contract ended in May 2012. Rather than immediately adding staffing to handle the Archives, the Department attempted to utilize existing staff. However, over time it became clear that other areas of the office were suffering shortages and compromising

the delivery of customer service. The use of an unclassified position is recommended until the Department has fully determined the impact of absorbing the new function.

In addition to the needs of the County Archives, the CRO will use a portion of the unclassified position's time to assist with the scanning, archiving and indexing of filed and recorded documents.

The position will be funded out of one of the Clerk-Recorder's special funds, the Document Storage Fund (0027).

Positions Added: 1.0 FTE
Ongoing Cost (Non-General Fund): \$84,427
 Position will expire December 31, 2014

↑ Recognize Revenue for Express Marriage Ceremony Fee

Recommended Action: The Department is proposing to offer a new service, Express Marriage Ceremony, for a fee of \$110.

Service Impact: This new service is expected to generate new ongoing revenues. The Department offers civil marriage ceremonies in the chapel for a fee of \$80.00.

Appointments are required and are only offered four days a week from 10:30 AM to 3:40 PM. Often, couples want to be married the same day after receiving their marriage license. They can not be accommodated because the chapel may be full due to previously scheduled appointments. The Express Marriage Ceremony window will allow the couples to make their marriage official immediately.

Ongoing Revenue: \$20,640

↑ Modify Department Staff Classification

Recommended Action Delete 1.0 FTE Recordable Document Technician position, and add 1.0 FTE Clerk-Recorder Specialist II/III position.

Service Impact/Background The Clerk-Recorder has always maintained service levels by cross-training staff, which allows other divisions to assist and fill in service gaps created by vacancies, staffing reductions or peak workloads. This higher classification will allow the position to fill a variety of roles in the office to mitigate reductions in service levels.

Net Ongoing Cost: \$25,545
 One-time Salary Savings reflecting time to recruit/hire: \$16,089

County Recorder— Budget Unit 114
Net Expenditures by Cost Center

CC	Cost Center Name	FY 2012 Actuals	FY 2013 Approved	FY 2014 Base Budget	FY 2014 Recommended	Amount Chg From 2013 Approved	% Chg From 2013 Approved
011401	County Recorder	\$ 6,783,769	\$ 8,566,217	\$ 7,845,925	\$ 9,489,808	\$ 923,591	10.8%
011402	County Recorder -Fund 0001	844,576	897,955	892,827	892,827	(5,128)	-0.6%
Total Net Expenditures		\$ 7,628,345	\$ 9,464,172	\$ 8,738,752	\$ 10,382,635	\$ 918,463	9.7%

County Recorder— Budget Unit 114
Gross Expenditures by Cost Center

CC	Cost Center Name	FY 2012 Actuals	FY 2013 Approved	FY 2014 Base Budget	FY 2014 Recommended	Amount Chg From 2013 Approved	% Chg From 2013 Approved
011401	County Recorder	\$ 6,783,769	\$ 8,566,217	\$ 7,845,925	\$ 9,489,808	\$ 923,591	10.8%
011402	County Recorder -Fund 0001	844,576	897,955	892,827	892,827	(5,128)	-0.6%
Total Gross Expenditures		\$ 7,628,345	\$ 9,464,172	\$ 8,738,752	\$ 10,382,635	\$ 918,463	9.7%



County Recorder— Budget Unit 114 Expenditures by Object

Object	FY 2012 Actuals	FY 2013 Approved	FY 2014 Base Budget	FY 2014 Recommended	Amount Chg From 2013 Approved	% Chg From 2013 Approved
Salary and Benefits	6,028,925	6,778,271	6,927,502	7,021,385	243,114	3.6%
Services And Supplies	1,339,293	2,685,901	1,811,250	3,361,250	675,349	25.1%
Fixed Assets	260,126	—	—	—	—	—
Total Net Expenditures \$	7,628,345 \$	9,464,172 \$	8,738,752 \$	10,382,635 \$	918,463	9.7%

County Recorder— Budget Unit 114 Revenues by Cost Center

CC	Cost Center Name	FY 2012 Actuals	FY 2013 Approved	FY 2014 Base Budget	FY 2014 Recommended	Amount Chg From 2013 Approved	% Chg From 2013 Approved
011401	County Recorder	\$ 31,318,608	\$ 28,566,500	\$ 35,891,500	\$ 35,891,500	\$ 7,325,000	25.6%
011402	County Recorder -Fund 0001	1,453,557	1,392,400	1,412,400	1,433,040	40,640	2.9%
	Total Revenues \$	32,772,165 \$	29,958,900 \$	37,303,900 \$	37,324,540 \$	7,365,640	24.6%

County Recorder — Cost Center 011401 Major Changes to the Budget

	Positions	Appropriations	Revenues
Recorder's Vital Records Fund (Fund Number 0385)			
Current Level Budget			
FY 2013 Approved Budget	—	\$ 15,000	\$ —
Board Approved Adjustments During FY 2013	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
IntraCounty Adjustments	—	—	—
Other Adjustments	—	—	—
Subtotal (Current Level Budget)	—	\$ 15,000	\$ —
Recommended Changes for FY 2014			
IntraCounty Adjustments	—	\$ —	\$ —
Decision Packages			
Information Technology			
Capital			
Subtotal (Recommended Changes)	—	\$ —	\$ —
Recommended Budget	—	\$ 15,000	\$ —
Clerk-Recorder's E-Recording Fund (Fund Number 0120)			
Current Level Budget			
FY 2013 Approved Budget	1.0	\$ 452,656	\$ 422,000
Board Approved Adjustments During FY 2013	—	—	—



County Recorder — Cost Center 011401

Major Changes to the Budget

	Positions	Appropriations	Revenues
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	10,656	—
IntraCounty Adjustments	—	(41)	—
Other Adjustments	—	(41,100)	100,000
Subtotal (Current Level Budget)	1.0	\$ 422,171	\$ 522,000
Recommended Changes for FY 2014			
IntraCounty Adjustments	—	\$ —	\$ —
Decision Packages			
Add Appropriations for System Replacement (Non-General Fund)	—	190,000	—
Information Technology			
Capital			
Subtotal (Recommended Changes)	—	\$ 190,000	\$ —
Recommended Budget	1.0	\$ 612,171	\$ 522,000

Clerk-Recorder's SSN Truncation Fund (Fund Number 0121)

Current Level Budget			
FY 2013 Approved Budget	1.0	\$ 438,606	\$ 423,500
Board Approved Adjustments During FY 2013	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	10,656	—
IntraCounty Adjustments	—	(41)	—
Other Adjustments	—	(226,050)	100,000
Subtotal (Current Level Budget)	1.0	\$ 223,171	\$ 523,500
Recommended Changes for FY 2014			
IntraCounty Adjustments	—	\$ —	\$ —
Decision Packages			
Add Appropriations for System Replacement (Non-General Fund)	—	190,000	—
Information Technology			
Capital			
Subtotal (Recommended Changes)	—	\$ 190,000	\$ —
Recommended Budget	1.0	\$ 413,171	\$ 523,500

General Fund (Fund Number 0001)

Current Level Budget			
FY 2013 Approved Budget	47.0	\$ 4,917,042	\$ 24,940,000
Board Approved Adjustments During FY 2013	—	(160)	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	1.0	323,294	—
IntraCounty Adjustments	—	(66,213)	—
Other Adjustments	—	—	6,725,000
Subtotal (Current Level Budget)	48.0	\$ 5,173,963	\$ 31,665,000
Recommended Changes for FY 2014			
IntraCounty Adjustments	—	\$ —	\$ —



County Recorder — Cost Center 011401

Major Changes to the Budget

	Positions	Appropriations	Revenues
Decision Packages			
Modify Department Staff Classification	—	9,456	—
Information Technology			
Capital			
Subtotal (Recommended Changes)	— \$	9,456 \$	—
Recommended Budget	48.0 \$	5,183,419 \$	31,665,000

Vital Records Improvement Fund (Fund Number 0024)

Current Level Budget			
FY 2013 Approved Budget	1.0 \$	511,410 \$	130,000
Board Approved Adjustments During FY 2013	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	8,155	—
IntraCounty Adjustments	—	(41)	—
Other Adjustments	—	(350,850)	—
Subtotal (Current Level Budget)	1.0 \$	168,674 \$	130,000

Recommended Changes for FY 2014			
IntraCounty Adjustments	— \$	— \$	—
Decision Packages			
Add Appropriations for System Replacement (Non-General Fund)	—	510,000	—
Information Technology			
Capital			
Subtotal (Recommended Changes)	— \$	510,000 \$	—
Recommended Budget	1.0 \$	678,674 \$	130,000

Recorders Modernization Fund (Fund Number 0026)

Current Level Budget			
FY 2013 Approved Budget	6.0 \$	1,918,651 \$	2,230,000
Board Approved Adjustments During FY 2013	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	55,576	—
IntraCounty Adjustments	—	(241)	—
Other Adjustments	—	(455,100)	300,000
Subtotal (Current Level Budget)	6.0 \$	1,518,886 \$	2,530,000

Recommended Changes for FY 2014			
IntraCounty Adjustments	— \$	— \$	—
Decision Packages			
Add Appropriations for System Replacement (Non-General Fund)	—	660,000	—
Information Technology			
Capital			
Subtotal (Recommended Changes)	— \$	660,000 \$	—
Recommended Budget	6.0 \$	2,178,886 \$	2,530,000



County Recorder — Cost Center 011401
Major Changes to the Budget

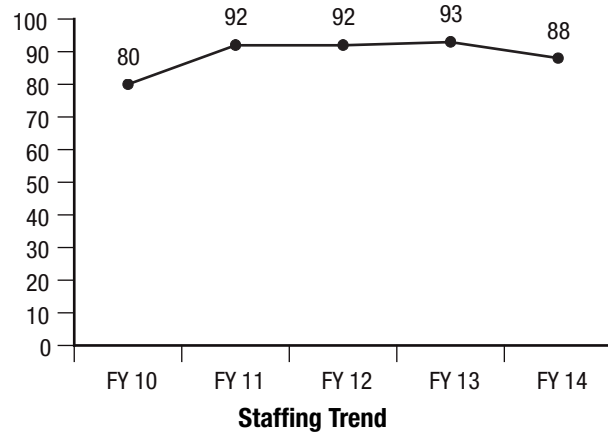
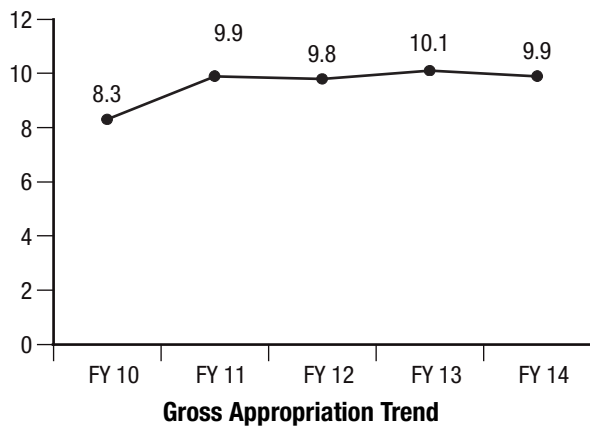
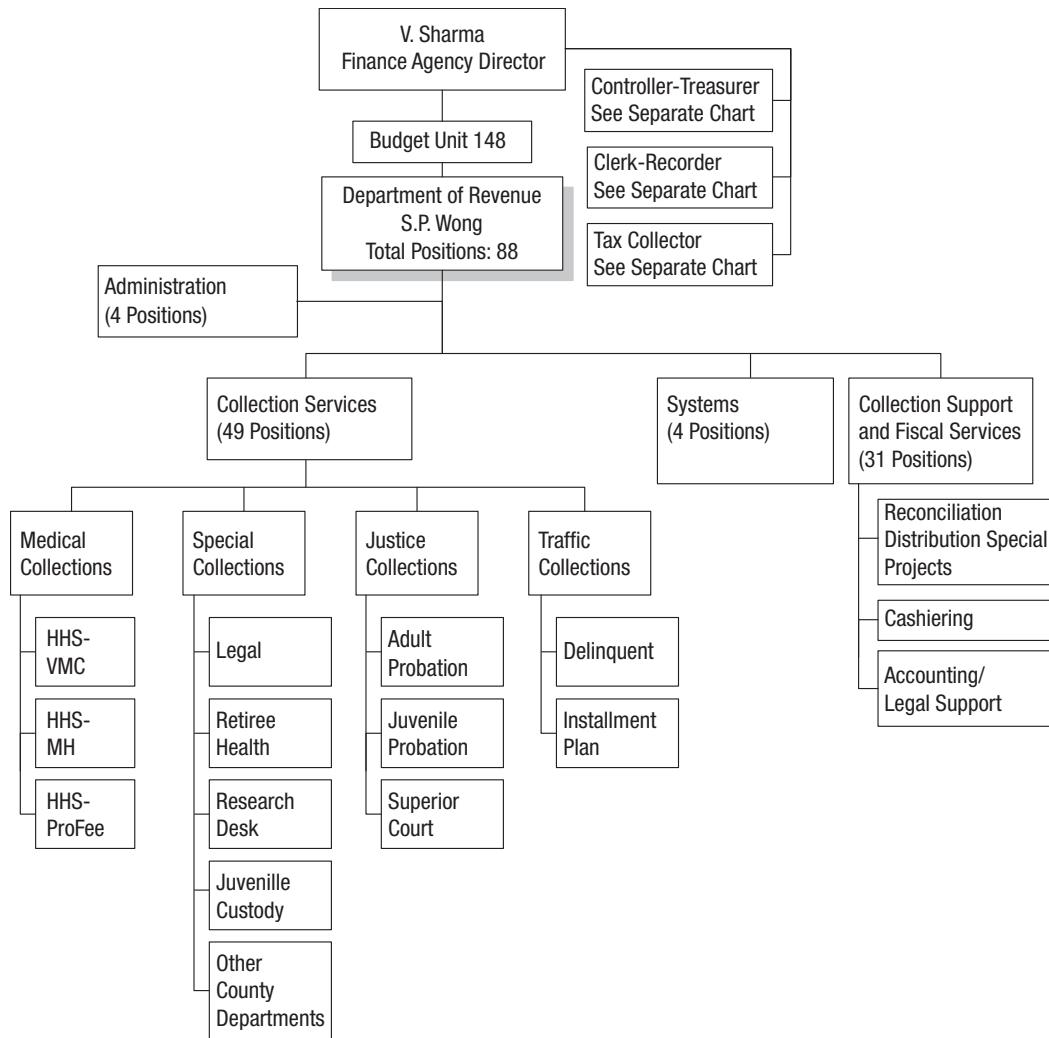
	Positions	Appropriations	Revenues
Recorders Document Storage Fund (Fund Number 0027)			
Current Level Budget			
FY 2013 Approved Budget	2.0	\$ 312,852	\$ 421,000
Board Approved Adjustments During FY 2013	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	11,289	—
IntraCounty Adjustments	—	(81)	—
Other Adjustments	—	—	100,000
Subtotal (Current Level Budget)	2.0	\$ 324,060	\$ 521,000
Recommended Changes for FY 2014			
IntraCounty Adjustments	—	\$ —	\$ —
Decision Packages			
Increase Resources for Archives and Recorder's Office (Non-General Fund)	1.0	84,427	—
Information Technology			
Capital			
Subtotal (Recommended Changes)	1.0	\$ 84,427	\$ —
Recommended Budget	3.0	\$ 408,487	\$ 521,000

County Recorder -Fund 0001 — Cost Center 011402
Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
Current Level Budget			
FY 2013 Approved Budget	10.0	\$ 897,955	\$ 1,392,400
Board Approved Adjustments During FY 2013	—	(7,198)	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	-1.0	(20,351)	—
IntraCounty Adjustments	—	22,421	—
Other Adjustments	—	—	20,000
Subtotal (Current Level Budget)	9.0	\$ 892,827	\$ 1,412,400
Recommended Changes for FY 2014			
IntraCounty Adjustments	—	\$ —	\$ —
Decision Packages			
Recognize Revenue for Express Marriage Ceremony Fee	—	—	20,640
Information Technology			
Capital			
Subtotal (Recommended Changes)	—	\$ —	\$ 20,640
Recommended Budget	9.0	\$ 892,827	\$ 1,433,040



Department of Revenue



Public Purpose

- ➔ Maximize revenue collection to support services for County residents



Description of Major Services

The Department of Revenue (DOR) is the County's central collections agency for both current and delinquent account collections and provides professional collection services using collection enforcement techniques comparable to those used in the private sector.

It is the mission of DOR to maximize revenue collection to support services for County residents, and to do so at the least possible cost, while providing quality service that is professional, respectful and courteous.

DOR seeks to collect debt owed to the County that is the legal responsibility of specific individuals and/or entities. The collections positively impact funding for numerous County agencies and departments, as well as several outside government entities. As such, this revenue supports many critical and valuable services to residents of Santa Clara County. The department's largest clients are Santa Clara Valley Medical Center (SCVMC), the Probation Department and the Superior Court.

Department of Revenue Clients

Animal Control	Information Services Dept
Assessor's Office	Juvenile Probation Housing
Cities of Santa Clara County	Planning/Zoning
Clerk-Recorder's Office	Probation Department
Communications Department	Public Defender's Office
Controller-Treas Department	Public Guardian
County Library	Registrar of Voters
Department of Corrections	Roads and Airports
District Attorney's Office	Sheriff's Office
Employee Services Agency	State of California
Family Court Services	Superior Court
Health and Hospital System	Weights and Measures

Controller-Treasurer policy requires that delinquent debt accounts in departments across the County organization be referred to DOR unless exempted by the Controller-Treasurer, i.e., Tax Collector, the Social Services Agency, and Child Support Services.

In accordance with SB 940, effective January 2004, all counties must provide a collection program for delinquent court-ordered debt. Under the auspices of SB 940, DOR qualifies as a Comprehensive Collection Program (CCP) and is the designated program for Santa

Clara County. Penal Code Section 1463.007 allows recovery of costs for SB 940 programs, to be offset against collected fines, penalties and fees.

In FY2012, DOR total collections reached over \$79 million; of this amount, \$14.4 million was applied to DOR revenue accounts and the remaining was pass-through revenue to other departments and government entities (see table above). The ratio of total revenue collected to total expense (\$8.64 million) was \$9.20 collected for each \$1 spent.

The department maintains an Interactive Voice Response (IVR) system and a website that are operational 24 hours a day, seven days a week, to provide continuous, uninterrupted information. Credit card and e-check payments are accepted via an online service.

As of September 2012, DOR provides early morning and evening hour services to the public (7:30 am - 7:00 pm). This is possible due to a County-SEIU Departmental Agreement and Alternate Hours Pilot Program which offers a 4/10 work-week to a portion of DOR employees.

Public access to DOR into the early evening results in better customer service to debtors who find it difficult to visit or call DOR during the day, and evening hours are now available to collectors for making telephone contact with debtors, providing direct and personal contact, which is an essential component of successful collections. Efforts such as this improve customer service, enhance revenues, and provide a number of other personal and operational benefits to the department and other staff.

Collection Services

DOR services include billing and collection pursuit and explanation of charges, court orders, civil judgments, legal obligations, and possible legal and other penalties for non-payment. In addition, DOR negotiates payment arrangements; determines ability to pay; establishes payment plans; verifies Medi-Cal eligibility; conducts skip tracing (research and determination of a debtor's whereabouts, employment, earnings, property, liabilities, assets and ability to pay); and researches probates and liens. Collections activities also include small-claims actions and lawsuits, wage attachments, tax interception, recordation of Reimbursement Agreements and return of delinquent accounts to the Court for issuance of bench warrants, Orders to Show

Cause or referral to civil collection processes. Specialized collections areas include third party payment, Workers Compensation, compromise requests, bankruptcy, and victim restitution.

Fiscal Services

DOR Fiscal Services receives and posts payments and conducts accounting, reconciliation and distribution of collected revenue to appropriate funds and entities. Other functions of this division include the management of payments to victims of crime, review of court minute orders, coordination of support services for legal actions, bankruptcy research, supervision of incoming revenues from certain taxes and fees, and preparation of the DOR Cost Allocation Plan and other required reports. Fiscal Services also administers the contracted County parking violation collection service, the 2nd level Parking Appeals Board, and the County – San Jose State University Student Internship Agreement.

Systems Division

This division maintains the department's data and communication systems; oversees automated payment interfaces; maintains constant review of legislative changes regarding fines, fees and new mandates/programs in order to implement and comply with related systems requirements; issues large volume monthly billing statements and delinquent notices; oversees security and HIPAA requirements.

Countywide Role

The department also chairs the Countywide Victim Restitution Committee and the Countywide Parking Enforcement Review Committee (PERC).

Current and Emerging Issues

Health Care Reform and Hospital Collections – EPIC

DOR collects delinquent debt for the County hospital. With the passage of national health care reform, changes in debt patterns and obligations, as well as in the means by which medical debt may be collected from both patients and insurance, have become evident.

The hospital and DOR are collaborating on multiple projects which should have positive effects on medical debt collection by DOR. These efforts include the implementation of the HealthLink system, as well as streamlined front-end information and documentation gathering from patients, efficiencies in early identification of special assistance and ability-to-pay programs for patients, reduction in case transfer errors, and improvements in the debt compromise process. Patient status and progress will be tracked throughout course of treatment so that required information will be complete sooner and/or by point of discharge. Hospital letter series will be re-composed to provide accelerated payment pursuit. More attempts to collect will be made before cases are referred to DOR.

One possible outcome may be greater collection success before referral to DOR, thus over the long term, DOR referrals and collections could decrease, though overall revenue recovery will improve.

Public Safety Realignment– AB 109

AB 109, also known as State Realignment, has set into motion the transfer of many services from the state to the local level. The statewide changes resulting from Realignment have resulted in an increased caseload for debt collection at DOR.

The department is working closely with the Court and Probation Department to create an effective and efficient local program. The effort includes the identification of anticipated impacts, including caseload increases, process and procedural changes, new service areas, additional system interfaces, accounting and fund distribution requirements, and collection protocols. DOR is paying particularly close attention to ramifications to Victim Restitution collections.

While some additional revenue will be collected as the result of this program, it is not expected that the collection rate will be high due to the typical low

income and employability, and sizable challenges facing individuals re-entering the community after incarceration. However, as part of the overarching goal to coach and support individuals toward eventual social normalcy as well as civic participation and responsibility, financial stability and satisfaction of debt are goals shared by DOR as members of the overall program team. In addition, any collections made will contribute to public funding, as well as to victims owed restitution.

Victim Restitution

DOR collects court-ordered debt that may include restitution owed to victims of crime. There is strong support in existing California statute and the California constitution for recognizing the rights of all persons who suffer losses as a result of criminal activity, and for providing assistance in seeking and securing restitution from the persons convicted of the crimes for causing the losses they suffer.

DOR continues to chair the Countywide Victim Restitution Committee which joins numerous departments to discuss, collaborate and coordinate victim restitution services. Other members include Adult and Juvenile Probation, District Attorney's Office, Public Defender's Office, Department of Correction, Superior Court, Victim Witness Center, and County Counsel.

Recent DOR partnership activities include the development of faster turnaround in documentation transfers; pro-active tracking and cross-departmental inquiry and request mechanisms; and increased research and corrective action processes. The Department has been involved with the new Restorative Justice Program (RJP) which is a "restitution diversion" program for juveniles. Escheatment research and outreach were expanded several years ago and continue.

At this time, the department is investigating its current restitution collection and revenue distribution protocols to see where benefit to victims can be enhanced. This may result in delay or reduction in the collection of fines and fees in favor of higher payment to victims. These and other streamlining efforts will be carefully monitored in the coming year.

Center for Leadership Transformation (CLT) Projects

DOR has been very active in CLT development both internally and externally. At this time 7 departmental CLT projects, and 2 cross-departmental CLT projects are in various stages of development and progress. The DOR CLT program will continue to be a high priority in the department's organizational development.

To date, the most significant outcomes from CLT projects come from the 4G Paperless project and the Countywide Parking program. This is due in large part because these projects were among the first undertaken by the Department. 4G has transformed DOR's existing paper-driven manual processes, and significantly improved efficiency by reducing research time and allowing staff more time for collections. It has also reduced paper costs and freed up office space.

The Parking CLT project closely touches a handful of DOR staff and numerous partnering organizations, but transparently reaches every employee and department in the County every day.

The CLT with the largest scope and business impact is Acumen, a long-term automation project which provides account scoring, balances workloads, and provide enhanced reporting capability, thereby raising the effectiveness and efficiency of the collection process.

Other newer, but very important CLTs are Web Site Upgrade, Equipment Review, Microfiche Archiving and DOR Emergency Response.

The department also participates in two important cross-department CLTs: Parking Management and SSA Debt Management and Communication Development.

DOR Space and Facility Improvements

DOR has been at its current Berger Drive location since 1998. FY 2014 will be the second year in a multi-phased project for reconfiguration of the office to accommodate program growth, increase space efficiencies and improve the current space configuration.

Parking

Following a revision of the County's parking ordinance in FY 2013, the Countywide Parking Management CLT established Parking Administrative Guidelines (PAG) and a Countywide committee to maintain them in order to meet the objectives of efficient use of limited parking areas, ease public and employee access to County facilities, and support the County's environmental goals, including the support of alternative commuting and the reduction of greenhouse gas emissions. The committee, Parking Enforcement Review Committee (PERC) is chaired by DOR. Future considerations for the PERC include signage review, parking permit reorganization, and development of a program for the ongoing promulgation of County parking services and requirements.

Summary of County Executive's Recommendations

Description	Impact	Impact on Services	Position Impact	FY 2014 Ongoing Net Cost/(Savings)	FY 2014 One-Time Net Cost/(Savings)
Increase Resources to Implement Automated SSN Append Program	↑	Increased staff efficiency and accuracy	—	\$6,840	\$4,180
Augment Staff in Collections	↑	Increased customer service	1.0	\$28,707	—
↑ — Enhanced ◆ — Modified ● — No Change ↓ — Reduced ☒ — Eliminated					



County Executive's Recommendation

↑ Increase Resources to Implement Automated SSN Append Program

Recommended Action: Add Social Security Appends software to existing Columbia Ultimate Business System (CUBS).

Service Impact: Adding the Social Security Appends software to CUBS will allow the system to attach SSNs to existing accounts in CUBS and perform automated SSN search on pre-selected account types, based on various data analytics and logarithms. This will generate savings through efficiency and also increase collections from the tax intercept program.

This software will be run first on 20,000 accounts in the existing data base, based on preselected criteria. Thereafter, monthly batches for applicable new accounts would be submitted for the SSN Append.

Background: One of the basic and essential account elements needed for successful collections is the debtor Social Security Number (SSN), which facilitates accurate identity matches, asset search, and enforcement efforts, e.g., wage garnishments and tax interception.

Currently, accounts referred to DOR are scrubbed through an automated system that makes corrections to errors in demographic information that has incorrect digit lengths, typos, and other artifacts. While this scrub yields better data, further work is still required to clean the data, as collectors manually skip trace multiple systems to search for information upon which to build their collection efforts.

New software is now available which does an automated SSN search on pre-selected account types, based on data analytics and logarithms and multiple

data bases available to the vendor. The ability to automatically attach SSNs to existing CUBS accounts should save labor by avoiding costly manual processes and increasing Tax Intercept dollars. After the SSN Append, collectors will still be involved in SSN searches, but fewer, and the time saved will allow them to extend their collection efforts. This positive service impact will reach across all DOR account types, and assist in the work processes by all 49 collector professionals in the department.

Net Ongoing Cost: \$6,840

Ongoing expense of \$18,000 offset
by ongoing revenue of \$11,160

Net One-time Cost: \$4,180

One-time expense of \$11,000 offset
by one-time revenue of \$6,820

● Augment Staff in Collections

Recommended Action: Add 1.0 FTE Account Clerk II/I.

Service Impact: Department of Revenue has experienced a larger workload due to AB 109 accounts. The increased workload is due to an increase in the number of accounts and the AB 109 accounts require more manual processing to establish. An additional position is needed for the manual processing of account referrals into the collection system. This position cost can be partially recovered per PC1463.007 which authorizes recoupment of 62% of the cost of pursuing delinquent court ordered debt.

Positions Added: 1.0 FTE

Ongoing Net Cost: \$28,707

Ongoing Salaries and Benefits: \$75,543
Ongoing Revenue: \$46,836

Department Of Revenue— Budget Unit 148
Net Expenditures by Cost Center

CC	Cost Center Name	FY 2012 Actuals	FY 2013 Approved	FY 2014 Base Budget	FY 2014 Recommended	Amount Chg From 2013 Approved	% Chg From 2013 Approved
2148	Revenue Fund 0001	\$ 8,637,734	\$ 10,101,800	\$ 9,802,886	\$ 9,907,429	\$ (194,371)	-1.9%
Total Net Expenditures		\$ 8,637,734	\$ 10,101,800	\$ 9,802,886	\$ 9,907,429	\$ (194,371)	-1.9%

Department Of Revenue— Budget Unit 148
Gross Expenditures by Cost Center

CC	Cost Center Name	FY 2012 Actuals	FY 2013 Approved	FY 2014 Base Budget	FY 2014 Recommended	Amount Chg From 2013 Approved	% Chg From 2013 Approved
2148	Revenue Fund 0001	\$ 8,637,734	\$ 10,101,800	\$ 9,802,886	\$ 9,907,429	\$ (194,371)	-1.9%
Total Gross Expenditures		\$ 8,637,734	\$ 10,101,800	\$ 9,802,886	\$ 9,907,429	\$ (194,371)	-1.9%

Department Of Revenue— Budget Unit 148
Expenditures by Object

Object	FY 2012 Actuals	FY 2013 Approved	FY 2014 Base Budget	FY 2014 Recommended	Amount Chg From 2013 Approved	% Chg From 2013 Approved
Salary and Benefits	7,233,063	8,375,157	8,073,416	8,148,959	(226,198)	-2.7%
Services And Supplies	1,404,672	1,726,643	1,729,470	1,758,470	31,827	1.8%
Total Net Expenditures	\$ 8,637,734	\$ 10,101,800	\$ 9,802,886	\$ 9,907,429	\$ (194,371)	-1.9%

Department Of Revenue— Budget Unit 148
Revenues by Cost Center

CC	Cost Center Name	FY 2012 Actuals	FY 2013 Approved	FY 2014 Base Budget	FY 2014 Recommended	Amount Chg From 2013 Approved	% Chg From 2013 Approved
2148	Revenue Fund 0001	\$ 14,445,691	\$ 14,629,701	\$ 12,439,392	\$ 12,504,208	\$ (2,125,493)	-14.5%
Total Revenues		\$ 14,445,691	\$ 14,629,701	\$ 12,439,392	\$ 12,504,208	\$ (2,125,493)	-14.5%



Revenue Fund 0001 — Cost Center 2148
Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
Current Level Budget			
FY 2013 Approved Budget	93.0	\$ 10,101,800	\$ 14,629,701
Board Approved Adjustments During FY 2013	-6.0	(473,463)	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	169,607	—
IntraCounty Adjustments	—	4,942	—
Other Adjustments	—	—	(2,190,309)
Subtotal (Current Level Budget)	87.0	\$ 9,802,886	\$ 12,439,392
Recommended Changes for FY 2014			
IntraCounty Adjustments	—	\$ —	\$ —
Decision Packages			
Increase Resources to Implement Automated SSN Append Program	—	29,000	17,980
Augment Staff in Collections	1.0	75,543	46,836
Information Technology			
Capital			
Subtotal (Recommended Changes)	1.0	\$ 104,543	\$ 64,816
Recommended Budget	88.0	\$ 9,907,429	\$ 12,504,208





Section 2: Public Safety and Justice

Section 2: Public Safety and Justice



Public Safety and Justice

Mission

The mission of Public Safety and Justice services of Santa Clara County is to maintain a community environment where people feel safe, fairly treated by the law, and secure from crime.



Departments

- Office of the District Attorney
- Office of the Public Defender
- Office of Pretrial Services
- Criminal Justice System-Wide Costs
- Office of the Sheriff
- Department of Correction
- Probation Department
- Office of the Medical Examiner-Coroner

Public Safety and Justice

Office of the District Attorney
Budget Unit 202

Department of Correction
Budget Units 235, 240

Public Defender
Budget Unit 204

Probation Department
Budget Unit 246

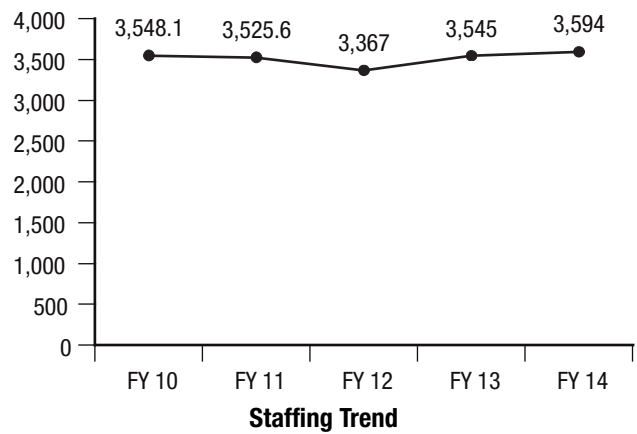
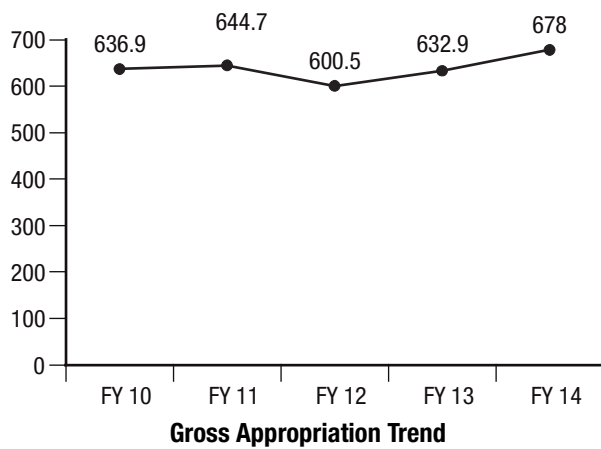
Office of Pretrial Services
Budget Unit 210

Medical Examiner-Coroner
Budget Unit 293

Office of the Sheriff
Budget Unit 230

Criminal Justice System-Wide Costs
Budget Unit 217

Section 2: Public Safety and Justice



Net Expenditures By Department

BU	Department Name	FY 2012 Actuals	FY 2013 Approved	FY 2014 Base Budget	FY 2014 Recommended	Amount Chg From 2013 Approved	% Chg From 2013 Approved
202	District Attorney Department	\$ 89,006,305	\$ 90,672,815	\$ 94,468,121	\$ 96,168,603	\$ 5,495,788	6.1%
204	Public Defender	43,814,445	46,172,575	49,304,311	49,517,905	3,345,330	7.2%
210	Office Of Pretrial Services	4,620,187	5,085,909	5,791,027	5,779,748	693,839	13.6%
217	Criminal Justice Support	46,748,437	46,960,873	46,623,658	52,623,658	5,662,785	12.1%
230	Sheriff's Department	114,320,673	114,757,478	119,444,069	125,158,453	10,400,975	9.1%
235	Sheriff's Doc Contract	101,480,501	110,179,533	115,749,359	115,749,359	5,569,826	5.1%
240	Department Of Correction	66,550,801	73,010,802	73,977,354	74,963,697	1,952,895	2.7%
246	Probation Department	121,248,858	129,314,690	139,958,183	139,742,923	10,428,233	8.1%
293	Med Exam-Coroner Fund 0001	3,396,676	3,536,087	3,842,215	3,848,923	312,836	8.8%
Total Net Expenditures		\$ 591,186,883	\$ 619,690,763	\$ 649,158,298	\$ 663,553,270	\$ 43,862,507	7.1%

Gross Expenditures By Department

BU	Department Name	FY 2012 Actuals	FY 2013 Approved	FY 2014 Base Budget	FY 2014 Recommended	Amount Chg From 2013 Approved	% Chg From 2013 Approved
202	District Attorney Department	\$ 94,725,925	\$ 96,199,598	\$ 100,315,351	\$ 102,015,833	\$ 5,816,235	6.0%
204	Public Defender	44,151,425	46,511,032	49,729,269	49,942,863	3,431,831	7.4%
210	Office Of Pretrial Services	4,620,187	5,085,909	5,791,027	5,779,748	693,839	13.6%
217	Criminal Justice Support	46,748,437	46,960,873	46,623,658	52,623,658	5,662,785	12.1%
230	Sheriff's Department	118,973,396	121,543,967	126,948,252	132,768,236	11,224,269	9.2%
235	Sheriff's Doc Contract	101,480,501	110,179,533	115,749,359	115,749,359	5,569,826	5.1%
240	Department Of Correction	66,672,097	73,181,426	74,161,569	75,147,912	1,966,486	2.7%
246	Probation Department	121,863,998	129,720,128	140,363,621	140,148,361	10,428,233	8.0%
293	Med Exam-Coroner Fund 0001	3,396,676	3,536,087	3,842,215	3,848,923	312,836	8.8%
Total Gross Expenditures		\$ 602,632,642	\$ 632,918,554	\$ 663,524,322	\$ 678,024,894	\$ 45,106,340	7.1%

Revenues By Department

BU	Department Name	FY 2012 Actuals	FY 2013 Approved	FY 2014 Base Budget	FY 2014 Recommended	Amount Chg From 2013 Approved	% Chg From 2013 Approved
202	District Attorney Department	\$ 18,184,862	\$ 16,161,592	\$ 16,068,820	\$ 18,268,820	\$ 2,107,228	13.0%
204	Public Defender	625,249	795,109	717,744	1,202,077	406,968	51.2%
210	Office Of Pretrial Services	565,220	572,981	1,155,443	1,255,443	682,462	119.1%
217	Criminal Justice Support	180,328,103	181,054,008	196,856,007	202,856,007	21,801,999	12.0%
230	Sheriff's Department	55,116,954	53,513,374	53,127,435	56,873,303	3,359,929	6.3%

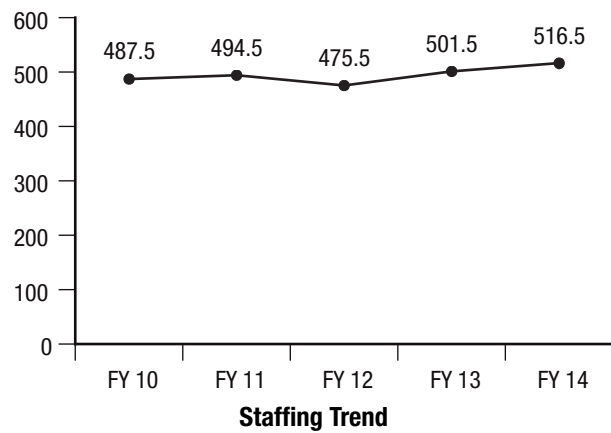
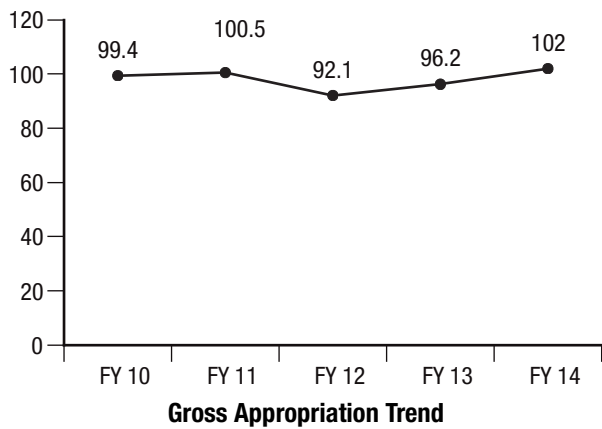
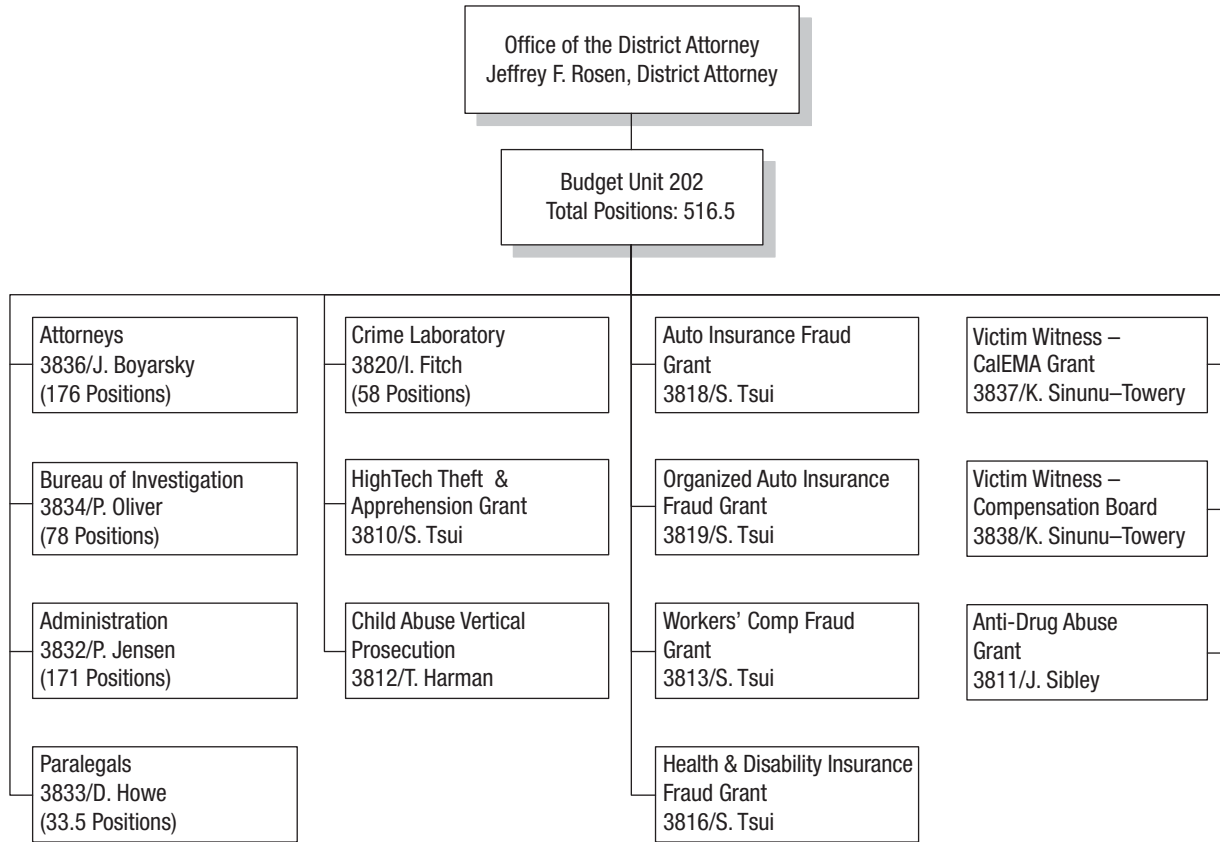


Revenues By Department

BU	Department Name	FY 2012 Actuals	FY 2013 Approved	FY 2014 Base Budget	FY 2014 Recommended	Amount Chg From 2013 Approved	% Chg From 2013 Approved
235	Sheriff's Doc Contract	50,952	6,461,375	6,461,375	8,163,425	1,702,050	26.3%
240	Department Of Correction	20,335,688	15,765,886	13,886,401	14,865,016	(900,870)	-5.7%
246	Probation Department	34,403,633	39,216,376	40,979,650	42,761,391	3,545,015	9.0%
293	Med Exam-Coroner Fund 0001	334,969	301,367	301,367	394,367	93,000	30.9%
Total Revenues \$		309,945,629 \$	313,842,068 \$	329,554,242 \$	346,639,849 \$	32,797,781	10.5%

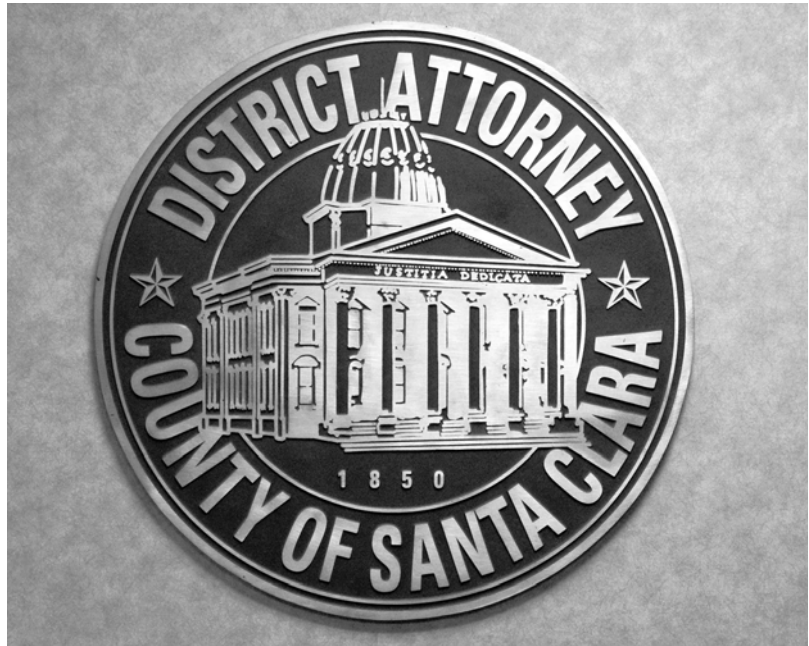


Office of the District Attorney



Public Purpose

- ➔ **Constitutional Rule of Law Upheld**
- ➔ **Public Safety**



Description of Major Services

Criminal Prosecution

The District Attorney (DA) discharges his obligation to ensure public safety by thorough investigation, and prompt, professional prosecution leading to just verdicts and fair sentences. The legal services provided by the District Attorney contribute to the County having one of the lowest crime rates among California's large counties, and among the lowest nationally for metropolitan areas.

Attorneys prosecute and investigators investigate both felony and misdemeanor crimes throughout the County, with the help of criminalists, paralegals, clerical staff, and administrative staff. The Office is generally organized by types of crime, and utilizes both general assignments and "vertical" assignments (an approach in which one designated attorney handles a given case from start to finish, as opposed to different attorneys handling different phases of the case). The vertical assignment approach is used in units such as homicide, sexual assault and gang violence, in part because it helps the Office best serve victims and their families in those types of cases.

Below is a brief description of each of the major teams and their areas of concentration in the Office, followed by descriptions of smaller, specialized teams, along with

information on other functions that support the Office's mission, such as the Bureau of Investigations and the Crime Laboratory.

Burglary, Assault, and Theft (BAT)

The BAT Team prosecutes felony cases in the San Jose facility of the Superior Court. The unit is responsible for the prosecution of felony crimes that occur in the central portion of the County, including the cities of San Jose, Santa Clara, Campbell, Milpitas, and Los Gatos. The team currently focuses on two major areas of prosecution:

- Prosecution of property crimes, such as burglary and auto thefts.
- Prosecution of violent crimes, such as assault with a deadly weapon, felony driving under the influence, kidnapping, and robbery.

Complaints/Issuing

This team consists of several experienced attorneys who are responsible for reviewing all non-vertical law enforcement referrals. The review process, which is conducted under rigorous timelines because of legal requirements for prompt filing of charges, includes careful examination of police reports, associated

documents and materials as well as criminal history information to determine which criminal charges, if any, should be filed in each matter.

This unit also considers whether available alternatives to criminal prosecution are an appropriate option and/or whether any available sanctions for existing supervision mechanisms (i.e. parole, probation, mandatory supervision, deferred entry of judgment or post release community supervision) would be a sufficient response to the alleged misconduct. Part of this responsibility is for pre-filing review of criminal citations, which ensures that the unit reviews all cases early for possible diversion to alternatives to the traditional criminal prosecution model.

Consumer & Environmental Protection

In the Consumer Protection Unit, inquiries are received from consumers complaining about businesses. These complaints can be resolved through mediation services, which focus on helping individual consumers pursue informal resolution of their disputes with business entities; or through enforcement, in which the team prosecutes criminal and civil cases against those engaging in unlawful or fraudulent business practices.

The Environmental Protection Unit enforces laws intended to protect human health and the environment, and to ensure workplace safety. These laws govern such diverse areas as air pollution, asbestos, hazardous waste/materials/substances, land development, pesticide use, exposure warnings, timber protection, underground storage tanks, water pollution, streambed alterations, wildlife protection and workplace safety where fatalities or serious injuries are involved. Enforcement of these laws includes civil as well as criminal proceedings, which can result in substantial monetary penalties and recovery of damages to natural resources, as well as incarceration.

Economic Crimes

This team prosecutes a variety of crimes related to fraud, emphasizing cases that are accomplished by lying or the breach of a trusted or fiduciary relationship with the victim as opposed to the taking of property covertly, or by force or fear. Types of fraud this team prosecutes include:

- **Elder Fraud** – These financial crimes against the elderly most often involve a perpetrator who is known to the elder victim such as a child, grand-

child, friend or caregiver. Typical crimes include forged checks, unauthorized use of the elder's credit cards and good credit, embezzlement (e.g. using the elder's money to pay expenses of the perpetrator without the elder's knowledge and/or consent), and theft by false pretenses (e.g. obtaining an elder's signature on legal documents without the elder truly understanding the consequences of the subject transaction).

- **Insurance Fraud** – The business of insurance involves many transactions, each of which has potential for abuse and fraud. This team partners with a variety of law enforcement agencies to investigate and prosecute fraudulent activity in the insurance industry.
- **Major Fraud** – This team focuses on cases involving serious and complex fraud, also known as white-collar crime, where the loss exceeds \$100,000. These cases involve obtaining property through false pretenses, trickery, fraud, or embezzlement. The unit also prosecutes investment and tax fraud cases regardless of the dollar loss. The unit has a particular focus on the use of the Internet to commit fraud, which has become increasingly prevalent.
- **Real Estate Fraud** – This unit investigates and prosecutes crimes involving real estate documents and transactions. The recent focus has been on cases involving foreclosure, particularly in cases such as a fraudulent second trust deed fraud resulting in a foreclosure notice.

Family Violence

This team reviews, files, and prosecutes crimes of domestic violence; physical abuse, endangerment, and neglect of children, elders, and dependent adults; as well as child abduction crimes.

Significant research over the last decade has shown that different types of violence in the home are interrelated and have serious consequences for the safety of all family members, as well as for the community. For children, the danger of living in a violent home is not limited to the possibility that intimate partner violence will spill over into child abuse. Unfortunately, research has shown that children who observe intimate partner violence or are physically abused tend to have higher levels of behavioral problems as children, and as they become adults, tend to have higher levels of crime and substance abuse problems.

In addition to aggressively pursuing offender accountability, the Family Violence Team actively pursues an agenda that acknowledges that the cycle of violence begins anew when children live in violent homes. The team promotes policies and procedures designed to help these children and parents overcome the effects of violence. In this way, the District Attorney's Office helps prevent children from becoming violent adults and/or adult victims.

Gang Prosecution

A gang is generally defined as a formal or informal ongoing group that has as one of its primary activities the committing of criminal acts. The adult Gang Prosecution Unit prosecutes gang-related felony offenses, including homicides. Cases are vertically prosecuted as described above. Gang Unit attorneys also prosecute violations of gang abatement court orders. The objective of the Gang Unit is:

- To maintain public order and safety.
- To respond to the crime caused by street gangs that threatens and terrorizes peaceful citizens.
- To stop this criminal activity.
- To provide for increased penalties for those found guilty of criminal gang involvement and eliminate the patterns, profits, and property helping criminal street gang activity, including street gang recruitment.

High-Technology Crimes

In Silicon Valley, the High-Technology Crime Unit is a necessity. This unit prosecutes criminal activity related to high technology, which occurs in these principal forms:

- Theft and sale of electronic items (computers, computer components and the like).
- Theft of trade secrets.
- Hacking and other illicit intrusions into computer systems.
- Identity theft.

Homicide

The Homicide Team handles the majority of murder cases that occur in Santa Clara County. Many of these cases are murders with allegations of special circumstances, which can result in imposition of the

death penalty, however, the District Attorney believes that the death penalty should be rarely imposed and reserved for only the worst of the worst murderers. Moreover, the District Attorney has implemented a protocol to decide whether to seek the death penalty within six months of filing criminal charges in order to minimize expense to the County, the courts, and the Public Defender's Office.

Juvenile Justice

The Juvenile Team focuses on disposition of cases involving juveniles, which may involve informal supervision, diversion, or certification to adult court for traditional prosecution. This team has created and implemented a number of specialized programs designed to meet the needs of the youthful offender while furthering the primary mission of public safety.

Misdemeanor Prosecution

The Misdemeanor Team is responsible for prosecuting more than 30,000 misdemeanor offenses of all kinds per year in the central portion of the County. These include misdemeanor-level offenses related to driving under the influence, driving without a license, domestic violence, petty theft, battery, and a wide variety of other crimes. In FY 2012, the DA's team was augmented to allow the legal representation of the People at out-of-custody misdemeanor arraignments.

Narcotics Team

The Narcotics Unit consists of a number of specialized units.

- The Anti-Drug Abuse Unit works with the County Narcotics Task Force and with a specialized unit within the San Jose Police Department under the terms of a State grant.
- The Asset Forfeiture Unit handles all cases dealing with seized drug proceeds. This can include cars, money, jewelry and homes.
- The Drug Treatment Court Team works in collaboration with the Courts, the Offices of the Public and Alternate Defender, Probation, the Department of Mental Health, the Department of Public Health, the Department of Alcohol and Drug Services, and the Department of Correction in order to staff specialized courts to work towards effective drug treatment for addicts prosecuted in the County.



- The General Narcotics Felony Team consists of attorneys who handle court calendars with general court appearances and trials. These cases range from possession to sales of narcotics.
- The Major Narcotic Vendor Prosecution Unit handles high-level narcotics sales, possession for sale and manufacturing cases.

Sexual Assault Team

The Sexual Assault Team prosecutes felony violations of the sex registration laws, and prosecutions of sexual assaults on adult and child victims. Each year, the Sexual Assault Team handles over five hundred felony sexual assault cases and over one hundred fifty felony violations of the sex registration laws. Many of the cases prosecuted by the Sexual Assault Team carry potential life sentences mandated by the “One Strike” laws that apply to aggravated circumstances, such as multiple victims, kidnapping and burglary. In cases where defendants have mental disorders, a portion of this team adjudicates associated issues such as providing needed medication to those in custody, preventing the mentally ill felons from having guns, and keeping sexually violent predators in locked facilities.

Branch Offices and Specialized Units

The Office has teams in the Palo Alto (North County) and Morgan Hill (South County) court complexes. These teams prosecute felonies and misdemeanors committed in those areas of the County.

In addition to these major units, the Office has a number of smaller units focused on more specialized, but very important parts of the Office’s responsibilities. A summary of these units follows.

Career Criminal Unit

The Career Criminal Unit prosecutes felonies committed by serious repeat offenders. Unit attorneys handle the majority of the Three Strikes cases filed in Santa Clara County. Each of these cases is reviewed by a group of senior attorneys to determine whether the District Attorney should exercise his discretion to seek a reduction from the life sentence penalties. In cases where this is done, the reasons are stated on the record in open court. Cases that are not reduced are assigned to unit attorneys who specialize in Three Strikes prosecutions and handle the cases from start to finish. In addition to Three Strikes cases, unit attorneys

prosecute serious and complex cases that benefit from having the same deputy district attorney handle the case from beginning to end.

Cold Case Unit

The Cold Case Unit takes a fresh look at serious cases that were previously unsolved. In many instances this entails use of new technologies, such as DNA analysis, that were not available at the time the crime was committed. In addition to technological advances, often the re-analysis of existing evidence by a different seasoned investigator and prosecutor can identify leads not identified initially. Regardless of the age of a case, it is a central focus of the Office to bring the perpetrators of crime to justice and to provide comfort and closure to victims.

Conviction Integrity Unit

Conviction integrity is central to the District Attorney’s mission. The unit is responsible for evaluating and implementing policies and protocols that assure convictions are based upon the highest levels of ethics and accuracy. In addition to implementing reforms, this unit is responsible for office training and error prevention. Finally, the unit cooperates with post-conviction investigations by outside counsel, and when appropriate, the evaluation and investigation of past convictions where reasonable concerns have been raised of actual innocence.

Public Integrity Unit

The Public Integrity Unit supervises the investigation of cases involving corruption of public officials and employees in their official capacities or in the performance of their duties and initiates criminal charges when appropriate, generally by grand jury indictment. Crimes include theft, embezzlement or misappropriation of public funds; and removal, alteration, destruction or falsification of public records. Other duties of the unit are enforcement of Political Reform Act provisions that relate to campaign filings and practices, enforcement of the Elections Code, and review of issues relating to the Brown Act, California’s open public meeting law.

Three Strikes Reform Unit

The Three Strikes Reform Unit was formed as a result of the passage of Proposition 36 in November 2012, which changed California sentencing rules to make fewer crimes eligible for 25 years to life sentences under the

Three Strikes Law. As inmates who are eligible for resentencing under the new law file petitions, this unit researches criminal history, prison behavioral and classification records, and all other relevant information about each inmate filing a petition in order to assess the level of danger to the public that the inmate represents. In cases where the Office opposes resentencing, this unit provides court representation in a hearing to determine whether the inmate presents “an unreasonable risk to public safety.”

Victim-Witness Assistance Program

The Office provides a variety of services to victims and witnesses of crime, both directly and through a contract relationship with Silicon Valley FACES, a non-profit agency. These services include:

- Crisis counseling
- Emergency assistance
- Resource & referral to other agencies
- Follow-up counseling
- Assistance with return of property taken as evidence
- Court assistance, accompaniment and support
- Victim compensation applications
- Information/orientation to the criminal justice system
- Restitution computation.

If eligible, compensation is available for medical and dental losses due to crime, psychological counseling for the victim and immediate family members for emotional trauma due to crime, assistance with relocation for domestic violence victims and sexual assault victims, and home security assistance if the victim is in danger of harm from the offender.

Prosecutorial Support

A variety of staff members in the Office have roles in support of the attorneys who are part of the teams described above. These employees bring their own professional skills and experience to these roles, all of which contribute to meeting the Office’s overarching goals of upholding safety and ensuring justice. These groups are described below.

Bureau of Investigation

The Bureau of Investigation is the peace officer unit of the District Attorney’s Office, performing a variety of functions that are integral to the success of the Office’s prosecutorial duties. Bureau investigators have the same powers as police officers. The District Attorney’s Bureau of Investigation has statutory or customary original investigative jurisdiction in several subject matters, such as parental child abduction and child stealing, conflict of interest, public corruption, police misconduct, conviction integrity, and many white-collar crimes such as elder fraud, real estate fraud, major fraud, consumer fraud, and environmental fraud. With a grant from the State Department of Insurance, the Bureau of Investigation also conducts original investigations into workers’ compensation fraud, auto insurance fraud and urban organized auto insurance fraud.

Investigators also provide support to prosecutors in preparing cases for prosecution after charges have been filed in cases such as homicide, cold case homicide, gangs, sexual assault, domestic violence, burglary, assault and misdemeanors as well as providing forensic analysis of computers, cell phones and videos. The Bureau also participates in the Regional Auto Theft Task Force (RATTF) and runs the Rapid Enforcement Allied Computer Team (REACT), which is a high-tech task force that supports five Bay Area counties.

The Bureau of Investigation also participates in a number of other programs such as the Witness Relocation Program, the Bad Checks Program, and the Certificate of Rehabilitation Program. Finally, the Bureau of Investigation is responsible for providing investigative support for all cases involving death or serious injury to a child in Santa Clara County, as well as monitoring all officer-involved shooting cases or cases where the use of force by an officer results or is likely to result in another’s death.

Crime Laboratory

The District Attorney’s Crime Laboratory is a nationally accredited forensic laboratory serving all criminal justice agencies in Santa Clara County. Examiners evaluate and analyze evidence, interpret results, provide expert testimony related to the full spectrum of physical evidence recovered from crime scenes, and offer technical assistance and training to all user agencies. Service is provided in the major analytical disciplines of controlled substance analysis, firearms/toolmarks,

forensic biology (DNA), forensic toxicology, latent print processing, questioned documents, trace evidence and computer crimes. The lab employs criminalists, criminal investigators, and support staff, and analyzes thousands of evidence items each year.

The Crime Laboratory is accredited by the American Society of Crime Laboratory Directors Laboratory Accreditation Board. The accreditation is in the disciplines of DNA, firearms/toolmarks, trace evidence, questioned documents, controlled substances, toxicology, and digital and multimedia evidence.

Paralegals

The Office's paralegal staff is a valued and important cost-effective support mechanism for the attorney staff and other office operations. Paralegals, working under the supervision of one or more attorneys, may perform several key tasks, including: legal research; drafting and

analyzing legal documents; case development; organization of evidence; preparation and dissemination of discovery; and courtroom assistance during litigation. Within the Office, paralegals often have the opportunity to develop specialized knowledge in specific areas of the law, which enhances the Department's ability to serve the public, particularly in case types that involve recurring issues and also emerging or trending areas of criminality.

The Office also has legal support staff who handle a large volume of clerical functions to assist the legal staff. Generally, these employees are assigned within the teams described above.

In addition, the Office has centralized staff focused on such areas as media coordination and public outreach, fiscal and human resources business functions, and information technology services.

Current and Emerging Issues

Public Safety Realignment

The Office of the District Attorney has absorbed a number of important roles related to Public Safety Realignment, the State's effort to reduce prison overcrowding, recidivism, and the resulting costs. These processes are sometimes referred to as "AB 109" processes.

In addition to ensuring that all sentencing in felony cases is conducted in compliance with these changes in the law, the Office's primary current role relates to providing legal representation for the People of the State of California in court hearings associated with modifications and revocations of supervision for Post Release Community Supervision (PRCS) and Mandatory Supervision (MS) offenders due to their failure to comply with the terms of their supervision. PRCS and MS revocation hearings are now held weekly. It is likely that the volume of the PRCS caseload will decrease over time while the number of MS matters will increase as more offenders are ordered to this type of supervision as part of a felony sentence imposed under Penal Code section 1170(h). This work volume will be monitored to ensure that the Office retains sufficient capacity to address it.

As a result of further changes in Public Safety Realignment law which become effective July 1, 2013, the Office will also be involved in representing the People's interests in Parole revocation matters. Representatives of the Office are collaborating with other criminal justice partners to develop an efficient local process for these cases. The Department and the Administration will monitor this process and the staffing of court calendars created by the new revocation process to determine if current resources can adequately handle this workload.

The Office remains committed to supporting this new direction for California's criminal justice system while continuing to ensure that the public safety of the County's residents is preserved.

Paperless Initiative

The Office has made recent improvements in its information technology capabilities and continues to look for innovations that would add capacity to Department staff by giving them access to more information in more locations than previously possible. The Office recently completed a significant upgrade to its case management software and continues to make strides toward the goal of a paperless approach.

A necessary part of that strategy (which has already allowed the Department the ability to convert a law library into usable space for staff) is to consider ways to increase the mobile computing capability of staff, particularly for attorneys in court and investigators in the field. The Office will leverage Countywide efforts, as

well as improving its own records management capabilities, in order to transition from paper records in all aspects of its service delivery, with the goal of making employees more efficient, making the best use of available office space, and improving transparency to the public.

Summary of County Executive's Recommendations

Description	Impact	Impact on Services	Position Impact	FY 2014 Ongoing Net Cost/(Savings)	FY 2014 One-Time Net Cost/(Savings)
Augment Real Estate Fraud Prosecution and Prevention Activities	↑	Increases outreach and the ability to proactively pursue fraud at its inception.	8.0	(\$835,909)	—
Add Executive Leadership	↑	Provides leadership for the conviction integrity; motions, writs, and appeals; and law clerk programs.	—	\$7,071	(\$47,528)
Increase Support of U-Visa Program	↑	Provides a single point of entry for U-Visa certification requests.	1.0	\$81,359	(\$12,811)
Replace Crime Laboratory Equipment	↑	Improves performance and functionality.	—	—	\$235,000
Improvements to North County Office	↑	Provides carpeting, additional cubicles, and additional shelving.	—	—	\$73,300
↑ — Enhanced ◆ — Modified ● — No Change ↓ — Reduced ☒ — Eliminated					

County Executive's Recommendation

↑ Augment Real Estate Fraud Prosecution and Prevention Activities

Recommended Action: Add 8.0 FTE positions to the Real Estate Fraud Prosecution Unit, along with \$163,021 in associated services and supplies costs, primarily for three vehicles for new investigators.

These augmentations are supported by revenue from an increase in fees charged on certain real estate documents from \$3 to \$10, approved by the Board on January 29, 2013.

Recommended Positions

Classification	FTE
Attorney IV/III/II/I	2.0
Criminal Investigator II/I	3.0
Senior Paralegal/Paralegal	2.0
Legal Secretary I/Legal Secretary Trainee	1.0
Total Positions	8.0

Service Impact: This action will enhance the County's prosecution and prevention of real estate fraud, enhancing property values and preventing foreclosures. The unit is currently comprised of two attorneys, five investigators, and a senior paralegal. The service level benefits of this change include increased outreach and a significant increase in the Office's ability to proactively pursue fraud at its inception and at lower levels. By doubling the team of prosecutors from two to four, the Office will be able to follow through on its investigative work and bring justice to more of those criminals who prey disproportionately on the elderly and those who speak languages other than English.

Background: The Board increased fees on certain real estate documents from \$3 to \$10 on January 29, 2013, in accordance with California Senate Bill 1342, which allowed counties to increase fees in order to enhance efforts to prevent and prosecute real estate fraud. Fees at the \$3 level did not cover the approximately \$1.635 million annual costs of the Office's Real Estate Fraud prosecution and prevention activities, leaving a



budgeted General Fund subsidy of \$835,909. Fees at the \$10 level are expected to bring in \$3 million in annual revenues. This action eliminates the General Fund subsidy by adding expenditures of \$1,364,091, while adding revenues of \$2,200,000. This balances revenues and expenditures, and produces a savings of \$835,909 in the General Fund. With this recommendation, the program becomes strictly cost recovery based in future years. Since these fees are categorical, should revenues not materialize as anticipated or exceed initial projections, the Department will need to adjust expenditures accordingly.

Positions Added: 8.0 FTE
Ongoing Savings: \$835,909
 Ongoing Cost: \$1,364,091
 Ongoing Revenue: \$2,200,000

↑ Add Executive Leadership

Recommended Action: Delete a vacant Attorney IV position and add a new Assistant District Attorney (ADA) position.

Service Impact: The new ADA will provide leadership for the conviction integrity; motions, writs, and appeals; and law clerk programs. The new ADA will also be responsible for responding to allegations of prosecutorial misconduct, providing legal liaison to the Crime Laboratory, and developing policies and protocols to address emerging issues such as immigration consequences for defendants. These functions are crucial to the Office's success in achieving its goals of transparency, accountability, and collaboration. These functions have been performed on an interim basis by a Deputy District Attorney, but their importance demands that they be performed by a permanent executive manager. Particularly in matters of conviction integrity and prosecutorial misconduct, reviews of issues that arise should be conducted by a senior manager. Making this change is important to demonstrate to the District Attorney's Office, the County organization, and the public that the Office places these functions at the same level of importance as its day-to-day pursuit of justice in the prosecution of criminal cases.

Position Added: 1.0 FTE
Position Deleted: 1.0 FTE
Ongoing Cost: \$7,071
One-time Savings: \$47,528

↑ Increase Support of U-Visa Program

Recommended Action: Add a Justice System Clerk I position plus \$4,492 in office supplies to coordinate the processing of U-Visa requests.

Service Impact: This action adds a Justice System Clerk position to provide a single point of entry for U-Visa certification requests, which can then be tracked and distributed to the appropriate attorney and paralegal staff who review the particular case involved to make a determination as to the eligibility of the victim for a U-Visa. This will increase the efficiency of the Office's efforts in this area, improve the Office's ability to ensure that uniform criteria are used in its review of certification requests, and most importantly, enhance the level of service provided to victims requesting a U-Visa.

Background: Federal law encourages victims to report crimes and contribute to investigations and prosecutions regardless of immigration status, and supports law enforcement efforts to investigate and prosecute crimes committed against immigrant victims. A key element of this commitment is offering U-Visas to victims of certain crimes who have been cooperative with law enforcement in the investigation or prosecution of a crime. The U-Visa provides eligible victims with non-immigrant status while assisting law enforcement, and the possibility of adjusting to lawful permanent resident status if certain conditions are met.

The law allows police agencies or the District Attorney's Office to approve U-Visa certification requests. However, all County law enforcement agencies recently agreed that the review of certification requests should be centralized in the DA's Office in order to ensure that the review of a victim's cooperation includes all legal proceedings, including trial if necessary, and to eliminate duplication of effort when requests were sent to multiple agencies. Centralization is meeting those goals, but has produced a greater workload in the District Attorney's Office.

Position Added: 1.0 FTE
Ongoing Cost: \$81,359
One-time Savings: \$12,811

↑ Replace Crime Laboratory Equipment

Recommended Action: Replace aged and necessary equipment in the Crime Laboratory, including two Gas Chromatograph/Flame Ionization Detectors (\$120,000), a comparison microscope (\$30,000), a comparison microscope/digital camera (\$75,000), and a Celebrite workstation (\$10,000).

Service Impact: The need to replace or add the listed equipment is explained below:

- **Gas Chromatograph/Flame Ionization Detectors:** These instruments are used to analyze alcohol concentration in blood and urine samples. Both instruments are 10 years old or older and are experiencing frequent malfunctions.
- **Comparison microscope:** The instrument being used in the Trace Evidence Unit does not have the required magnification level for certain microfibers, and it is too old for replacement parts to be available.
- **Comparison microscope/digital camera:** The current instrument in the Firearms Unit is 30 years old and has limited magnification and optics compared to modern standards.
- **Celebrite workstation:** This would add a second Celebrite workstation to the Digital/Multimedia Evidence Unit to provide the means by which to process and analyze cellular phones and their data.

The need for this function has increased dramatically with the proliferation of smartphones over the past few years.

One-time Cost: \$235,000

↑ Improvements to North County Office

Recommended Action: Allocate \$73,300 in one-time funding to provide space improvements at the District Attorney's North County office.

Service Impact: The recommended additions would provide carpeting for the office, providing a quieter and safer environment; additional cubicles to house permanent and visiting staff, as the needs in North County have dictated the assignment of more staff to that location; and additional shelving to help manage the records requirements for the office.

Background: The North County office is located in dated and cramped space in the Palo Alto courts building. There have been periodic studies of the feasibility of remodeling this space, but the State Courts have been unwilling to expend funds on the needed infrastructure improvements such as fire sprinklers. As a result, it is prudent to improve the existing space, as the chances of a remodel or move in the short-term are low. The Department will work with the Facilities and Fleet Department to complete the office improvements.

One-time Cost: \$73,300

District Attorney Department— Budget Unit 202 Net Expenditures by Cost Center

CC	Cost Center Name	FY 2012 Actuals	FY 2013 Approved	FY 2014 Base Budget	FY 2014 Recommended	Amount Chg From 2013 Approved	% Chg From 2013 Approved
3810	HiTech React Grant Fund 0001	\$ 1,604,621	\$ 1,996,440	\$ 1,996,440	\$ 1,996,440	\$ —	—
3811	Anti-Drug Abuse Enforcement Prog Fund 0001	692,427	410,181	410,181	410,181	—	—
3812	Child Abuser Vertical Prosecution Fund 0001	116,411	—	—	—	—	—
3813	DA - Workers' Comp Fraud Grant Fund 0001	2,321,853	2,321,853	2,417,851	2,417,851	95,998	4.1%
3816	Dis & Health Ins Grant Fund 0001	190,000	190,000	185,000	185,000	(5,000)	-2.6%



District Attorney Department— Budget Unit 202 Net Expenditures by Cost Center

CC	Cost Center Name	FY 2012 Actuals	FY 2013 Approved	FY 2014 Base Budget	FY 2014 Recommended	Amount Chg From 2013 Approved	% Chg From 2013 Approved
3818	DA-Auto Insur Grant Fund 0001	785,000	785,000	815,356	815,356	30,356	3.9%
3819	DA - Urban Grant Fund 0001	889,682	969,097	899,480	899,480	(69,617)	-7.2%
3820	Laboratory Of Criminalistics Fund 0001	9,133,095	9,460,032	9,562,492	9,797,492	337,460	3.6%
3825	DA Public Safety Realignment-F0001	97,264	296,640	296,640	296,640	—	—
3832	Administrative Svcs Fund 0001	19,105,961	18,860,913	19,918,748	20,427,732	1,566,819	8.3%
3833	Paralegal Services Fund 0001	2,848,822	2,847,315	3,277,144	3,490,222	642,907	22.6%
3834	Legal Spt Svcs Fund 0001	10,811,907	10,186,162	11,024,586	11,579,250	1,393,088	13.7%
3836	Attorneys Fund 0001	38,478,377	40,498,478	41,845,770	42,034,526	1,536,048	3.8%
3837	VW-CalEMA - F0001	853,444	773,263	740,992	740,992	(32,271)	-4.2%
3838	Victim Witness-BOC -F0001	1,077,442	1,077,442	1,077,442	1,077,442	—	—
Total Net Expenditures \$		89,006,305 \$	90,672,815 \$	94,468,121 \$	96,168,603 \$	5,495,788	6.1%

District Attorney Department— Budget Unit 202 Gross Expenditures by Cost Center

CC	Cost Center Name	FY 2012 Actuals	FY 2013 Approved	FY 2014 Base Budget	FY 2014 Recommended	Amount Chg From 2013 Approved	% Chg From 2013 Approved
3810	HiTech React Grant Fund 0001	\$ 1,604,621	\$ 1,996,440	\$ 1,996,440	\$ 1,996,440	—	—
3811	Anti-Drug Abuse Enforcement Prog Fund 0001	692,427	410,181	410,181	410,181	—	—
3812	Child Abuser Vertical Prosecution Fund 0001	116,411	—	—	—	—	—
3813	DA - Workers' Comp Fraud Grant Fund 0001	2,321,853	2,321,853	2,417,851	2,417,851	95,998	4.1%
3816	Dis & Health Ins Grant Fund 0001	190,000	190,000	185,000	185,000	(5,000)	-2.6%
3818	DA-Auto Insur Grant Fund 0001	785,000	785,000	815,356	815,356	30,356	3.9%
3819	DA - Urban Grant Fund 0001	889,682	969,097	899,480	899,480	(69,617)	-7.2%
3820	Laboratory Of Criminalistics Fund 0001	9,562,294	9,893,142	9,919,828	10,154,828	261,686	2.6%
3825	DA Public Safety Realignment-F0001	97,264	296,640	296,640	296,640	—	—
3832	Administrative Svcs Fund 0001	19,891,162	19,518,024	20,573,467	21,082,451	1,564,427	8.0%
3833	Paralegal Services Fund 0001	3,270,665	3,280,106	3,709,935	3,923,013	642,907	19.6%
3834	Legal Spt Svcs Fund 0001	13,456,876	12,685,523	13,641,364	14,196,028	1,510,505	11.9%



District Attorney Department— Budget Unit 202 Gross Expenditures by Cost Center

CC	Cost Center Name	FY 2012 Actuals	FY 2013 Approved	FY 2014 Base Budget	FY 2014 Recommended	Amount Chg From 2013 Approved	% Chg From 2013 Approved
3835	Welfare Fraud Investigations Fund 0001	—	—	338,222	338,222	338,222	NA
3836	Attorneys Fund 0001	39,916,785	42,002,888	43,293,154	43,481,910	1,479,022	3.5%
3837	VW-CalEMA - F0001	853,444	773,263	740,992	740,992	(32,271)	-4.2%
3838	Victim Witness-BOC -F0001	1,077,442	1,077,442	1,077,442	1,077,442	—	—
Total Gross Expenditures \$		\$ 94,725,925	\$ 96,199,598	\$ 100,315,351	\$ 102,015,833	\$ 5,816,235	6.0%

District Attorney Department— Budget Unit 202 Expenditures by Object

Object	FY 2012 Actuals	FY 2013 Approved	FY 2014 Base Budget	FY 2014 Recommended	Amount Chg From 2013 Approved	% Chg From 2013 Approved
Salary and Benefits	78,267,884	81,141,318	85,721,198	86,945,867	5,804,549	7.2%
Services And Supplies	16,443,319	14,895,280	14,594,153	14,761,666	(133,614)	-0.9%
Fixed Assets	14,722	163,000	—	308,300	145,300	89.1%
Total Gross Expenditures \$	\$ 94,725,925	\$ 96,199,598	\$ 100,315,351	\$ 102,015,833	\$ 5,816,235	6.0%
Expenditure Transfers	(5,719,620)	(5,526,783)	(5,847,230)	(5,847,230)	(320,447)	5.8%
Total Net Expenditures \$	\$ 89,006,305	\$ 90,672,815	\$ 94,468,121	\$ 96,168,603	\$ 5,495,788	6.1%

District Attorney Department— Budget Unit 202 Revenues by Cost Center

CC	Cost Center Name	FY 2012 Actuals	FY 2013 Approved	FY 2014 Base Budget	FY 2014 Recommended	Amount Chg From 2013 Approved	% Chg From 2013 Approved
3810	HiTech React Grant Fund 0001	\$ 2,097,054	\$ 1,996,440	\$ 1,996,440	\$ 1,996,440	—	—
3811	Anti-Drug Abuse Enforcement Prog Fund 0001	692,427	410,181	410,181	410,181	—	—
3812	Child Abuser Vertical Prosecution Fund 0001	116,411	—	—	—	—	—
3813	DA - Workers' Comp Fraud Grant Fund 0001	2,321,853	2,321,853	2,417,851	2,417,851	95,998	4.1%
3816	Dis & Health Ins Grant Fund 0001	190,000	190,000	185,000	185,000	(5,000)	-2.6%
3818	DA-Auto Insur Grant Fund 0001	785,000	785,000	815,356	815,356	30,356	3.9%
3819	DA - Urban Grant Fund 0001	889,682	969,097	899,480	899,480	(69,617)	-7.2%
3820	Laboratory Of Criminalistics Fund 0001	4,165,448	4,324,946	4,299,266	4,299,266	(25,680)	-0.6%
3825	DA Public Safety Realignment-F0001	97,264	296,640	296,640	296,640	—	—



District Attorney Department— Budget Unit 202

Revenues by Cost Center

CC	Cost Center Name	FY 2012 Actuals	FY 2013 Approved	FY 2014 Base Budget	FY 2014 Recommended	Amount Chg From 2013 Approved	% Chg From 2013 Approved
3832	Administrative Svcs Fund 0001	2,814,306	2,264,610	2,178,052	4,378,052	2,113,442	93.3%
3833	Paralegal Services Fund 0001	166,290	99,511	99,511	99,511	—	—
3834	Legal Spt Svcs Fund 0001	65,776	109,563	109,563	109,563	—	—
3836	Attorneys Fund 0001	1,852,466	543,046	543,046	543,046	—	—
3837	VW-CalEMA - F0001	853,443	773,263	740,992	740,992	(32,271)	-4.2%
3838	Victim Witness-BOC -F0001	1,077,442	1,077,442	1,077,442	1,077,442	—	—
Total Revenues \$		18,184,862 \$	16,161,592 \$	16,068,820 \$	18,268,820 \$	2,107,228	13.0%

HiTech React Grant Fund 0001 — Cost Center 3810

Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
Current Level Budget			
FY 2013 Approved Budget	—	\$ 1,996,440	\$ 1,996,440
Board Approved Adjustments During FY 2013	—	(5,370)	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
IntraCounty Adjustments	—	3,941	—
Other Adjustments	—	1,429	—
Subtotal (Current Level Budget)	—	\$ 1,996,440	\$ 1,996,440
Recommended Changes for FY 2014			
IntraCounty Adjustments	—	\$ —	\$ —
Decision Packages			
Information Technology			
Capital			
Subtotal (Recommended Changes)	—	\$ —	\$ —
Recommended Budget	—	\$ 1,996,440	\$ 1,996,440

Anti-Drug Abuse Enforcement Prog Fund 0001 — Cost Center 3811

Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
Current Level Budget			
FY 2013 Approved Budget	—	\$ 410,181	\$ 410,181
Board Approved Adjustments During FY 2013	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—



Anti-Drug Abuse Enforcement Prog Fund 0001 — Cost Center 3811 Major Changes to the Budget

	Positions	Appropriations	Revenues
IntraCounty Adjustments	—	—	—
Other Adjustments	—	—	—
Subtotal (Current Level Budget)	— \$	410,181 \$	410,181

Recommended Changes for FY 2014

IntraCounty Adjustments	— \$	— \$	—
Decision Packages			
Information Technology			
Capital			
Subtotal (Recommended Changes)	— \$	— \$	—
Recommended Budget	— \$	410,181 \$	410,181

DA - Workers' Comp Fraud Grant Fund 0001 — Cost Center 3813 Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			

Current Level Budget

FY 2013 Approved Budget	— \$	2,321,853 \$	2,321,853
Board Approved Adjustments During FY 2013	—	27,513	95,998
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
IntraCounty Adjustments	—	102,992	—
Other Adjustments	—	(34,507)	—
Subtotal (Current Level Budget)	— \$	2,417,851 \$	2,417,851

Recommended Changes for FY 2014

IntraCounty Adjustments	— \$	— \$	—
Decision Packages			
Information Technology			
Capital			
Subtotal (Recommended Changes)	— \$	— \$	—
Recommended Budget	— \$	2,417,851 \$	2,417,851

Dis & Health Ins Grant Fund 0001 — Cost Center 3816 Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			

Current Level Budget

FY 2013 Approved Budget	— \$	190,000 \$	190,000
Board Approved Adjustments During FY 2013	—	(5,000)	(5,000)
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—



Dis & Health Ins Grant Fund 0001 — Cost Center 3816
Major Changes to the Budget

	Positions	Appropriations	Revenues
IntraCounty Adjustments	—	—	—
Other Adjustments	—	—	—
Subtotal (Current Level Budget)	— \$	185,000 \$	185,000

Recommended Changes for FY 2014

IntraCounty Adjustments	— \$	— \$	—
Decision Packages			
Information Technology			
Capital			
Subtotal (Recommended Changes)	— \$	— \$	—
Recommended Budget	— \$	185,000 \$	185,000

DA-Auto Insur Grant Fund 0001 — Cost Center 3818
Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			

Current Level Budget

FY 2013 Approved Budget	— \$	785,000 \$	785,000
Board Approved Adjustments During FY 2013	—	(3,378)	30,356
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
IntraCounty Adjustments	—	33,734	—
Other Adjustments	—	—	—
Subtotal (Current Level Budget)	— \$	815,356 \$	815,356

Recommended Changes for FY 2014

IntraCounty Adjustments	— \$	— \$	—
Decision Packages			
Information Technology			
Capital			
Subtotal (Recommended Changes)	— \$	— \$	—
Recommended Budget	— \$	815,356 \$	815,356

DA - Urban Grant Fund 0001 — Cost Center 3819
Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			

Current Level Budget

FY 2013 Approved Budget	— \$	969,097 \$	969,097
Board Approved Adjustments During FY 2013	—	(10,220)	(69,617)
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—



DA - Urban Grant Fund 0001 — Cost Center 3819
Major Changes to the Budget

	Positions	Appropriations	Revenues
IntraCounty Adjustments	—	(56,693)	—
Other Adjustments	—	(2,704)	—
Subtotal (Current Level Budget)	— \$	899,480 \$	899,480

Recommended Changes for FY 2014

IntraCounty Adjustments	— \$	— \$	—
Decision Packages			
Information Technology			
Capital			
Subtotal (Recommended Changes)	— \$	— \$	—
Recommended Budget	— \$	899,480 \$	899,480

Laboratory Of Criminalistics Fund 0001 — Cost Center 3820
Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			

Current Level Budget

FY 2013 Approved Budget	59.0 \$	9,460,032 \$	4,324,946
Board Approved Adjustments During FY 2013	-1.0	(35,370)	(25,680)
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	373,786	—
IntraCounty Adjustments	—	(72,956)	—
Other Adjustments	—	(163,000)	—
Subtotal (Current Level Budget)	58.0 \$	9,562,492 \$	4,299,266

Recommended Changes for FY 2014

IntraCounty Adjustments	— \$	— \$	—
Decision Packages			
Replace Crime Laboratory Equipment	—	235,000	—
Information Technology			
Capital			
Subtotal (Recommended Changes)	— \$	235,000 \$	—
Recommended Budget	58.0 \$	9,797,492 \$	4,299,266

DA Public Safety Realignment-F0001 — Cost Center 3825
Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			

Current Level Budget

FY 2013 Approved Budget	— \$	296,640 \$	296,640
Board Approved Adjustments During FY 2013	—	—	—
Cost to Maintain Current Program Services			



DA Public Safety Realignment-F0001 — Cost Center 3825

Major Changes to the Budget

	Positions	Appropriations	Revenues
Salary and Benefit Adjustments	—	—	—
IntraCounty Adjustments	—	—	—
Other Adjustments	—	—	—
Subtotal (Current Level Budget)	—	\$ 296,640	\$ 296,640

Recommended Changes for FY 2014

IntraCounty Adjustments	—	\$ —	\$ —	—
Decision Packages				
Information Technology				
Capital				
Subtotal (Recommended Changes)	—	\$ —	\$ —	—
Recommended Budget	—	\$ 296,640	\$ 296,640	296,640

Administrative Svcs Fund 0001 — Cost Center 3832

Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			

Current Level Budget

FY 2013 Approved Budget	168.0	\$ 18,860,913	\$ 2,264,610
Board Approved Adjustments During FY 2013	1.0	(53,656)	(39,784)
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	-1.0	1,342,077	—
IntraCounty Adjustments	—	(230,586)	3,226
Other Adjustments	—	—	(50,000)
Subtotal (Current Level Budget)	168.0	\$ 19,918,748	\$ 2,178,052

Recommended Changes for FY 2014

IntraCounty Adjustments	—	\$ —	\$ —	—
Decision Packages				
Improvements to North County Office	—	73,300	—	
Augment Real Estate Fraud Prosecution/Prevention Activities	1.0	129,497	2,200,000	
Add Executive Leadership	1.0	237,639	—	
Increase Support of U-Visa Program	1.0	68,548	—	
Information Technology				
Capital				
Subtotal (Recommended Changes)	3.0	\$ 508,984	\$ 2,200,000	
Recommended Budget	171.0	\$ 20,427,732	\$ 4,378,052	



Paralegal Services Fund 0001 — Cost Center 3833
Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
Current Level Budget			
FY 2013 Approved Budget	29.5	\$ 2,847,315	\$ 99,511
Board Approved Adjustments During FY 2013	2.0	195,205	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	234,624	—
IntraCounty Adjustments	—	—	—
Other Adjustments	—	—	—
Subtotal (Current Level Budget)	31.5	\$ 3,277,144	\$ 99,511
Recommended Changes for FY 2014			
IntraCounty Adjustments	—	\$ —	\$ —
Decision Packages			
Augment Real Estate Fraud Prosecution/Prevention Activities	2.0	213,078	—
Information Technology			
Capital			
Subtotal (Recommended Changes)	2.0	\$ 213,078	\$ —
Recommended Budget	33.5	\$ 3,490,222	\$ 99,511

Legal Spt Svcs Fund 0001 — Cost Center 3834
Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
Current Level Budget			
FY 2013 Approved Budget	72.0	\$ 10,186,162	\$ 109,563
Board Approved Adjustments During FY 2013	1.0	120,034	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	163,655	—
IntraCounty Adjustments	—	(131,389)	—
Other Adjustments	—	686,124	—
Subtotal (Current Level Budget)	73.0	\$ 11,024,586	\$ 109,563
Recommended Changes for FY 2014			
IntraCounty Adjustments	—	\$ —	\$ —
Decision Packages			
Augment Real Estate Fraud Prosecution/Prevention Activities	3.0	554,664	—
Information Technology			
Capital			
Subtotal (Recommended Changes)	3.0	\$ 554,664	\$ —
Recommended Budget	76.0	\$ 11,579,250	\$ 109,563



Welfare Fraud Investigations Fund 0001 — Cost Center 3835

Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
Current Level Budget			
FY 2013 Approved Budget	—	\$ —	\$ —
Board Approved Adjustments During FY 2013	2.0	334,615	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
IntraCounty Adjustments	—	(334,615)	—
Other Adjustments	—	—	—
Subtotal (Current Level Budget)	2.0	\$ —	\$ —
Recommended Changes for FY 2014			
IntraCounty Adjustments	—	\$ —	\$ —
Decision Packages			
Information Technology			
Capital			
Subtotal (Recommended Changes)	—	\$ —	\$ —
Recommended Budget	2.0	\$ —	\$ —

Attorneys Fund 0001 — Cost Center 3836

Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
Current Level Budget			
FY 2013 Approved Budget	173.0	\$ 40,498,478	\$ 543,046
Board Approved Adjustments During FY 2013	1.0	135,280	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	1.0	1,053,741	—
IntraCounty Adjustments	—	66,273	—
Other Adjustments	—	91,998	—
Subtotal (Current Level Budget)	175.0	\$ 41,845,770	\$ 543,046
Recommended Changes for FY 2014			
IntraCounty Adjustments	—	\$ —	\$ —
Decision Packages			
Augment Real Estate Fraud Prosecution/Prevention Activities	2.0	466,852	—
Add Executive Leadership	-1.0	(278,096)	—
Information Technology			
Capital			
Subtotal (Recommended Changes)	1.0	\$ 188,756	\$ —
Recommended Budget	176.0	\$ 42,034,526	\$ 543,046



VW-CaIEMA - F0001 — Cost Center 3837
Major Changes to the Budget

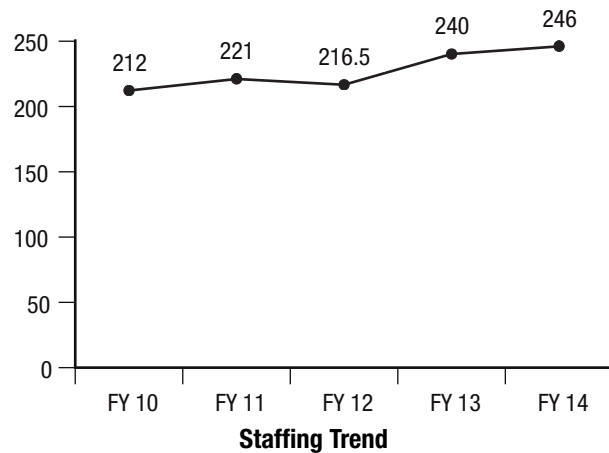
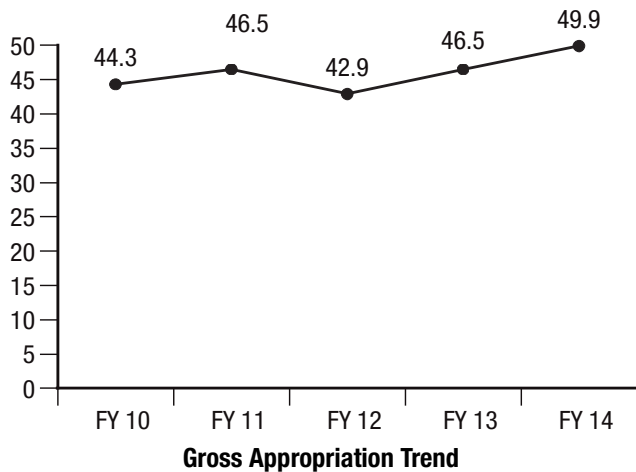
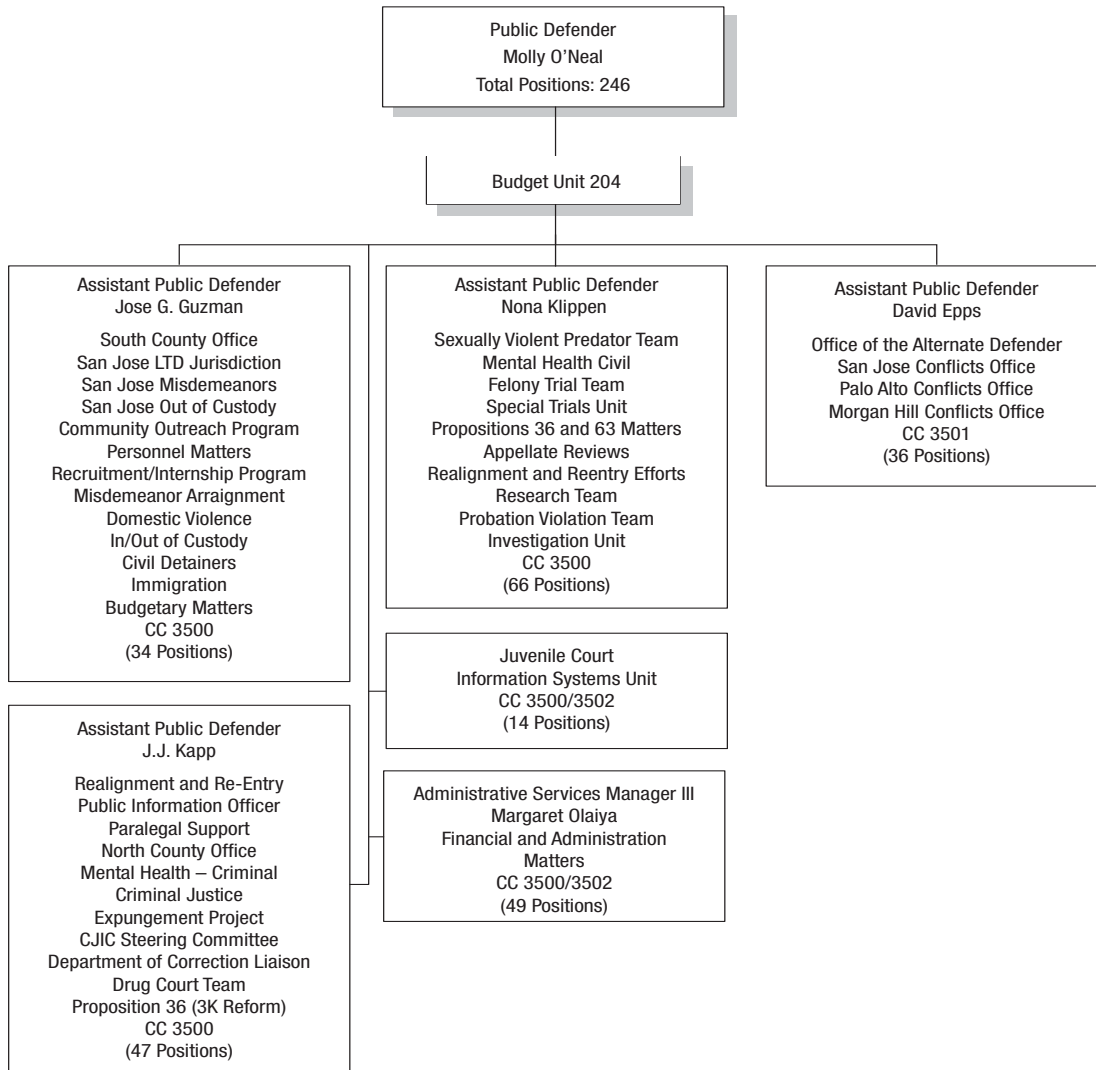
	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
Current Level Budget			
FY 2013 Approved Budget	—	\$ 773,263	\$ 773,263
Board Approved Adjustments During FY 2013	—	(32,271)	(32,271)
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
IntraCounty Adjustments	—	—	—
Other Adjustments	—	—	—
Subtotal (Current Level Budget)	—	\$ 740,992	\$ 740,992
Recommended Changes for FY 2014			
IntraCounty Adjustments	—	\$ —	\$ —
Decision Packages			
Information Technology			
Capital			
Subtotal (Recommended Changes)	—	\$ —	\$ —
Recommended Budget	—	\$ 740,992	\$ 740,992

Victim Witness-BOC -F0001 — Cost Center 3838
Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
Current Level Budget			
FY 2013 Approved Budget	—	\$ 1,077,442	\$ 1,077,442
Board Approved Adjustments During FY 2013	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
IntraCounty Adjustments	—	—	—
Other Adjustments	—	—	—
Subtotal (Current Level Budget)	—	\$ 1,077,442	\$ 1,077,442
Recommended Changes for FY 2014			
IntraCounty Adjustments	—	\$ —	\$ —
Decision Packages			
Information Technology			
Capital			
Subtotal (Recommended Changes)	—	\$ —	\$ —
Recommended Budget	—	\$ 1,077,442	\$ 1,077,442



Office of the Public Defender



Public Purpose

- ➔ **Constitutional and Statutory Rights of Indigent Clients Protected**



Description of Major Services

Primary Responsibility

The Office of the Public Defender provides legal representation to indigent clients who are charged with the commission of a criminal offense alleged to have been committed in Santa Clara County. The Office represents minors against whom delinquency petitions have been filed in the juvenile division of the Superior Court. The Office also represent clients in civil commitment proceedings as mandated by Government Code section 27706, including mentally ill persons conserved under the Lanterman–Petris–Short (LPS) Act, developmentally disabled persons and mentally impaired elders under the Probate Code. Sexually Violent Predators are also represented pursuant to Welfare and Institutions Code section 6602.

Effective Representation

The mandate to provide representation for indigent criminal clients originates from the Sixth Amendment to the United States Constitution as well as related California Constitution provisions. The United States Supreme Court case of *Gideon v. Wainwright* (1963) 372 U.S. 335 established that an indigent criminal defendant who is facing a penalty of incarceration is entitled to that representation at public expense. Therefore, a criminal defendant is entitled to counsel at all critical stages of the proceedings against him or her. In all

instances the Office of the Public Defender seeks to provide high quality, vigorous representation for its clients. This effort is in accord with the standard of care established by the California Supreme Court requiring that competent counsel act as a “diligent and conscientious advocate” for his or her client. The Office has developed an in-house training program to provide its attorneys, investigators and paralegals with the information, strategies and advice to assist them in effective advocacy for the clients.

Client Intake

A substantial number of clients represented by the Public Defender are incarcerated. From the time of initial arrest, a series of constitutional and statutory provisions designed to safeguard clients’ rights mandate that the Office quickly identify, interview and undertake representation of these defendants. Failure to initiate these actions promptly may jeopardize a criminal defendant’s Sixth Amendment right to counsel and a speedy trial.

Misdemeanor Arraignment Representation

An arraignment is the first step in the court process. At arraignment a criminal defendant is advised of the charges filed against them, as well as their constitutional rights. If in custody, the individual has the

right to address bail of other methods or release from custody. Historically the Public Defender always appeared at arraignments in felony cases, but was not staffed to represent clients on misdemeanor arraignment appearances. As a result, many defendants pleaded guilty to misdemeanor criminal charges without consulting with an attorney. Recognizing the increased complexity of misdemeanors, the serious consequences of a misdemeanor conviction, and the opportunity for justice system efficiencies, the Board of Supervisors provided resources for the Public Defender to staff in-custody misdemeanor arraignments in 2010. After the established success of this program, the Board extended the program in 2012 to include all out-of-custody misdemeanor arraignment calendars in Santa Clara County.

This historic expansion of services to the indigent accused now guarantees that any person who seeks Public Defender services on a misdemeanor case will be screened for financial eligibility and interviewed at the Courthouse by the paralegal staff in space provided by the Court. Deputy Public Defenders are present in court to appear with and advise qualifying defendants of their rights, options and best case strategy. With the presence of Deputy District Attorneys, many clients are able to obtain just results in one court appearance, whether by plea or dismissal. Justice system efficiencies are also realized by a streamlined information exchange with Deputy District Attorneys at this first court appearance. Justice system partners anticipate that the time to final resolution of misdemeanor cases throughout the County Court system should shorten as investigation and trial preparation of contested cases is started earlier in the court process.

Case Investigation

An independent investigation of the facts and assumptions underlying a law enforcement case against the client is perhaps the single most critical service that a defender can provide. It is the Public Defender's obligation to take a fresh look at the client's case and to test the State's premises for prosecution. Prompt and effective investigation of the facts of the case by Public Defender staff provides the attorney with information critical to the preparation of the best defense for the client. Undertaking investigation at the onset of a case is invaluable in determining whether witnesses should be subpoenaed and the case should proceed to trial or

whether a favorable early settlement of the case should be attempted through one of the Court's early resolution options.

Presentation of Alternatives to Incarceration

While the goal is to obtain an acquittal for clients where possible, careful development of mitigating factors which can impact sentencing alternatives is also an important and mandated aspect of quality criminal defense services. Representation does not end with a plea of guilty or a conviction at trial. The Office of the Public Defender must strive to lessen the impact of sentencing on the clients where possible, by exploring available alternatives to incarceration and presenting such alternatives to the Court. The lawyers and paralegal staff work with a variety of community programs in an attempt to find the right resource for each client, and present a sentencing plan that takes into account the needs of the individual.

County Collaborative Efforts

The Office of the Public Defender is involved in many collaborative projects that reflect commitment to improve County services for the indigent and mentally ill, as well as the justice system. These projects include the Santa Clara County Superior Court's Criminal Courts Systems Committee, CJIC Steering Committee, Juvenile Justice System Collaborative efforts, La Raza Roundtable Collaborative, Public Safety Realignment/Re-Entry efforts, and the Domestic Violence Council, in addition to the many other committees and boards relevant to the clients' interests and those of the justice community.

Community Support and Services

Members of the Public Defender's staff volunteer with projects that reach outside government and into the Santa Clara County community. Examples include participation in the training phase for Santa Clara University's Innocence Project, participation in mock trial coaching and judging at local high schools designed to teach high school students about the court system, volunteer legal assistance at the Homeless Court conducted by the Superior Court at the Boccardo Community Shelter and at Salvation Army, and participation in immigration rights information fairs. Senior lawyers from the Office lecture at California Public Defender Association programs around the state

and participate as faculty members for Santa Clara University Law School's Annual Death Penalty College each year.

Mental Health

The tragedy of mental illness often introduces individuals into the civil courts, the criminal courts, or both. The Office of the Public Defender represents clients in conservatorship proceedings in probate court and in civil commitment proceedings to guarantee that the civil liberties of the mentally ill are protected and that they receive the placements and services appropriate to their needs. Many of the criminally charged clients also suffer from mental illness. The Office of the Public Defender represents clients who have a defense of legal insanity, those who are not competent to stand trial due to the state of their mental health, and individuals who can benefit from the services of the Criminal Mental Health Court, which provides support for mentally ill persons convicted of crimes.

Alternate Defender Office (ADO)

In 1997, the Board of Supervisors established the Alternate Defender Office as a separate arm of the Office of the Public Defender. The Alternate Defender Office (ADO) is distinct and separate from the Public Defender Office (PDO) and performs the duties of the Public Defender when there is a conflict in a felony or juvenile case. An "ethical wall" separates the two offices pursuant to the mandate of *People v. Christian* (1996) 41 Cal.App.4th 986. The physical offices are separate, as are the case management systems, files, telephones and emails. The ADO provides defense services to indigent defendants and minors who the Public Defender cannot represent because of a legal conflict of interest. This successful and innovative approach to assignment of conflict cases has resulted in effective, high quality representation in multiple defendant and juvenile cases.

Juvenile Court

Juvenile delinquency matters comprise an important part of the Public Defender's overall caseload. The Office's commitment is to provide representation to youth which maximizes their potential for re-entry into the community and minimizes the use of the Division of Juvenile Justice. The Public Defender's involvement in various Juvenile Court programs has convinced the organization that mental health and drug treatment

needs of minors must be addressed at the earliest possible point of entry into the justice system in order to avoid a cycle of failure and incarceration.

The Public Defender actively participates in the Juvenile Justice Systems Collaborative and chairs the Prevention and Programs work group, which focuses on solutions to prevent youth from entering the juvenile justice system. The Office is also working on issues related to disproportionate minority confinement in the juvenile system. The Public Defender is currently working on a collaborative project to offer alternatives to suspension in high risk middle and high schools. The Office participates in Juvenile Mental Health Court to increase delivery of mental health services to juvenile offenders accused of less serious offenses and in Juvenile Treatment Court.

Record Reduction & Expungement Services

Through an intra-county agreement with the Social Services Agency, the Office provides record expungement (clearance) services to CalWORKs clients. Criminal convictions often prevent clients from obtaining employment or promotion in their current job. The expungement program assists CalWORKs clients to obtain record clearance of Santa Clara County convictions where eligible. The Public Defender Office constantly seeks opportunities to extend this service to those who seek record clearance who are not CalWORKs clients. Currently the department works with San Jose State University and Santa Clara University Law School to provide this service to a limited number of applicants.

Sexually Violent Predator (SVP) Cases

Sexually Violent Predators (SVP) are individuals who have completed prison terms for sex offenses, and for whom the District Attorney now seeks a civil commitment in a state hospital. Persons determined to be SVP are committed for an indeterminate (i.e., life) term. Every SVP is reviewed annually by the Director of Mental Health to assess whether the SVP continues to pose a danger to the community. SVPs also have a limited right to petition the court for conditional or supervised release. An individual facing commitment as an SVP has the right to counsel at both the initial



commitment proceedings, and any subsequent proceedings to determine whether he continues to pose a danger to the community.

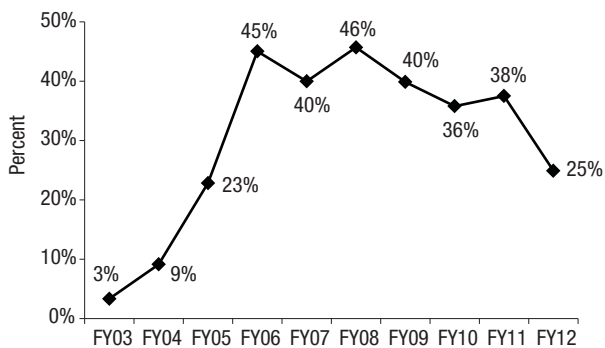
SVP cases are expensive to defend. A significant degree of specialization is required to competently represent SVPs as the issue essentially is one of future dangerousness. Every hearing requires a number of expert witnesses who must evaluate the SVP and then testify at the trial or hearing. Because the field is so specialized, the number of available experts is limited, and the cost to retain experts is high.

The department tracks SVP related litigation expenses and submits claims annually to the State for reimbursement. In FY 2011 the Public Defender received \$1 million from the SVP cases. Currently, there is a movement underway at the state level to have the Commission on State Mandates determine that SVP-related litigation expenses incurred by counties are non-reimbursable. This request was posted on the Commission for State Mandates' website on January 24, 2013. The time for public comment closed on March 27, 2013.

Current and Emerging Issues

Caseload Increase

Since 2002, the caseload of the office has increased nearly 25%. There has been a 25% increase in new cases opened per attorney between FY 2003 and FY 2012. The following chart reflects a peak increase of 46% in FY 2008 in new cases opened per attorney over the time period of FY 2003 and FY 2012. Of note, the PDO/ADO represents clients in excess of 80% of the cases filed in the Santa Clara County criminal justice system.



Caseload per Attorney Increase from FY03 – FY12

Indigent defense workloads are driven by two dynamics: caseload and court coverage demands. The Public Defender is obligated by law to provide service to the client in two ways: by preparing the case to a constitutionally adequate standard at minimum (caseload), and by effectively advocating for the client in court (court coverage demands). The Office monitors both attorney caseloads and workloads regularly to ensure that constitutional standards are met. The Public Defender communicates regularly with the Board of Supervisors and the County Executive on these issues.

Homicide Rate Increase – Alternate Defender Office

The City of San Jose experienced a record number of homicides in 2012. As a result, both PDO and ADO have doubled the number of homicides handled this year as compared to last. In 2012, there were 46 homicides in San Jose. During all of FY 2012, the PDO opened 32 homicides and conflicted on 10, resulting in the ADO opening 10 homicide cases. In FY 2013, to date, the PDO has opened 15 homicide cases and conflicted on 11, resulting in ADO opening 11 new homicide cases. ADO now has 26 open and active homicide cases. Two of these cases are potential capital cases. Due to the experience level of ADO attorneys, the office has been able to absorb the increase in homicides by assigning homicide cases to both the homicide and felony trial team attorneys. However, the impact on ADO investigator and paralegal support staff has been significant and presents an ongoing challenge.

In November 2012, ADO requested and received a half-time extra help investigator. As of this month, this extra help employee will be working full time to assist with the increased workload. Should the demand for investigator service remain high, it is anticipated the department will seek additional augmentation to investigative staff. At present, the ADO Investigation unit is comprised of four investigators and one supervising investigator who also supervises the paralegal unit. The ADO investigation unit is unique in not having a dedicated homicide unit due to having a small staff. As a result, ADO investigators have the difficult task of managing competing workloads that are driven by divergent court processes. With the number of

homicide cases doubling since last year, each investigator presently carries a caseload of 4 to 6 homicides, in addition to a full load of juvenile and serious felonies cases. This exceptionally high and varied caseload which includes capital cases requires healthy staffing levels and stability. The extra help position is not sufficient to address the inherently complex caseload and staffing needs of the ADO. Insufficient staffing levels adversely impact the high level of productivity and quality representation the ADO strives to achieve. It is anticipated that Prop 36 cases will further stress investigator and paralegal resources at the ADO. It should be noted that the PDO's significantly larger staff of attorneys, paralegals and investigators allows greater flexibility in managing caseload fluctuations and staffing shortages.

Three Strikes Law Reform

On November 6, 2012 California voters passed Proposition 36, legislation that drastically changed the Three Strikes law and rendered roughly 156 clients from Santa Clara County eligible for resentencing. The law provides that clients who were sentenced for crimes that were not serious or violent can now be resentenced as two-strike clients (non-life) as long as they do not pose a public safety risk, were not armed in the commission of the underlying felony and did not intend to cause great bodily harm. This change in the law has already resulted in the release of several clients who were sent to prison for life. Some of the clients have been incarcerated for over 15 years. It is anticipated that approximately one third of these clients will not face contested hearings regarding either eligibility or public safety. However, for the clients that do face contested hearings, it will be necessary to prepare a social history, contest public safety issues, hire experts regarding prison records or other custodial issues, examine the entire criminal history, order school records, interview family members and litigate all relevant legal issues. Also, reentry plans will be necessary to help reintegrate these clients back into the community. This will require collaboration with local Community-Based Organizations, Probation and the Reentry Center to help ensure a successful transition out of prison. PDO/ADO administration has met several times already with the Superior Court, District Attorney and Probation Department and will continue to streamline the process where possible.

Parole Revocations Under Public Safety Realignment (AB 109)

AB109 became effective October 1, 2011. This legislation is strongly viewed as the most sweeping change to California sentencing in recent history. Realignment amended the law so that most low level felonies can only result in local jail sentences rather than state prison. In addition, Probation assumed supervisory responsibilities for those released from state prison on Post Release Community Supervision (PRCS) and those released on Mandatory Supervision (MS) after serving a split sentence under Penal Code section 1170(h). On July 1, 2013, parole revocations will begin to be heard by a Santa Clara County hearing officer or judge rather than by California Department of Corrections and Rehabilitation (CDCR) hearing officers at the state level. This will mean an increased workload in terms of revocation hearings, as well as a need for increased training and communication with CDCR and Parole. Eventually, however, the parolee population will decline as the PRCS population increases, as fewer and fewer inmates will be housed in state prison.

Social Work Services

The Public Defender's responsibility to the client does not end with conviction. The development of mitigating factors which can impact sentencing alternatives is also an important and mandated aspect of quality criminal defense services. The PDO's ability to present viable alternatives to incarceration for the court's consideration addresses the court's public safety concerns, improves favorable outcomes for clients, reduces jail overcrowding and ultimately reduces recidivism. It also leads to increased confidence in the criminal justice system.

According to the CDCR, the percentage of state prison inmates with mental illnesses increased from 19% in 2007 to 25% in 2012. Currently, Custody Health Services deliver mental health services to 25% of our county jail population, up from 22% a year ago. This increase in mentally ill jail admissions; inmates returned from state prison for probation supervision under AB 109, and the numbers of PDO clients expected to be released from prison under Prop 36 have begun to strain existing resources and negatively impact PDO staff's ability to provide this critical service. Increasingly, Public Defender Offices across the country are employing social workers to marshal available resources to meet



the legal, social and treatment needs necessary to facilitate the successful transition of mentally ill and substance addicted clients from jail facilities to the community. The addition of a social worker to PDO staff would greatly increase our ability to forge collaborative relationships with community based treatment and services for our most vulnerable clients; expedite the release of eligible clients from the county jail, and better equip clients to live productive lives as contributing members of the community.

Impact of New Local Rules Governing Probation Fees

As a result of recent negative media attention highlighting unscrupulous private fiduciary fees in certain probate cases, the Court is in the process of revising local court rules governing fees in conservatorship cases so as to increase oversight and provide closer scrutiny of private fiduciary services and fees. The Court's proposed changes to the local rules include, but are not limited to, the following: requiring proposed private professional conservators to attach a fee schedule to the petition for appointment including the fee schedule of counsel; requiring proposed private professional conservators to submit to the court at the time of appointment an estimate of fees covering the first year of the conservatorship, and requiring monthly, rather than annual, billing statements for the court's review and approval.

Fee schedules and billing statements would be served on the conservatee's counsel for review and the possible filing of objections with the court. Currently, the PDO has one full time attorney assigned to the probate unit. As counsel representing the conservatee in conservatorship cases, the PDO attorney already spends a significant number of hours reviewing accountings and preparing for annual hearings on accountings. The impact on PDO staffing resources that may result if the court requires monthly, rather than annual accountings, is presently unknown. The majority of PDO conservatorship cases are Public Guardian cases to which the new rules would not apply. Nonetheless, the PDO does represent conservatees in some private fiduciary cases. It is therefore possible that implementation of the proposed rules may require augmentation of existing staff in the probate unit.

Inter-agency Project to Reduce Costs Associated with the Issuance of Bench Warrants

Bench warrants impact all the criminal justice partners financially and administratively. Individuals facing criminal allegations are required to appear in Court often over long periods of time while the adjudication process takes place. The length of time it takes to adjudicate allegations depends on the seriousness of the charge(s) but often takes months, and sometimes years. On occasion during the adjudication process, individuals fail to appear (FTA) for a court hearing resulting in the issuance of a bench warrant for the person's arrest. Once a bench warrant is issued and the individual surrenders or is arrested, he or she is booked into the county jail and held for 2-3 days, sometimes longer depending on the day of arrest.

The issuance of bench warrants unnecessarily tax the criminal justice system in a variety of ways. Some of the impacts include: law enforcement officer time expended in locating, arresting and transporting defendants to jail; time spent by jail staff booking, housing, feeding and making sure the defendant has the appropriate health care while incarcerated; time and costs associated with transporting defendants to Court, and time spent by the Court processing and inputting warrants into data systems, scheduling court dates and recalling warrants. Unfortunately, there is currently no precise or accurate way to measure costs attributable to the performance of bench warrant related duties incurred by law enforcement, jail, or Court staff. There are however reliable methods for measuring the cost of a court hearing and a jail bed.

The California Administrative Office of the Courts estimates the average cost of each court hearing at \$238. In addition, when an individual is arrested on a warrant, it takes a minimum of two days in custody to get that person back on the Court's calendar.

An inquiry conducted in the Criminal Justice Information Control (CJIC) revealed that in calendar year 2011, 17,004 FTA bench warrants were issued. From January 1, 2012 through September 30, 2012, 12,097 FTA bench warrants were issued. The chart below illustrates the costs of FTA bench warrants from January 2011 through September 2012 in the County.

System Cost of Failure to Appear Bench Warrants

Year	FTA Bench Warrants	Cost of Missed Court Appearance ^a	Cost of Jail Bed Days ^b	Total System Cost
2011	17,004	\$4,046,952	\$6,937,632	\$10,984,584
2012 ^c	12,097	\$2,879,086	\$4,935,576	\$7,814,662

- a. Estimated at \$238/day
b. Based on 2 days
c. January through September 2012

The Public Defender and the Office of Pretrial Services will conduct further analyses on the possibility of implementing an automated reminder system such as telephone and text notification similar to successful practices adopted in other jurisdictions like Multnomah County, Oregon and Jefferson County, Colorado. The project will utilize the reminder system to notify clients of their next court dates, thereby generating cost savings and streamlining the processing of criminal cases. In addition to criminal justice system stakeholders, Social Services and other agencies that have clients going to Court will be invited to participate. Furthermore, research of all County agencies may be considered to explore the benefit of such a reminder system in the different service areas. Finally, a detailed return on investment study would be completed to measure the cost effectiveness of either purchasing or building such a system for the County.

Creative Solutions to Resource Needs

The Public Defender has creatively dealt with many of the staff reductions and increased caseloads. The Public Defender actively seeks out fellowships and collaboration with nationally recognized law schools such as Yale University Law School, UCLA, and Stanford University Law School. Other examples are the creation of a partnership with civil law firms in the Volunteer Attorney Program; with the court's cooperation, the reassignment of staff from misdemeanors to other teams by having a Public Defender "dark day" in misdemeanor departments; and the development of a Misdemeanor Clinic with Santa Clara University Law School and Stanford Law School.

Recognizing challenges throughout the justice system, the Superior Court, County Executive, District Attorney, Public Defender, Department of Correction, Pretrial Services, Information Services Department and Probation Department meet regularly to try to identify efficiencies and improvements in the justice system. In part this is a search for ways to cut costs. However a major benefit of these regular discussions is the recognition by every partner that what happens in one area of the justice system impacts all departments. A continuing effort is being made to coordinate and streamline the system to respect the resources of all of the partners involved while fulfilling the mandates of each partner.

Summary of County Executive's Recommendations

Description	Impact	Impact on Services	Position Impact	FY 2014 Ongoing Net Cost/(Savings)	FY 2014 One-Time Net Cost/(Savings)
Public Safety Realignment (AB109) – Enhance Resources for Expungement Services	↑	PDO will file petitions for AB 109 clients to have their record cleared if clients meet eligibility criteria.	2.0	(\$270,739)	—
↑ — Enhanced ◆ — Modified ● — No Change ↓ — Reduced ☒ — Eliminated					

County Executive's Recommendation

↑ Public Safety Realignment Request (AB109) Enhance Resources for Expungement Services

Recommended Action: Add 2.0 FTE Paralegal positions to manage Expungement Services, increase funding for services and supplies, and reimburse the Office of the

Public Defender for an existing attorney position assigned to expungement services for AB 109 clients.

Service Impact: Employment is a critical component in reducing recidivism. Most people who are candidates for Realignment sentencing have multiple criminal convictions. Without assistance in removing old



convictions our Realignment and Reentry population is substantially unlikely to become gainfully employed. This reality underscores the importance of the need for expungement services for both populations.

Under this proposal it is realistic to expect that the PDO can file petitions for at least 100 clients annually. The overall number of petitions that are filed for these 100 clients will likely represent a much larger number as it is not uncommon for clients to have multiple cases. Additionally, under this proposal the PDO can advise hundreds of other indigent clients who will be future but not present candidates for relief. It is extremely important that our Realignment and Reentry populations get accurate planning advice so they can obtain expungement relief as soon as possible.

Currently, the PDO provides expungement services on a limited basis only. Through a memorandum of understanding (MOU) with the Social Services Agency (SSA), the PDO serves only clients that are CalWORKs participants or GA recipients. The SSA MOU provides for two, full time paralegals to process informal expungement applications but does not fund an attorney. Many times an actual court filing and hearing is needed to accomplish relief in lieu of an informal application. In those instances an attorney is necessary for the court filing and the hearing. The PDO struggles in that regard due to insufficient staffing because expungements are not constitutionally mandated services.

The attorney will have an office in the County Reentry Resource Center (RRC) and will provide representation in court as well as consultation and counseling for expungement planning and workforce reentry. The paralegals will provide intake support, (including collecting information about prior criminal history) file management, case tracking and petition preparation. Additionally, the attorney and paralegal staff will spearhead community engagement to reach as many eligible Realignment and Reentry candidates as possible.

Background: Penal Code section 1203.4 provides record clearance (expungement) relief for those convicted of misdemeanor and felony crimes if the person was granted probation at the time of sentencing. People who successfully complete Probation are entitled to have their convictions set aside and the charges dismissed. In cases where a person does not successfully complete probation the court still has the authority to grant relief if it is in the interest of justice. Once expungement relief is granted, a recipient may answer that he or she has not been convicted of the dismissed crime on most employment applications. This relief is often critical for those that have suffered criminal convictions and who are attempting to re-enter the work force. The relief is also profoundly rewarding and rehabilitative for those that have truly turned their lives around.

There is effectively no attorney service provider in this county to serve the general indigent public with expungement help. This includes clients who are monitored and managed with Realignment and Reentry resources. Currently, AB109 clients receive no guidance regarding how they can clear their records in order to successfully re-enter the work force.

The San Jose State University Record Clearance Project (SJSU RCP) assists the PDO in representing CalWORKs and GA clients in court. SJSU Criminal Justice students assist by helping prepare expungement petitions for PDO's clients with direct attorney supervision. Santa Clara University Law School also has a program which provides representation to indigent clients in court for expungement relief. The PDO provides the SCU Law program with consultation and guidance. While the SCU Law program does excellent work it is only able to serve a very small number of indigent clients. In short, neither of these programs comes close to bridging the divide for the needed attorney services.

The SJSU program is a tremendous collaborative effort between the PDO and the University. The SJSU program in particular is well-positioned to enhance collaboration and to support a dedicated expungement services attorney to assist Realignment and Reentry clients.

Net Ongoing Savings: \$270,739

Increased ongoing cost: \$213,594
Increased ongoing revenue: \$484,333

Public Defender— Budget Unit 204 Net Expenditures by Cost Center

CC	Cost Center Name	FY 2012 Actuals	FY 2013 Approved	FY 2014 Base Budget	FY 2014 Recommended	Amount Chg From 2013 Approved	% Chg From 2013 Approved
3500	Public Defender Fund 0001	\$ 36,630,414	\$ 38,883,306	\$ 40,948,256	\$ 40,948,256	\$ 2,064,950	5.3%
3501	Alternate Public Defender Fund 0001	7,005,760	6,992,629	7,986,436	7,986,436	993,807	14.2%
3502	AB109 Realignment - F0001	178,272	296,640	369,619	583,213	286,573	96.6%
Total Net Expenditures		\$ 43,814,445	\$ 46,172,575	\$ 49,304,311	\$ 49,517,905	\$ 3,345,330	7.2%

Public Defender— Budget Unit 204 Gross Expenditures by Cost Center

CC	Cost Center Name	FY 2012 Actuals	FY 2013 Approved	FY 2014 Base Budget	FY 2014 Recommended	Amount Chg From 2013 Approved	% Chg From 2013 Approved
3500	Public Defender Fund 0001	\$ 36,967,394	\$ 39,221,763	\$ 41,373,214	\$ 41,373,214	\$ 2,151,451	5.5%
3501	Alternate Public Defender Fund 0001	7,005,760	6,992,629	7,986,436	7,986,436	993,807	14.2%
3502	AB109 Realignment - F0001	178,272	296,640	369,619	583,213	286,573	96.6%
Total Gross Expenditures		\$ 44,151,425	\$ 46,511,032	\$ 49,729,269	\$ 49,942,863	\$ 3,431,831	7.4%

Public Defender— Budget Unit 204 Expenditures by Object

Object	FY 2012 Actuals	FY 2013 Approved	FY 2014 Base Budget	FY 2014 Recommended	Amount Chg From 2013 Approved	% Chg From 2013 Approved
Salary and Benefits	40,110,045	42,119,049	45,341,417	45,550,511	3,431,462	8.1%
Services And Supplies	4,041,381	4,391,983	4,387,852	4,392,352	369	0.0%
Total Gross Expenditures	\$ 44,151,425	\$ 46,511,032	\$ 49,729,269	\$ 49,942,863	\$ 3,431,831	7.4%
Expenditure Transfers	(336,980)	(338,457)	(424,958)	(424,958)	(86,501)	25.6%
Total Net Expenditures	\$ 43,814,445	\$ 46,172,575	\$ 49,304,311	\$ 49,517,905	\$ 3,345,330	7.2%

Public Defender— Budget Unit 204 Revenues by Cost Center

CC	Cost Center Name	FY 2012 Actuals	FY 2013 Approved	FY 2014 Base Budget	FY 2014 Recommended	Amount Chg From 2013 Approved	% Chg From 2013 Approved
3500	Public Defender Fund 0001	\$ 400,027	\$ 498,469	\$ 421,104	\$ 421,104	\$ (77,365)	-15.5%
3502	AB109 Realignment - F0001	225,222	296,640	296,640	780,973	484,333	163.3%
Total Revenues		\$ 625,249	\$ 795,109	\$ 717,744	\$ 1,202,077	\$ 406,968	51.2%



Public Defender Fund 0001 — Cost Center 3500
Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
Current Level Budget			
FY 2013 Approved Budget	204.0	\$ 38,883,306	\$ 498,469
Board Approved Adjustments During FY 2013	4.0	430,641	11,060
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	-2.0	1,628,752	—
IntraCounty Adjustments	—	(58,863)	—
Other Adjustments	—	64,420	(88,425)
Subtotal (Current Level Budget)	206.0	\$ 40,948,256	\$ 421,104
Recommended Changes for FY 2014			
IntraCounty Adjustments	—	\$ —	\$ —
Decision Packages			
Information Technology			
Capital			
Subtotal (Recommended Changes)	—	\$ —	\$ —
Recommended Budget	206.0	\$ 40,948,256	\$ 421,104

Alternate Public Defender Fund 0001 — Cost Center 3501
Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
Current Level Budget			
FY 2013 Approved Budget	34.0	\$ 6,992,629	\$ —
Board Approved Adjustments During FY 2013	—	(33,944)	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	2.0	1,024,299	—
IntraCounty Adjustments	—	3,452	—
Other Adjustments	—	—	—
Subtotal (Current Level Budget)	36.0	\$ 7,986,436	\$ —
Recommended Changes for FY 2014			
IntraCounty Adjustments	—	\$ —	\$ —
Decision Packages			
Information Technology			
Capital			
Subtotal (Recommended Changes)	—	\$ —	\$ —
Recommended Budget	36.0	\$ 7,986,436	\$ —

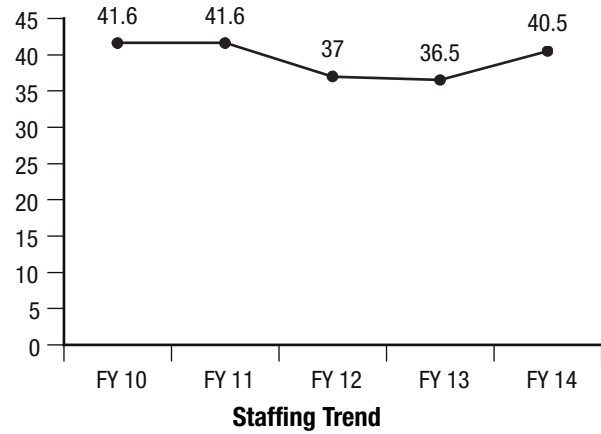
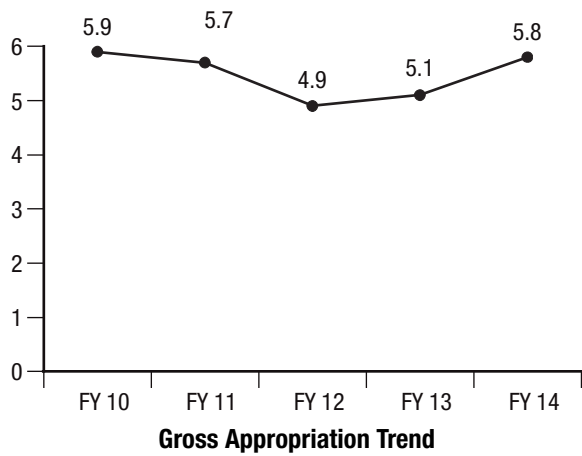
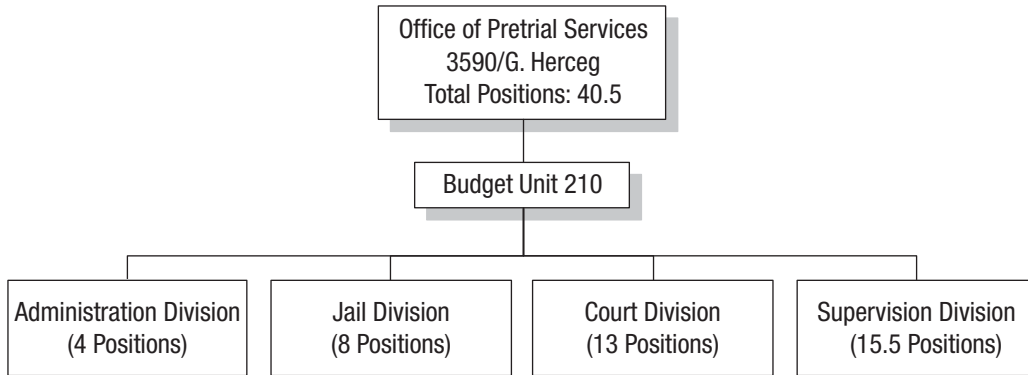


AB109 Realignment - F0001 — Cost Center 3502
Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
Current Level Budget			
FY 2013 Approved Budget	2.0	\$ 296,640	\$ 296,640
Board Approved Adjustments During FY 2013	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	72,979	—
IntraCounty Adjustments	—	—	—
Other Adjustments	—	—	—
Subtotal (Current Level Budget)	2.0	\$ 369,619	\$ 296,640
Recommended Changes for FY 2014			
IntraCounty Adjustments	—	\$ —	\$ —
Decision Packages			
Public Safety Realignment AB109 Enhance Expungement Services	2.0	213,594	484,333
Information Technology			
Capital			
Subtotal (Recommended Changes)	2.0	\$ 213,594	\$ 484,333
Recommended Budget	4.0	\$ 583,213	\$ 780,973



Office of Pretrial Services



Public Purpose

- **Public Safety**
- **Social & Financial Benefits to the Community**
- **Equitable Treatment of the Accused**



Description of Major Services

Pretrial Services assists the criminal courts in the release and detention decision process by providing investigative reports and recommendations to judicial officers. In addition, Pretrial Services monitors and supervises pretrial defendants who have been released on court-ordered conditions which address compliance, court appearance, and public safety. A varied group of Pretrial Services customers includes the Courts, the Department of Correction, other law and justice agencies, criminal defendants, and their families. Pretrial Services is a small organization with a wide scope of responsibilities, including providing 24-hour, 7-day-a-week service. Pretrial Services has three major divisions.

Jail Unit: The Jail Unit interviews felony arrestees to determine eligibility for own recognizance release consideration. This unit also performs tasks which facilitate determination by the Court of whether there is probable cause for arrest and detention. In addition, this unit facilitates bail setting and probable cause determinations for appropriate misdemeanor cases.

Court Unit: The Court Unit provides information and recommendations regarding pretrial defendants to all court arraignment calendars, and the after-arraignment calendar. This unit also receives requests from the Court

for additional formal reports after the case has proceeded beyond the arraignment process, for those cases where further information is required to make an informed decision on release.

Supervision Unit: The Supervision Unit monitors release conditions for all individuals released on Supervised Own Recognizance Release Program (SORP) to ensure that they comply with release conditions. This involves directing the client to various services available in the community, such as drug or psychological counseling, and scheduling and monitoring client drug testing, a service also provided by the Office. This unit keeps the Court informed about the compliance of clients, including making recommendations to admonish the client in Court or revoke the client's SORP release.

Duty Judge Function

In addition to pretrial service activities, the Office is also responsible for facilitating the duty judge function. This entails coordinating the schedules of the judges who are on-call during non-court hours to respond to emergency judicial requests such as emergency protective restraining orders, search warrant issuances, and juvenile probable cause determinations. For the past several years, the Office has also had an Agreement

with the Court to provide additional services beyond what has traditionally been delivered. This includes providing investigations in cases involving restraining

orders in Family Court, and additional information provided for domestic violence that is not provided in other criminal cases.

Current and Emerging Issues

MOU with Superior Court

Since 2002, Pretrial Services has had a Memorandum of Understanding (MOU) with Superior Court in which the Office provides criminal background record checks to Family Court. It is unknown at this time what, if any, impact of State budget will have on the Court's ability to continue to fund this MOU. Revenue from this agreement fully supports four FTE positions within the Office. This is a non-mandated function for the Office and if the Court determines funding must be either reduced or eliminated it will be necessary for the Office to delete up to four positions; two Pretrial Service Officer II/I positions and two Justice System Clerk II/I positions. All of these positions are currently filled.

As of April 2013, the Office has not been informed that the Court will discontinue supporting this program. The total amount of funding for FY 2013 was \$410,832 and would be approximately \$423,730 for FY 2014.

Inter-agency Project to Reduce Costs Associated with the Issuance of Bench Warrants

Bench warrants impact all the criminal justice partners financially and administratively. Individuals facing criminal allegations are required to appear in Court often over long periods of time while the adjudication process takes place. The length of time it takes to adjudicate allegations often depends on the seriousness of the charge(s) but often it takes months, sometimes years. On occasion during the adjudication process, individuals fail to appear (FTA) for a Court hearing and a bench warrant is issued for their arrest. Once a bench warrant is issued and the individual surrenders or is arrested, they are booked into county jail where they are held for 2-3 days, sometimes longer depending on the day of arrest.

Bench warrants tax the criminal justice system every time one is issued. Some of the impacts include: length of time taken by a law enforcement officer time to locate, arrest and transport defendants to jail; time spent by jail staff on booking, housing, feeding and making sure the defendant has the appropriate health

care while incarcerated; time and costs of transporting defendant to Court; and time spent by the Court to process warrants, inputting warrant into data systems, scheduling new Court dates once the defendant is in custody and recalling warrants. Unfortunately at this time there is no accurate way to measure the cost for law enforcement, jail staff and Court clerks regarding their functions as related to bench warrants. There are however ways to currently measure the cost of a court hearing and jail bed.

The California Administrative Office of the Courts estimates the average cost of each court hearing at \$238. In addition, when someone is arrested on a warrant, it takes a minimum of two days in custody to get someone back on calendar and before the Court.

An inquiry conducted in the Criminal Justice Information Control (CJIC) revealed that in calendar year 2011, 17,004 FTA bench warrants were issued. From January 1st 2012 through September 31st, 2012, 12,097 FTA bench warrants were issued. The following table illustrates the estimated cost of FTA bench warrants from January 2011 through September 2012 in the County.

System Cost of Failure to Appear Bench Warrants

Year	FTA Bench Warrants	Cost of Missed Court Appearance ^a	Cost of Jail Bed Days ^b	Total System Cost
2011	17,004	\$4,046,952	\$6,937,632	\$10,984,584
2012 ^c	12,097	\$2,879,086	\$4,935,576	\$7,814,662

a. Estimated at \$238/day

b. Based on 2 days

c. January through September 2012

The Public Defender and the Office of Pretrial Services will conduct further analyses on the possibility of implementing an automated reminder system such as telephone and text notification similar to successful practices adopted in other jurisdictions like Multnomah County, Oregon and Jefferson County, Colorado. The project will utilize the reminder system to notify clients



of their next court dates, thereby generating cost savings and streamlining the processing of criminal cases. In addition to criminal justice system stakeholders, Social Services and other agencies that have clients going to Court will be invited to participate. Furthermore, research of all County agencies may be considered to explore the benefit of such a reminder system in the different service areas. Finally, a detailed return on investment study would be completed to measure the cost effectiveness of either purchasing or building such a system for the County.

County Consolidation of Drug Testing Services

During FY 2013 the Office actively participated in the Santa Clara County Drug Testing Task Force. On April 23, 2013 the Board of Supervisors directed the Office to

coordinate all alcohol and drug testing services county-wide in two phases spanning FY 2014 and FY 2015. In Phase I, the Office will begin testing Prop 36 clients currently supervised by Probation and the Department of Alcohol and Drug Services (DADS) commencing July 1, 2013. In Phase II, the Office will assume the testing of the clients from Department of Family and Children's Services commencing July 1, 2014. The Office is coordinating with Valley Medical Laboratory Services to automate the electronic results and establishing a new Memorandum of Understanding agreement with DADS prior to the July 1, 2013 Phase I implementation.

Summary of County Executive's Recommendations

Description	Impact	Impact on Services	Position Impact	FY 2014 Ongoing Net Cost/(Savings)	FY 2014 One-Time Net Cost/(Savings)
Court Unit- Budget Reduction	↓	Reduction of the number of courtrooms the Office can staff.	-1.0	(\$111,279)	—
Public Safety Realignment (AB109) – Electronic Monitoring	↑	Increase the number of pretrial supervision releases to offset the cost of custody with electronic monitoring.	—	\$100,000	—

↑ — Enhanced ◆ — Modified ● — No Change ↓ — Reduced ☒ — Eliminated

County Executive's Recommendation

↓ Courts Unit – Budget Reduction

Recommended Action: Delete 1.0 FTE Pretrial Services Officer II.

Service Impact: The Courts Unit consists of ten Pretrial Services Officers II responsible for providing information and recommendations regarding pretrial defendants to all Court arraignment calendars. The deletion of this full-time position will result in the reduction of the number of courtrooms that the Office can staff. The Office will work with the Court to develop a schedule to alternately staff the courtrooms affected by this proposal.

Position Deleted: 1.0 FTE
Ongoing Savings: \$111,279

↑ Public Safety Realignment (AB109) – Electronic Monitoring

Recommended Action: Add funding to lease modern electronic equipment that includes cell monitoring units, GPS tracking units and alcohol monitoring units.

Service Impact: AB109 changed section 1203.016 of the Penal Code to allow defendants to receive custody credits for time served on electronic monitoring. The legislation also encouraged the use of electronic monitoring for sentenced offenders. The department has 25 electronic monitoring land line phone units that were purchased with Board approval in June of 1999. This equipment is very old and out of date compared to what is being used in the field today. Also due to constantly changing electronic monitoring technology, most agencies no longer purchase equipment, they



lease it. Modern electronic monitoring equipment includes cell monitoring units, GPS tracking units and alcohol monitoring units. The Office believes if they had access to modern electronic monitoring devices, additional pretrial supervision releases would be

possible. This in turn could also lead to a potential cost savings for the County as the day cost of electronic monitoring is far less than a jail bed.

Ongoing Cost: \$100,000

Total Cost offset by a Transfer-in from AB 109 Fund

Office Of Pretrial Services— Budget Unit 210 Net Expenditures by Cost Center

CC	Cost Center Name	FY 2012 Actuals	FY 2013 Approved	FY 2014 Base Budget	FY 2014 Recommended	Amount Chg From 2013 Approved	% Chg From 2013 Approved
3590	Office Of Pretrial Svcs Fund 0001	\$ 4,620,187	\$ 5,085,909	\$ 5,791,027	\$ 5,779,748	\$ 693,839	13.6%
Total Net Expenditures		\$ 4,620,187	\$ 5,085,909	\$ 5,791,027	\$ 5,779,748	\$ 693,839	13.6%

Office Of Pretrial Services— Budget Unit 210 Gross Expenditures by Cost Center

CC	Cost Center Name	FY 2012 Actuals	FY 2013 Approved	FY 2014 Base Budget	FY 2014 Recommended	Amount Chg From 2013 Approved	% Chg From 2013 Approved
3590	Office Of Pretrial Svcs Fund 0001	\$ 4,620,187	\$ 5,085,909	\$ 5,791,027	\$ 5,779,748	\$ 693,839	13.6%
Total Gross Expenditures		\$ 4,620,187	\$ 5,085,909	\$ 5,791,027	\$ 5,779,748	\$ 693,839	13.6%

Office Of Pretrial Services— Budget Unit 210 Expenditures by Object

Object	FY 2012 Actuals	FY 2013 Approved	FY 2014 Base Budget	FY 2014 Recommended	Amount Chg From 2013 Approved	% Chg From 2013 Approved
Salary and Benefits	4,000,062	4,266,114	4,965,456	4,854,177	588,063	13.8%
Services And Supplies	620,125	819,795	825,571	925,571	105,776	12.9%
Total Net Expenditures	\$ 4,620,187	\$ 5,085,909	\$ 5,791,027	\$ 5,779,748	\$ 693,839	13.6%

Office Of Pretrial Services— Budget Unit 210 Revenues by Cost Center

CC	Cost Center Name	FY 2012 Actuals	FY 2013 Approved	FY 2014 Base Budget	FY 2014 Recommended	Amount Chg From 2013 Approved	% Chg From 2013 Approved
3590	Office Of Pretrial Svcs Fund 0001	\$ 565,220	\$ 572,981	\$ 1,155,443	\$ 1,255,443	\$ 682,462	119.1%
Total Revenues		\$ 565,220	\$ 572,981	\$ 1,155,443	\$ 1,255,443	\$ 682,462	119.1%



Office Of Pretrial Svcs Fund 0001 — Cost Center 3590
Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
Current Level Budget			
FY 2013 Approved Budget	36.5 \$	5,085,909 \$	572,981
Board Approved Adjustments During FY 2013	5.0	586,426	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	127,916	—
IntraCounty Adjustments	—	(9,224)	582,462
Other Adjustments	—	—	—
Subtotal (Current Level Budget)	41.5 \$	5,791,027 \$	1,155,443
Recommended Changes for FY 2014			
IntraCounty Adjustments	— \$	— \$	—
Decision Packages			
Public Safety Realignment (AB109) - Electronic Monitoring	—	100,000	100,000
Court Unit - Budget Reduction	-1.0	(111,279)	—
Information Technology			
Capital			
Subtotal (Recommended Changes)	-1.0 \$	(11,279) \$	100,000
Recommended Budget	40.5 \$	5,779,748 \$	1,255,443



Criminal Justice System-Wide Costs

Overview

The Criminal Justice System-wide Costs budget reflects General Fund support for Trial Court operations, and Public Safety Sales Tax revenue. Oversight and administration of maintenance of effort requirements is provided by the Controller-Treasurer's Office and the Office of the County Executive.

Trial Court Operations

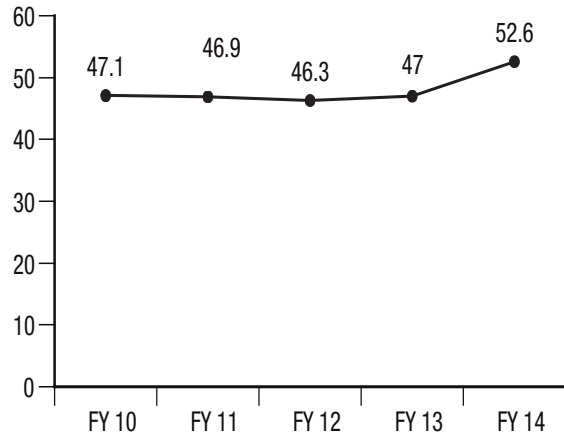
The Trial Court Funding Act of 1997 required Santa Clara County to meet a \$40,324,363 maintenance of effort (MOE) requirement in support of trial court operations. The original MOE requirement consisted of two components:

- An amount based on, though not equivalent to, the County's contribution to trial court operations in FY 1995, (\$28,726,780); and
- An amount equivalent to the fines and forfeitures revenue remitted to the state in FY 1995 (\$11,597,583).

Undesignated Fee Revenue Sweep

State legislation addressing the distribution of various fines, fees, and forfeitures that were overlooked in the original Trial Court Funding Act was passed in FY 2004, requiring the County to remit an additional \$1,612,246 to the state for FY 2004 and FY 2005. Beginning in January 2006, these revenues have been allocated directly to the State, resulting in a loss of revenue for counties. That loss of revenue was mitigated, over time, by a reduction in the County's MOE. By FY 2010 this revenue sweep was fully mitigated and no further reductions to the MOE are anticipated.

The total FY 2014 MOE requirement is \$39,650,742.



Gross Appropriation Trend

Other Court Related Costs

Under the provisions of the Trial Court Funding Act and subsequent legislation, counties are fiscally responsible for court facilities until those facilities are transferred to the State. After a facility is transferred to the State the county remains responsible for a court facility payment (CFP) as a maintenance of effort contribution to the State, while future increased costs are the responsibility of the State. The CFP is budgeted in the Facilities and Fleet Department budget.

Lease and insurance costs for Court facilities that have not yet been transferred to the State are budgeted here at \$4.37 million for FY 2014.

An additional \$2 million is budgeted to meet the County's fiscal obligation for a variety of expenses incurred by the Court on the County's behalf (e.g., Grand Jury expenses, local judicial benefits).

Unmet Civil Legal Needs

The Unmet Civil Legal Services Program was created in FY 2002 to address the unmet non-criminal legal needs of indigent and near poor residents of the County. This program was funded at \$256,500 in FY 2013 and will remain at this amount for FY 2014 as part of a three-year agreement with service providers.

Public Safety Sales Tax

The Public Safety Sales Tax is a 1/2 cent sales tax implemented as a result of Proposition 172 and passed in 1993. The driving economic forces for revenue growth in this account are statewide taxable sales. Each County's share of the Public Safety Sales Tax is based on the amount a county contributes to the Statewide total in the previous year.

In Fiscal Year 2014, the Administration is estimating that collections will total \$179 million, a \$1.5 million increase over anticipated FY 2013 collections of \$177.5 million.

Maintenance of effort legislation requires the County to increase appropriations in Public Safety and Justice programs at a rate similar to the growth in this revenue account. The Controller's Office has done a preliminary estimate of the MOE for FY 2013 which indicates that the County will continue to be within the legal limits of the maintenance of effort requirements for the Public Safety Sales Tax.

Public Safety Realignment Program – AB 109

The Public Safety Realignment Act (AB 109) was signed into law on April 4, 2011 with subsequent provisions outlined in AB 117. This Act shifts the responsibility for

managing certain adult offenders to local jurisdictions by requiring them to serve their sentence in local jails rather than state prisons and serve their post-release supervision with local agencies. Realignment is funded with a newly dedicated portion of existing state sales tax revenue and Vehicle License Fees (VLF). In FY 2013 the County anticipates to receive \$33.7 million for AB 109 programs and services. In the November 2012 election voters approved the Governor's initiative to constitutionally protect the revenues that fund Public Safety Realignment.

For FY 2014 the County expects to receive \$40,593,280, of which \$593,280 is mandated for the District Attorney and the Public Defender. To maintain current operations and fund existing activities approved by the Board of Supervisors as part of the FY 2013 Final Budget and adjustments during FY 2013, \$29.5 million is budgeted with \$10.5 million remaining to be allocated. The Administration is recommending \$9.5 million in new AB 109 programs and services and \$1 million in reserve for unanticipated ongoing program needs for FY 2014 which will bring the total AB 109 program to \$40.5 million. Additionally, the Administration is recommending \$8,871,145 in one-time program needs funded with anticipated AB 109 FY 13 fund balance.

Summary of County Executive's Recommendations

Description	Impact	Impact on Services	Position Impact	FY 2014 Ongoing Net Cost/(Savings)	FY 2014 One-Time Net Cost/(Savings)
Public Safety Realignment – AB 109 Program Reserve	↑	Allocate \$1,000,000 in reserve for FY 2014 ongoing unanticipated program needs and \$1,000,000 for one-time needs.	—	—	—
Public Safety Realignment – AB 109 Housing Projects	↑	Allocate \$4,000,000 in reserve for FY 2014 one-time housing projects.	—	—	—

↑ — Enhanced ◆ — Modified ● — No Change ↓ — Reduced ☒ — Eliminated

County Executive's Recommendation

↑ Public Safety Realignment Program (AB 109) Program Reserve

Recommended Action: Allocate \$1 million ongoing and \$1 million one-time for the Public Safety Realignment

Program Reserve.

Service Impact: One of the goals of Public Safety Realignment (AB 109) is to provide intensive evidence based supervision and services to offenders at the local level to reduce the number of state commitments and



the recidivism rate in California. Allocating ongoing and one-time reserves provides funding for unanticipated program needs during FY 2014. The Administration will evaluate actual experiences over the course of the fiscal year and make adjustments in the strategies identified in the Public Safety Realignment Implementation Plan adopted by the Board of Supervisors on September 27, 2011.

Ongoing Cost: \$1,000,000

One-time Cost: \$1,000,000

Total Cost offset by a Transfer-in from AB 109

Public Safety Realignment Program (AB 109) Housing Projects

Recommended Action: Allocate \$4 million one-time for the Public Safety Realignment Housing Projects.

Service Impact: One of the goals of Public Safety Realignment (AB 109) and the County's Reentry Strategic Plan is to improve short and long-term affordable housing for formerly incarcerated individuals who are at risk of recidivating in Santa Clara County. Allocating a one-time reserve of \$4 million from the FY 2013 AB 109 fund balance towards housing projects will ensure that this population is appropriately housed in the community. Specific housing projects and funding allocations will be developed during FY 2014 and brought back to the Board of Supervisors. Examples of housing projects are tenant-based rental assistance and intensive case management services, supported shelter beds, and specialized housing programs for the very vulnerable high risk offenders.

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

Total Cost offset by a Transfer-in from AB 109 FY 2013 Fund Balance

Criminal Justice Support— Budget Unit 217 Net Expenditures by Cost Center

CC	Cost Center Name	FY 2012 Actuals	FY 2013 Approved	FY 2014 Base Budget	FY 2014 Recommended	Amount Chg From 2013 Approved	% Chg From 2013 Approved
3217	Courts & Conflicts Spt Fund 0001	\$ 46,748,437	\$ 46,960,873	\$ 46,623,658	\$ 52,623,658	\$ 5,662,785	12.1%
Total Net Expenditures		\$ 46,748,437	\$ 46,960,873	\$ 46,623,658	\$ 52,623,658	\$ 5,662,785	12.1%

Criminal Justice Support— Budget Unit 217 Gross Expenditures by Cost Center

CC	Cost Center Name	FY 2012 Actuals	FY 2013 Approved	FY 2014 Base Budget	FY 2014 Recommended	Amount Chg From 2013 Approved	% Chg From 2013 Approved
3217	Courts & Conflicts Spt Fund 0001	\$ 46,748,437	\$ 46,960,873	\$ 46,623,658	\$ 52,623,658	\$ 5,662,785	12.1%
Total Gross Expenditures		\$ 46,748,437	\$ 46,960,873	\$ 46,623,658	\$ 52,623,658	\$ 5,662,785	12.1%



Criminal Justice Support— Budget Unit 217 Expenditures by Object

Object	FY 2012 Actuals	FY 2013 Approved	FY 2014 Base Budget	FY 2014 Recommended	Amount Chg From 2013 Approved	% Chg From 2013 Approved
Services And Supplies	46,748,437	46,447,033	46,623,658	46,623,658	176,625	0.4%
Reserves	—	513,840	—	6,000,000	5,486,160	1,067.7%
Total Net Expenditures \$	46,748,437 \$	46,960,873 \$	46,623,658 \$	52,623,658 \$	5,662,785	12.1%

Criminal Justice Support— Budget Unit 217 Revenues by Cost Center

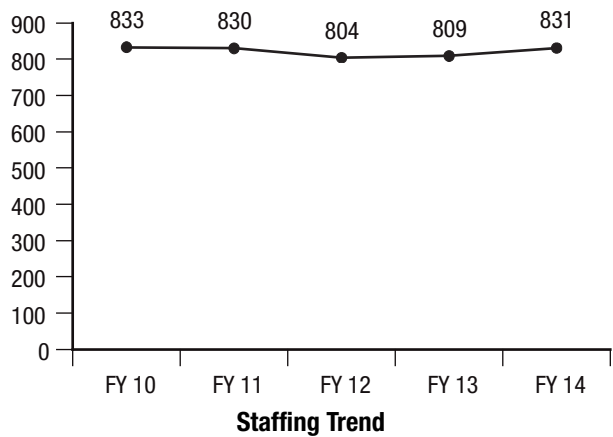
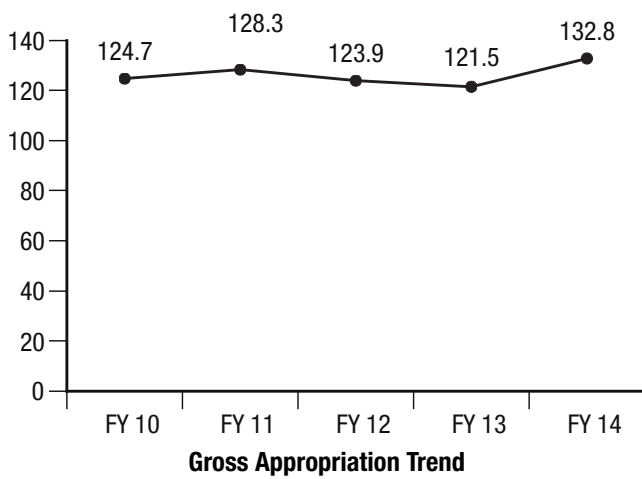
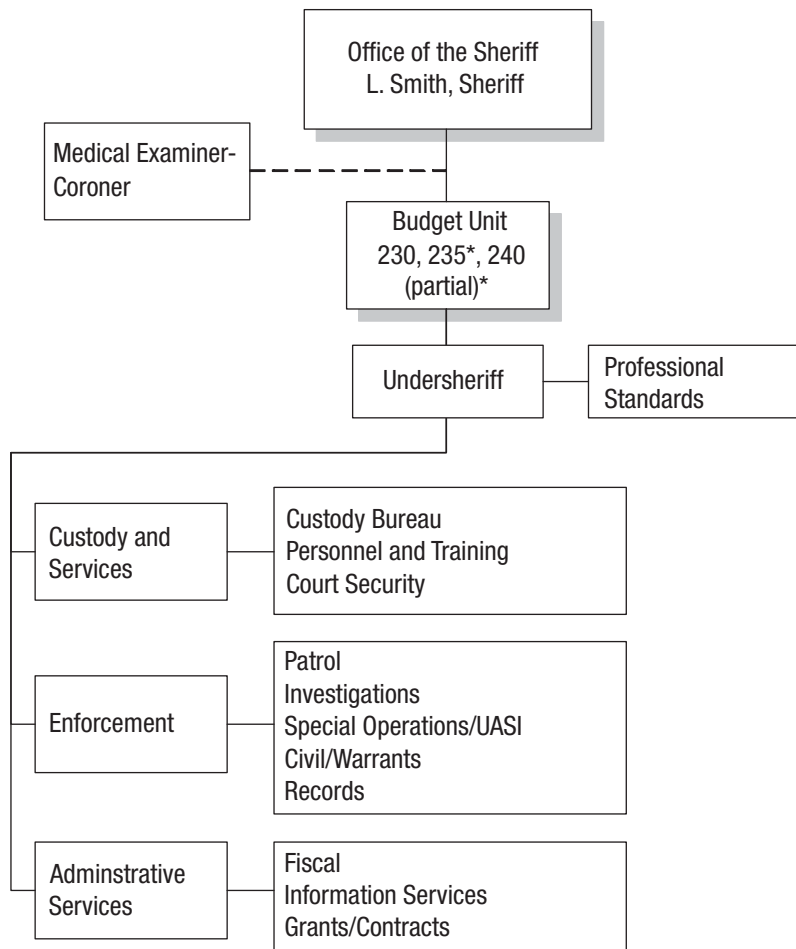
CC	Cost Center Name	FY 2012 Actuals	FY 2013 Approved	FY 2014 Base Budget	FY 2014 Recommended	Amount Chg From 2013 Approved	% Chg From 2013 Approved
3217	Courts & Conflicts Spt Fund 0001	\$ 180,328,103	\$ 181,054,008	\$ 196,856,007	\$ 202,856,007	\$ 21,801,999	12.0%
	Total Revenues \$	180,328,103 \$	181,054,008 \$	196,856,007 \$	202,856,007 \$	21,801,999	12.0%

Courts & Conflicts Spt Fund 0001 — Cost Center 3217 Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
Current Level Budget			
FY 2013 Approved Budget	—	\$ 46,960,873	\$ 181,054,008
Board Approved Adjustments During FY 2013	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
IntraCounty Adjustments	—	(211,413)	304,308
Other Adjustments	—	(125,802)	15,497,691
Subtotal (Current Level Budget)	—	\$ 46,623,658	\$ 196,856,007
Recommended Changes for FY 2014			
IntraCounty Adjustments	—	\$ —	\$ —
Decision Packages			
Public Safety Realignment - AB109 Reserve & Housing Projects	—	6,000,000	6,000,000
Information Technology			
Capital			
Subtotal (Recommended Changes)	—	\$ 6,000,000	\$ 6,000,000
Recommended Budget	—	\$ 52,623,658	\$ 202,856,007



Office of the Sheriff



In addition to the 831 positions above, the Sheriff has assigned an additional 741 jail detention services personnel to work at the Department of Correction.



Public Purpose

➔ Public Safety



Description of Major Services

The Office of the Sheriff is responsible for enforcing the law in the unincorporated areas of Santa Clara County, and serves as the municipal police department in three contract cities: Cupertino, Los Altos Hills and Saratoga. Contractual law enforcement services are also provided to:

- County Parks and Recreation Department
- Superior Court system
- Social Services Agency
- Stanford University
- Santa Clara County Fair Association
- Santa Clara Valley Transportation Authority (VTA)
- Department of Child Support Services
- County Counsel

On July 1, 2010, the Board of Supervisors approved an administrative restructuring of the Department of Correction (DOC), wherein the Sheriff's Office and the DOC work in conjunction and cooperation regarding the daily jail functions. The Sheriff is the appointing authority for the badge positions, Custody Support Assistants, and non-badge administrative staff, such as fiscal and information technology. The Chief of Correction is the appointing authority for specified non-badge operational staff in Food Services, Administrative Booking, Inmate Laundry, and Warehouse.

The Sheriff's Office has been responsible for the administrative management of the Medical Examiner - Coroner's Office since July 1, 2004.

The Sheriff is responsible for the execution of civil court orders issued within the County and the service of bench warrants. The Sheriff works in cooperation with other agencies to coordinate specialized Countywide law enforcement task forces, such as investigation of hi-tech Crime, auto theft, domestic violence and violent sexual predators. Finally, the Sheriff is the Law Enforcement Mutual Aid Coordinator for Santa Clara County, as designated by the State Office of Emergency Services.

Administrative Services

These divisions provide general administrative, fiscal and accounting services. The Information Systems Division manages all systems, including the Sheriff's Law Enforcement Telecommunications System (SLETS) and the Jail Management System (JIS). Other divisions are comprised of Human Resources/Personnel, Background/Recruiting, Training and Video, Regional Training Facility, and Health and Injury Prevention. The Santa Clara County Justice Training Center is also managed by Personnel and Training division.

Administrative Booking and Records Services

The Records and Administrative Booking unit manages all criminal history and warrant files, and performs applicant fingerprinting for employment. The unit maintains individual inmate records, which include intake information, personal property receipts, commitment papers, court orders, reports of disciplinary actions, medical orders, and non-medical information regarding disabilities and other limitations.

Civil and Warrants Services

The Civil and Warrants Division serves all felony warrants and certain misdemeanor warrants within the County, as well as extradites fugitives from outside the State. The division also provides dignitary protection when requested by the United States Secret Service. The Civil unit is responsible for executing levies (seizures of property) and serving civil bench warrants, as well as service and execution of all civil processes and notices given to the Sheriff by the Court and the public.

Headquarters Patrol

Patrol services are provided for an area of approximately 600 square miles in the unincorporated districts including Almaden Valley, Burbank, Cambrian, East San Jose, Mt. Hamilton and San Antone Valleys, and South Santa Clara County, including San Martin, unincorporated Morgan Hill, and unincorporated Gilroy. The Parks Safety Unit operates within this division, providing contract law enforcement services to the Santa Clara County Parks and Recreation Department. Patrol Services operates several specialized units, including the Rural Crimes Unit and the Field Training Office.

Court Services

This division provides security services to eleven facilities and ninety-six departments through a contract with the Superior Court of Santa Clara County. The division is responsible for the operation of ten security screening stations, and five prisoner holding cell sites. Risk assessments are performed for all prisoner threat cases going to court each morning and afternoon.

Investigative Services

This division investigates alleged violations of Federal, State, and County laws and ordinances, as well as criminal issues concerning the County's Department of Correction. This unit investigates criminal activity and apprehends suspects, enabling prosecution of criminals

and recovery of property losses. The Crime Scene Investigation and Court Liaison units operate within this division, as well as specialized units such as the Regional Auto Theft Task Force (RATTF), the Domestic Violence Unit, the Sexual Assault Felony Enforcement (SAFE), and the Rapid Enforcement Allied Computer Team (REACT).

Transit Patrol

The Santa Clara Valley Transportation Authority (VTA) contracts with the Sheriff's Office for general law enforcement services. Patrol deputies currently handle more than 850 dispatched events per month for the Valley Transportation Authority. The division includes a two-deputy plain-clothes "Route Stabilization Team" to reduce crimes and disruptive behavior committed aboard buses and light rail vehicles. Sheriff's staff assigned to VTA also participate in the County's efforts to assist the homeless and those in need of mental health services.

West Valley Patrol

Law enforcement services are provided for the mountain areas that border Santa Cruz and San Mateo Counties, as well as unincorporated areas west of Highway 17. In addition, the Division provides law enforcement services to the communities of Aldercroft Heights, Chemeketa Park, Redwood Estates, Holy City, Loma Prieta and the military housing area located at Moffett Field. Law enforcement services are provided on a contractual basis to the cities of Cupertino, Saratoga, and Los Altos Hills. The West Valley Patrol division also provides traffic enforcement services, traffic investigators, and school resource officers for all areas served.

Special Operations

There are various specialized response teams within the Special Operations Division, such as the Bomb Squad, Hostage Negotiation Team, Tactical SERT Team, Underwater Search Dive Team, Crowd Control Unit, Off Road Motorcycle Team, Air Support Unit and Canine Unit. In addition to these highly specialized teams, this division is also the home of the Multi-Jurisdictional Methamphetamine Enforcement Team, Marijuana Eradication Team, Northern California Regional Intelligence Center Liaison Detective, Vice and Intelligence Unit, County Multi-Discipline Task Force, and the County Mutual Aid Coordinator. The vast level of expertise and experience within this division not only



supplements the daily operations of several other divisions within the Sheriff's Office, but also works in collaboration with multiple first responder agencies throughout Santa Clara County. Since the Sheriff is the Law Enforcement Mutual Aid Coordinator for Santa Clara County, this division is responsible for providing coordination to, and working with, all law enforcement agencies in the County, especially in the area of homeland security.

Citizen Volunteers and Reserve Deputy Sheriff Unit

This division supports the Sheriff's sworn personnel by supplying Reserve Deputy Sheriffs and non-sworn volunteers and youth cadets, who together provide approximately 13,500 hours yearly to the community. Except for the coordinator, volunteers provide all services to the County at no cost.

Current and Emerging Issues

Incorporation

The Sheriff's Office provides law enforcement in the unincorporated areas of the County. When cities annex unincorporated parcels, the result is a reduction in patrol areas for which the Sheriff's Office is responsible. Because these changes are small and incremental in nature, the Department is unable to reduce patrol staffing to the remaining unincorporated areas. The Sheriff's Office has contracts with numerous public agencies for law enforcement services, and continues to pursue new opportunities for contracts.

Regional Disaster Services

The Sheriff is the Law Enforcement Mutual Aid Coordinator for the County of Santa Clara, as designated by the State Office of Emergency Services. Through homeland security grants, the Sheriff's office is active in the planning and implementation of regional disaster services. The department also has a management position assigned to, and fully reimbursed by, the Bay Area Urban Area Security Initiative (BAUASI).

Recruitment and Retention

Recruitment and retention of high-caliber law enforcement professionals is a challenge, both in the County and regionally. Currently, the number of Deputy vacancies is approximately 60, out of 811, and vacancies are an ongoing challenge for the Department. With an aging workforce, the Department is anticipating many retirements in the next few years. The Office of the Sheriff continues to develop new and innovative methods to recruit top applicants.

Expansion of Regional Services

Since the opening of the Santa Clara County Justice Training Center in 2005, the Department has been working to expand the number of training classes, as well as increase enrollment from outside agencies in the Academy. The Sheriff's Office also maintains an outside Firing Range that is used by the Sheriff's Office and other law enforcement agencies for training and mandated firearms qualifications. The Sheriff's Office is developing the Range into a regional training center, and plans to include a Situational Training Facility which will be utilized by the Sheriff's Office as well as other law enforcement agencies. The purpose of the facility is to provide real world training for law enforcement officers.

Increase in Gang Cases

In 2011, the Office of the Sheriff established new guidelines for tracking gang activity. As a result of the new guidelines, staff training on gang-related crime tracking has improved. Analysis of crime and investigations data has shown that gang-related criminal investigations have increased by 58% since 2011. The Sheriff Office's areas of responsibility currently include Santa Clara County, contract cities Cupertino, Los Altos Hills and Saratoga, court facilities, custody facilities, and Valley Transportation Authority (VTA) transit lines and stations. Sheriff's Office patrol divisions work closely with the Special Operations and Investigations Divisions to identify and track gang crime.

Summary of County Executive's Recommendations

Description	Impact	Impact on Services	Position Impact	FY 2014 Ongoing Net Cost/(Savings)	FY 2014 One-Time Net Cost/(Savings)
Increase Law Enforcement Services for Various Agencies	↑	Additional services will be provided to VTA, City of Cupertino, SSA and DCSS.	6.0	\$85,134	—
Adjust Staffing Level for Accounting Services	↑	Provide ability to perform more complex civil accounting functions.	—	\$5,567	(\$13,518)
Address the Department's Vacancy Rate	↑	Vacancies will be filled thereby enhancing services.	—	—	\$1,604,728
Provide Training for Civilian Staff	↑	Middle management will be empowered Department-wide.	—	\$10,000	—
Public Safety Realignment (AB 109) Custodial Alternative Supervision Unit (CASU)	↑	Improve and enhance Reentry related services and programs.	1.0	—	—
Public Safety Realignment (AB109) Office of the Sheriff's Identification Unit	↑	Services will be enhanced by the streamlining of CAL-ID functions.	13.0	—	—
↑ — Enhanced ◆ — Modified ● — No Change ↓ — Reduced ☒ — Eliminated					

County Executive's Recommendation

↑ Increase Law Enforcement Services for Various Agencies

Recommended Action: Add 6.0 FTE law enforcement personnel for services to various agencies, recognize associated increased revenue, and increase expenditures.

Service Impact: 2.0 FTE Deputy Sheriff positions are recommended to provide increased law enforcement services for the Valley Transportation Authority's (VTA) Downtown Transit Mall, in the addition to the supplemental contractual law enforcement services that the Department already provides to VTA. The Downtown Transit Mall is heavily utilized by VTA passengers. The area includes light rail service at six stations (3 stations northbound and southbound): St. James, San Antonio, and Santa Clara. In addition, numerous VTA bus lines, shuttles and several outside transit agencies provide transit connections in the Downtown Transit Mall. Crime in this immediate area extends beyond VTA's bus stops and light rail stations and is prevalent in the entire downtown area. The ongoing cost is \$388,910. New revenue is \$388,910.

1.0 FTE Sheriff's Sergeant position is recommended to provide supervision for code enforcement and traffic services in the City of Cupertino, in addition to the contractual law enforcement services that the Department already provides to the contract cities. The City of Cupertino requested the Department to add this Sergeant position to supervise two City of Cupertino Code Enforcement Officers. The Sergeant will also supervise existing Sheriff's Office employees responsible for traffic enforcement and investigations. The ongoing cost is \$174,647. New Revenue is \$174,647.

3.0 FTE Deputy Sheriff positions and related expenses are recommended, to provide supplemental law enforcement services for the County's Social Services Agency (SSA) and Department of Child Support Services (DCSS). The Department provides security services for the Social Services Agency for the Receiving Assessment and Intake Center (RAIC) and for the Department of Child Support Services at their Ridder Park Drive building. Although SSA and DCSS require only 2.5 FTE Deputy Sheriff positions, the Department does not possess half-time Deputy Sheriff positions. Therefore, the Department will use .50 FTE for regular general fund law enforcement duties. The ongoing cost is \$467,339. Increased Reimbursement is \$105,600 for a



total ongoing reimbursement of \$383,205 (the base already contains existing reimbursement from SSA and DCSS in the amount of \$276,605).

Positions Added: 6.0 FTE

Ongoing Net Cost: \$85,134

Ongoing Revenue: \$563,557

Ongoing SSA and DCSS Reimbursement: \$382,205

Ongoing Cost: \$1,030,896

↑ Adjust Staffing Level for Accounting Services

Recommended Action: Delete 1.0 FTE Account Clerk II position and add 1.0 FTE Accountant Assistant/Account Clerk II position to the Civil Accounting Unit.

Service Impact: The Civil Accounting Unit within the Fiscal Division is responsible for the accounting related to the many civil levy functions that the Department performs. These include evictions, seizure and sale of automobiles, writs of possession, business levies and seizures, and domestic violence restraining orders. There is a need for a higher level of staffing to perform the more complex civil accounting functions. This position will be responsible for performing monthly reconciliations of trust fund's cash and warrants payable balance, producing a variety of complex reports, exercising a high level of independence in researching raw data and subsidiary reports, reviewing transaction documents such as check postings and payouts, and assisting in the civil escheatment of unclaimed money.

Net Positions Added: 0

Positions Added: 1.0 FTE

Positions Deleted: 1.0 FTE

Ongoing Net Cost: \$5,567

Ongoing Cost: \$81,110

Ongoing Savings: \$75,543

One-Time Savings: \$13,518

2 months salary savings reflecting time for recruitment

↑ Address the Department's Vacancy Rate

Recommended Action: Allocate one-time funds for the Sheriff's Deputy Cadet Academy.

Service Impact: One-time funding will allow the Department to train an additional 24 cadets, for a total of 40 for Fiscal Year 2014. The Sheriff's Office conducts a mandatory 6-month law enforcement training academy for Sheriff's Deputy Cadets. The Department's current level of vacancies for Deputy Sheriff is approximately 60. The Department needs to conduct at least two academies in Fiscal Year 2014 to address some of its vacancies, and the Department's existing budget only allows for training of 16 cadets.

One-time Cost: \$1,604,728

↑ Provide Training for Civilian Staff

Recommended Action: Increase funding to provide backfill resources for civilian staff who are attending training.

Service Impact: Increased ongoing funding will enable the Department to provide leadership training for civilian staff. The allocation will fund backfill resources for employees so they can attend the training during work hours. The Sheriff's Office provides mandated training to badge staff assigned to special units or promoted to middle management positions. The training for badge staff is typically reimbursed by the State Peace Officer Standards and Training (POST). This funding will provide the same level of training to civilian staff, thereby increasing the empowerment of middle management Department-wide.

Ongoing Cost: \$10,000

↑ Public Safety Realignment Program (AB 109) – Custodial Alternative Supervision Unit (CASU)

Recommended Action: Add 1.0 FTE Deputy Sheriff position to the Custodial Alternative Supervision Unit (CASU).

Service Impact: This position will provide management and supervision of custodial alternative programs and inmates in programs that offer an alternative to custodial confinement. The supervision process requires compliance checks at different locations, including work release, school release, residential programs, and at the Reentry Resource Center.

Background: The Custodial Alternative Supervision Unit (CASU) manages custodial alternative programs and provides the intensive monitoring of both pre-sentenced and post-sentenced inmates assigned to these programs. At times, the CASU staff is required to conduct law enforcement work, such as writing crime reports, or dealing with criminal acts out in the community, in the areas where the CASU offenders live and work.

Positions Added: 1.0 FTE

Ongoing Cost: \$132,469

Ongoing Cost offset by a Transfer-in from the AB 109 Fund.

Public Safety Realignment Program (AB 109) - Office of the Sheriff's Identification Unit

Recommended Action: Transition the CAL-ID Program functions to the Sheriff's Identification Unit, adding 12.0 FTE Latent Fingerprint Examiner II positions and 1.0 FTE Information Systems Manager I position, and increasing related expenditures and revenues.

Service Impact: The CAL-ID Program, currently administered by the City of San Jose will be transitioned to the Office of the Sheriff. Current services will be enhanced because the Department will streamline the CAL-ID functions to take advantage of automated practices used successfully by other Sheriff Offices throughout the State.

The related expenditures are primarily related to CAL-ID systems maintenance (AFIS, FORAY), maintenance of remote livescans, Mugshot maintenance, Intelli tech Halon Maintenance, and supplies, The related revenues are a combination of charges to cities, SB 720, and a transfer-in from the AB 109 Fund.

Background: The Department studied the current CAL-ID operation from a process-oriented, technological, and budgetary perspective and concluded that in assuming the CAL-ID function, it will reduce costs for the program and maintain responsibility for greater accuracy and accountability. Additionally, the Department is a 24 hour, 7 day a week operation and latent print examinations are an investigative function and the Department already has the necessary infrastructure in place to support the operation.

Positions Added: 13.0 FTE

Ongoing Net Cost: \$0

Ongoing Cost: \$3,049,842

Ongoing Revenue: \$3,049,842

Ongoing Revenue contains a transfer-in of \$1,279,143 from AB 109 fund.

**Sheriff's Department— Budget Unit 230
Net Expenditures by Cost Center**

CC	Cost Center Name	FY 2012 Actuals	FY 2013 Approved	FY 2014 Base Budget	FY 2014 Recommended	Amount Chg From 2013 Approved	% Chg From 2013 Approved
023001	Administration Fund 0001	\$ 4,606,069	\$ 4,735,556	\$ 4,896,628	\$ 4,906,628	\$ 171,072	3.6%
023002	Administrative Svcs Fund 0001	12,008,866	12,824,277	12,948,849	17,595,468	4,771,191	37.2%
023003	Field Enforcement Bureau Fund 0001	48,265,321	45,682,941	49,595,293	50,112,276	4,429,335	9.7%
023004	Services Bureau Fund 0001	48,698,165	50,836,472	51,251,228	51,792,010	955,538	1.9%
023005	Internal Affairs Fund 0001	742,253	678,232	752,071	752,071	73,839	10.9%
Total Net Expenditures		\$ 114,320,673	\$ 114,757,478	\$ 119,444,069	\$ 125,158,453	\$ 10,400,975	9.1%



Sheriff's Department— Budget Unit 230 Gross Expenditures by Cost Center

CC	Cost Center Name	FY 2012 Actuals	FY 2013 Approved	FY 2014 Base Budget	FY 2014 Recommended	Amount Chg From 2013 Approved	% Chg From 2013 Approved
023001	Administration Fund 0001	\$ 4,787,064	\$ 4,735,556	\$ 4,896,628	\$ 4,906,628	\$ 171,072	3.6%
023002	Administrative Svcs Fund 0001	12,055,988	15,703,841	16,111,124	20,757,743	5,053,902	32.2%
023003	Field Enforcement Bureau Fund 0001	51,928,902	48,754,261	52,801,096	53,318,079	4,563,818	9.4%
023004	Services Bureau Fund 0001	49,093,917	51,304,077	52,019,333	52,665,715	1,361,638	2.7%
023005	Internal Affairs Fund 0001	1,107,525	1,046,232	1,120,071	1,120,071	73,839	7.1%
Total Gross Expenditures		\$ 118,973,396	\$ 121,543,967	\$ 126,948,252	\$ 132,768,236	\$ 11,224,269	9.2%

Sheriff's Department— Budget Unit 230 Expenditures by Object

Object	FY 2012 Actuals	FY 2013 Approved	FY 2014 Base Budget	FY 2014 Recommended	Amount Chg From 2013 Approved	% Chg From 2013 Approved
Salary and Benefits	103,805,645	107,923,608	111,936,130	116,438,428	8,514,820	7.9%
Services And Supplies	15,006,371	13,620,359	15,012,122	16,329,808	2,709,449	19.9%
Fixed Assets	161,380	—	—	—	—	—
Total Gross Expenditures	\$ 118,973,396	\$ 121,543,967	\$ 126,948,252	\$ 132,768,236	\$ 11,224,269	9.2%
Expenditure Transfers	(4,652,723)	(6,786,489)	(7,504,183)	(7,609,783)	(823,294)	12.1%
Total Net Expenditures	\$ 114,320,673	\$ 114,757,478	\$ 119,444,069	\$ 125,158,453	\$ 10,400,975	9.1%

Sheriff's Department— Budget Unit 230 Revenues by Cost Center

CC	Cost Center Name	FY 2012 Actuals	FY 2013 Approved	FY 2014 Base Budget	FY 2014 Recommended	Amount Chg From 2013 Approved	% Chg From 2013 Approved
023001	Administration Fund 0001	\$ 632,853	\$ 288,000	\$ 697,135	\$ 697,135	\$ 409,135	142.1%
023002	Administrative Svcs Fund 0001	939,465	724,880	671,830	3,721,672	2,996,792	413.4%
023003	Field Enforcement Bureau Fund 0001	21,818,517	19,797,513	20,335,972	20,899,529	1,102,016	5.6%
023004	Services Bureau Fund 0001	31,726,119	32,702,981	31,422,498	31,554,967	(1,148,014)	-3.5%
Total Revenues		\$ 55,116,954	\$ 53,513,374	\$ 53,127,435	\$ 56,873,303	\$ 3,359,929	6.3%



Administration Fund 0001 — Cost Center 023001
Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
Current Level Budget			
FY 2013 Approved Budget	18.0	\$ 4,735,556	\$ 288,000
Board Approved Adjustments During FY 2013	—	48,766	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	63,411	—
IntraCounty Adjustments	—	6,040	349,135
Other Adjustments	—	42,855	60,000
Subtotal (Current Level Budget)	18.0	\$ 4,896,628	\$ 697,135
Recommended Changes for FY 2014			
IntraCounty Adjustments	—	\$ —	\$ —
Decision Packages			
Provide Training for Civilian Staff	—	10,000	—
Information Technology			
Capital			
Subtotal (Recommended Changes)	—	\$ 10,000	\$ —
Recommended Budget	18.0	\$ 4,906,628	\$ 697,135

Administrative Svcs Fund 0001 — Cost Center 023002
Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
Current Level Budget			
FY 2013 Approved Budget	153.0	\$ 12,824,277	\$ 724,880
Board Approved Adjustments During FY 2013	1.0	105,311	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	180,374	—
IntraCounty Adjustments	—	(105,596)	—
Other Adjustments	—	(55,517)	(53,050)
Subtotal (Current Level Budget)	154.0	\$ 12,948,849	\$ 671,830
Recommended Changes for FY 2014			
IntraCounty Adjustments	—	\$ —	\$ —
Decision Packages			
Adjust Staffing Level for Accounting Services	—	(7,951)	—
Address the Department's Vacancy Rate	—	1,604,728	—
Office of the Sheriff's Identification Unit	13.0	3,049,842	3,049,842
Information Technology			
Capital			
Subtotal (Recommended Changes)	13.0	\$ 4,646,619	\$ 3,049,842
Recommended Budget	167.0	\$ 17,595,468	\$ 3,721,672



Field Enforcement Bureau Fund 0001 — Cost Center 023003
Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
Current Level Budget			
FY 2013 Approved Budget	274.0	\$ 45,682,941	\$ 19,797,513
Board Approved Adjustments During FY 2013	—	1,332,250	30,000
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	663,742	—
IntraCounty Adjustments	—	129,697	(80,605)
Other Adjustments	—	1,786,663	589,064
Subtotal (Current Level Budget)	274.0	\$ 49,595,293	\$ 20,335,972
Recommended Changes for FY 2014			
IntraCounty Adjustments	—	\$ —	\$ —
Decision Packages			
Increase Law Enforcement Services for Various Agencies	3.0	516,983	563,557
Information Technology			
Capital			
Subtotal (Recommended Changes)	3.0	\$ 516,983	\$ 563,557
Recommended Budget	277.0	\$ 50,112,276	\$ 20,899,529

Services Bureau Fund 0001 — Cost Center 023004
Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
Current Level Budget			
FY 2013 Approved Budget	358.0	\$ 50,836,472	\$ 32,702,981
Board Approved Adjustments During FY 2013	1.0	1,582,118	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	1,795,055	—
IntraCounty Adjustments	—	44,895	(556,883)
Other Adjustments	—	(3,007,312)	(723,600)
Subtotal (Current Level Budget)	359.0	\$ 51,251,228	\$ 31,422,498
Recommended Changes for FY 2014			
IntraCounty Adjustments	—	\$ —	\$ —
Decision Packages			
Increase Law Enforcement Services for Various Agencies	3.0	408,313	—
Public Safety Realignment (AB 109) - CASU	1.0	132,469	132,469
Information Technology			
Capital			
Subtotal (Recommended Changes)	4.0	\$ 540,782	\$ 132,469
Recommended Budget	363.0	\$ 51,792,010	\$ 31,554,967

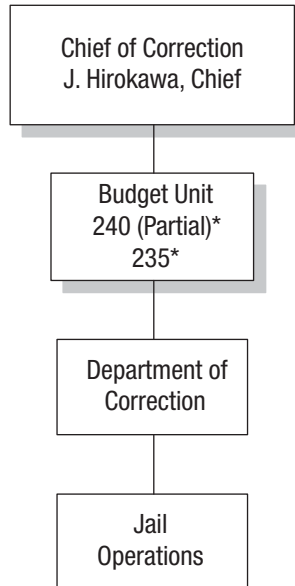


Internal Affairs Fund 0001 — Cost Center 023005
Major Changes to the Budget

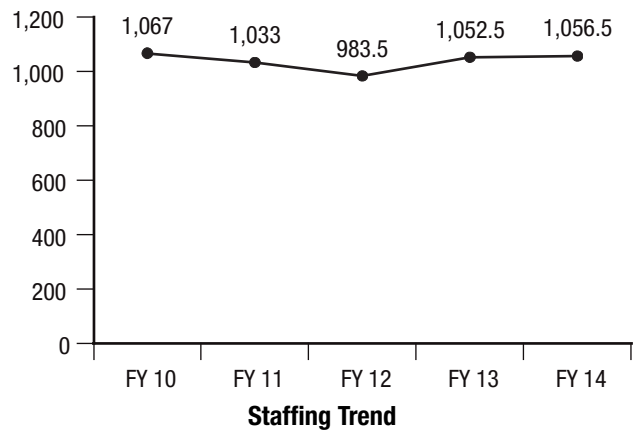
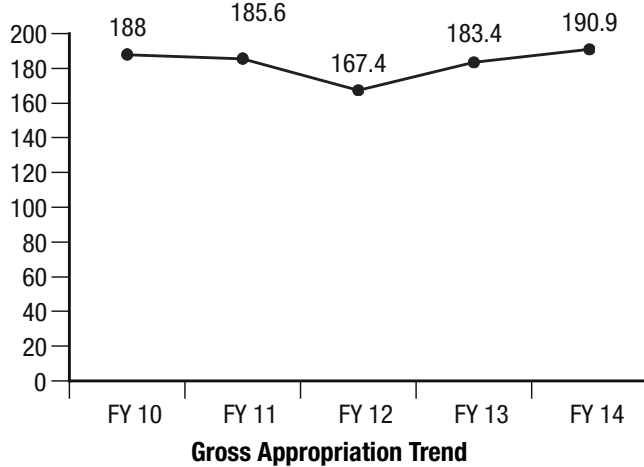
	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
Current Level Budget			
FY 2013 Approved Budget	6.0	\$ 678,232	\$ —
Board Approved Adjustments During FY 2013	—	(1,405)	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	37,339	—
IntraCounty Adjustments	—	(2,580)	—
Other Adjustments	—	40,485	—
Subtotal (Current Level Budget)	6.0	\$ 752,071	\$ —
Recommended Changes for FY 2014			
IntraCounty Adjustments	—	\$ —	\$ —
Decision Packages			
Information Technology			
Capital			
Subtotal (Recommended Changes)	—	\$ —	\$ —
Recommended Budget	6.0	\$ 752,071	\$ —



Department of Correction



Section 2: Public Safety and Justice



Of the above 1,056.5 positions, the Sheriff has authorized the assignment of 741 jail detention services personnel to work at the Department of Correction.



Public Purpose

- ➔ **Public Safety**
- ➔ **Compliance with Mandates**
- ➔ **Provide Programs to Enhance Inmate Reintegration into the Community**



Description of Major Services

The Department of Correction (DOC), in conjunction, collaboration, and cooperation with the Sheriff's Office, operates the County jails with correctional staff, as well as with contract staff and County staff providing ancillary services, institutional care, custody, treatment and rehabilitation to pre-sentenced and sentenced inmates. The DOC serves and protects citizens of the County by detaining, treating and rehabilitating inmates in a safe and secure environment, while providing humane care. The County maximizes opportunities for offenders to participate in programs designed to reduce criminal behavior and enhance reintegration into the community.

Custody

All inmates are properly identified, finger-printed, and photographed, following which each is evaluated for release or housing in the jail. To properly house inmates in safe and secure facilities and in the least restrictive environment, the following services include:

Intake Booking: All Intake Booking is done at the Main Jail and initiates the County custody process for most inmates. Approximately, 47,000 arrestees were accepted and processed at the County jail facilities in Fiscal Year 2012.

Release: Inmates who are scheduled for release are released in a timely manner.

Classify Inmates: The classification process is designed to identify the individual characteristics of each inmate based on behavior, criminal history, in-custody history, judicial status, and the individual or special needs of the inmate. Once compiled, the information is used to determine the inmate's security level and housing placement.

Inmate Labor Management: All sentenced inmates are required to work. The inmates are selected by the Assignment Officer, screened and approved by Classification and Medical to work. The management of inmate labor augments the work force in the jail and assists the inmates in preparing themselves to integrate into the community with some work experience and skills.

Alternative Sentencing: The Inmate Screening Unit located at the Elmwood Complex screens the inmates for the Public Service Program.

Housing

To provide effective custody of inmates in a safe and controlled environment, to reduce inmate claims, and to meet required mandates. The following service areas include:

Provide Shelter: All inmates are housed in an environment that meets California Code of Regulations Title 15 and 24 Environmental Health standards.

Inmates are provided a bed, furnishings to enable them to conduct daily activities, access to personal hygiene facilities, and access to recreational areas.

Provide Nutritious Food: The Food Service Division provides satisfying, nutritious and cost-effective meals in accordance with State mandates. The Food Service Division provides about 12,000 meals daily, including special diets.

Provide Visitation for Inmates: Facilities provide the opportunity for each inmate to have visits; the Elmwood Complex provides the opportunity for two half-hour visits each week and the Main Jail Complex provides opportunity for two one-hour visits each week.

Provide Clean Laundry: The DOC projects it will wash approximately 1.8 million pounds of inmate laundry and handle approximately 50,000 pounds of homeless laundry annually for various local homeless shelters in Fiscal Year 2013.

Provide Access to Religious Services: All inmates are allowed to participate in religious services and counseling available in their housing areas on a voluntary basis.

Provide Access to Telephones: All inmates are provided reasonable access to use telephones beyond those telephone calls required by Section 851.5 of the Penal Code.

Provide Access to Courts: All inmates are provided access to the Court and to legal counsel via mail, telephone, and confidential consultation with attorneys. Inmates are also provided access to legal documents via access to a contracted legal research services provider.

Provide Access to Mail: All inmates may correspond freely with family members and friends. Inmates may correspond confidentially with state and federal courts, attorneys, public officers, facility commanders, and the State Board of Corrections.

Medical Care

The DOC, through Custody Health Services, provides for reasonable standard care in order to achieve the appropriate level of health care. This includes medical, dental, mental health services and counseling.

Inmate Programs

Educational and treatment programs are designed to provide positive and productive opportunities for inmates, and to facilitate successful reintegration into the community.

Comprehensive Behavior Modification Programs: These programs are available for inmates who are court ordered into a program or who voluntarily seek assistance. Curriculum includes evidence based classes such as Substance Abuse Education, Thinking Errors, Healthy Relationships, Conflict Resolution and Anger Management, Reentry and Job Readiness, Trauma Recovery and Parenting. Staff works to screen, enroll, monitor, develop transition plans and report on the progress of inmates to the Court and community partners.

Primary and Secondary Academic and Literacy Programs: Milpitas Adult Education (MAE) provides a variety of academic classes to inmates including General Education Development (GED), English-as-a-Second Language (ESL), Adult Basic Education (ABE), Math and English review, and Art.

Vocational, Job Readiness Classes: The Department contracts with MAE to provide a variety of vocational skill and job preparation classes. Through the Correctional Industries program, inmates are instructed in areas such as welding, cabinet making, carpentry, upholstery, blueprint reading, applied vocational math, and industrial safety.

Life Skills Classes: A variety of classes that are focused on individual topics related to life skills are provided to inmates.

Custodial Alternative Supervision Unit

The Custodial Alternative Supervision Unit (CASU) works with Rehabilitation Officers from the Programs Unit to complete eligibility screening of felons sentenced under the provisions of Penal Code section 1170(h) who wish to participate in out-of-custody programs. The Rehabilitation Officers, using a Correctional Assessment and Intervention System (CAIS) risk assessment tool, work with the inmates to develop individualized rehabilitation and/or recidivism reduction plans. CASU supervision involves compliance checks, drug screening, physical checks/searches of the inmate, the residence, job site, and general surveillance.

Current and Emerging Issues

State Realignment

The Governor's 2011 realignment proposal (AB 109) transferred a number of services previously provided by the State to the local government. The most significant of the realignment proposals for the Department of Correction was offenders, sentenced after September 30, 2011, without any current or prior serious or violent or sex convictions, became the responsibility of the local jails. This shift of inmates continues to increase the jail population, lengthen the sentences of some inmates, and impacts the jail's ability to accept voluntary revenue-generating inmates from other jurisdictions. This has also resulted in a significant change in the demographics of those inmates eligible to be housed on the Elmwood Correctional Complex minimum camp. The criminal sophistication of these inmates has caused increasing concerns regarding escape prevention, organized inmate disturbances, emergency response, and staffing plans.

Protective Custody Population

Protective custody is a classification that may be assigned to inmates who are affiliated with a gang, have committed certain violent crimes, whose case has a high degree of notoriety, or who have been determined to be at risk of victimization. Over the past several years, there has been a dramatic increase in inmates requiring protective custody, primarily due to affiliation with gangs. It is a challenge to provide the physical segregation required for these inmates.

Increasing Number of Mentally Ill Inmates

The portion of inmates in the jail with mental health issues requiring special attention has historically been significant and is always a key factor in the management of jail and inmate population. More recently however, a dramatic increase in the number of inmates with mental health issues is a growing concern to the Department. Specifically, the portion of the average daily inmate population requiring special management due to mental health issues has grown from 22% in 2012 to more than 25% in the first half of FY2013. This increase has exacerbated the jail management challenge of ensuring all mentally ill inmates are housed appropriately in order to minimize the risk of harm to themselves and others.

Physical and Mental Health of Inmates

One area of concern is the aging inmate population. In this decade, the percentage of inmates 55 years of age or older has increased from 2% to almost 4%, and from an Average Daily Population (ADP) of 88 to 180. Additionally, individual inmates are experiencing multiple health issues with significant pathology and disabilities. There is a strain on the availability of infirmary and special management beds which must be triaged every shift to accommodate the sickest and most vulnerable inmates. Several times during FY 2013, the need for special management beds for the mentally ill was exhausted, resulting in the need to open a suitable housing unit for these inmates. This situation is further constricted by the AB 109 inmates, because their length of stay is longer and many have chronic physical and mental health issues.

Aging Jail Facilities

Both Main Jail South and Elmwood are very old facilities that are in need of renovation or replacement. The annual maintenance and repair cost for these facilities continues to increase. There has been an increase in sewage leaks and spills in the work areas of the Main Jail. In addition, the population of AB 109 inmates is continuing to increase. These inmates have longer lengths of stay and are increasing the wear and tear to these facilities.

High Vacancy Rate

Recruitment and retention of high-caliber law enforcement professionals is a challenge, both in the County and regionally. Currently, the number of Correctional Deputy vacancies is approximately 103, out of 741, and vacancies are an ongoing challenge for the department. With an aging workforce, the department is anticipating many retirements in the next few years. The Office of the Sheriff continues to develop new and innovative methods to recruit top applicants.

Summary of County Executive's Recommendations – Sheriff's DOC Contract – Department of Correction

Description	Impact	Impact on Services	Position Impact	FY 2014 Ongoing Net Cost/(Savings)	FY 2014 One-Time Net Cost/(Savings)
Public Safety Realignment (AB 109) Elmwood Housing Units	↑	Programs for AB 109 inmates will be expanded and enhanced.	—	(\$1,702,050)	—
Adjust Staffing Level for Accounting Services	↑	Enable Department to perform more complex duties and increased volume of work.	—	\$13,242	(\$28,370)
Increase Safety and Security in Main Jail South	↑	Enable Department to provide a more safe and secure environment at Main Jail South.	—	—	\$45,000
Increase Professional Standards and Consistency for Staff	↑	Enable Department to provide services more professionally and consistently.	—	\$28,641	—
Support for Training of Civilian Staff	↑	Middle management will be empowered Department-wide.	—	\$10,000	—
Public Safety Realignment (AB 109) Elmwood Complex	↑	Programs for AB 109 inmates will be expanded and enhanced	1.0	—	—
↑ — Enhanced ◆ — Modified ● — No Change ↓ — Reduced ☒ — Eliminated					

County Executive's Recommendation

↑ Public Safety Realignment (AB 109) – Elmwood Housing Units

Recommended Action: Allocate AB 109 Funding to fund the cost of 14.0 FTE (3 Posts) Sheriff Correctional Deputy Positions assigned to the Elmwood Facility and focus them on AB 109 related activities.

Service Impact/Background: Since the implementation of realignment in October 2011, the County has provided the Department with essential resources to address the needs of the more serious and sophisticated population of AB 109 inmates, and has allocated funding for the reentry needs of the inmates as well. However, there are critical issues that still need to be addressed and focusing these 14.0 FTE Sheriff Correctional Deputy positions will support programming and reentry activities for AB 109 inmates in the M-3 and W-2 Housing units. This action will keep both the M-3 and W-2 Housing Units open thereby allowing the Department to expand and enhance programs. On average, sentences for AB109 inmates are three years in length. These Housing Units provide the

needed classroom space for training to prepare the AB 109 inmates for reentry into the community and programs that address their criminogenic needs.

Ongoing Revenue: \$1,702,050

Ongoing Revenue is a transfer-in from the AB 109 Fund.

↑ Adjust Staffing Level for Accounting Services

Recommended Action: Delete 1.0 FTE Administrative Assistant position and add 1.0 FTE Accountant-Auditor Appraiser/Accountant Assistant position; and delete 1.0 FTE Account Clerk II position and add 1.0 FTE Accountant Assistant /Account Clerk II position for Budget Management Unit.

Service Impact: The vacant Administrative Assistant position is no longer an appropriate staffing level for the Unit, and the budget management functions will be better served with the addition of an Accountant-Auditor Appraiser/Accountant Assistant position. The position will prepare a variety of accounting reports, assist in many rate calculations such as contract city rates, booking fee rates, and daily jail housing rates, as well as grant reimbursement claims.



The vacant Account Clerk II position is no longer an appropriate staffing level for the Unit. Adding an Accountant Assistant/Account Clerk II position will enable the Unit to assign higher level resources to generate housing billing invoices, maintain and reconcile revenue information, prepare various fees and fines reports, transactions and reconciliation for Courts, and process Correctional Industries billing and charges.

Background: After the administrative restructuring of the Sheriff's Office and the Department of Correction in July 2010, the Budget Management Unit was formed with existing staff to handle the budget management of a \$308 million operating budget, cost and grant accounting, rate calculations, internal and external reporting, and purchasing functions. Since that time, the Unit has been struggling due to an insufficient level of professional accounting staff to perform the numerous and complex duties, along with the increased volume of work.

Net Positions Added: 0

Positions Added: 2.0 FTE
Positions Deleted: 2.0 FTE

Net Ongoing Cost: \$13,242

Ongoing Cost: \$170,219
Ongoing Savings: \$156,977

One-Time Savings: \$28,370

2 months salary savings reflecting time for recruitment

↑ Increase Safety and Security in Main Jail South

Recommended Action: Allocate One-time Funding for Main Jail South Radio Communications System Upgrade.

Service Impact/Background: The Jail system utilizes radio communications systems to maintain contact between all Correctional Deputies and Main Control Stations. The radio communications system is a key component in ensuring the safety and security of staff, visitors and inmates. At Main Jail South, the radio communications system does not provide complete coverage throughout the facility. Specifically, the 2nd and 3rd Floor, East, and West-side areas of the Main Jail South facility are outside the coverage area of the existing radio communications system.

In August 2012, radio signal coverage testing was completed in these areas of the Jail by County Communications engineers. The outcome of the testing was a recommendation from County Communications that new radio equipment be purchased and installed to provide radio coverage in the areas not covered, thereby eliminating the possibility that a Correctional Deputy could be out of radio contact in these areas of the Main Jail South facility.

Additionally, installation of this new radio equipment will improve radio coverage in the corridors between the jails and the Court building, as well as in the operations area of the Jail.

One-Time Cost: \$45,000

↑ Increase Professional Standards and Consistency for Staff

Recommended Action: Allocate ongoing funding for Uniform Allowance for staff in the Administrative Booking Unit.

Service Impact/Background: During the FY 2013 Recommended Budget process, the Board approved the addition of a Law Enforcement Records Administrator position to oversee the newly consolidated Sheriff's Office Records Unit and DOC Administrative Booking Unit. The Records Unit already wears uniforms, and this recommendation will fund the cost of a Uniform Allowance for the Administrative Booking Unit staff as well.

The Administrative Booking Unit is the only remaining unit in the Department that has contact with the public that does not wear a uniform. Uniforms would quickly identify staff as representatives of the County, and portray a more professional image. Recently, Local 521 SEIU polled staff in the Administrative Booking Unit area and the majority of the employees were in favor of uniforms. Local 521 SEIU concurs with this proposal.

Ongoing Cost: \$28,641

↑ Support for Training of Civilian Staff

Recommended Action: Add ongoing allocation to backfill for training.

Service Impact: The recommended allocation would fund backfill for employees so they can attend the training during work hours. The DOC/Custody Bureau provides mandated training to badge staff annually or when promoted to middle management positions. The training for badge staff is typically reimbursed by the State Standards and Training for Corrections (STC). This allocation will make it possible for the Department to provide the same level of training to civilian staff, thereby increasing the empowerment of middle management Department-wide.

Ongoing Cost: \$10,000

↑ **Public Safety Realignment (AB 109) Elmwood Complex**

Recommended Action: Add 1.0 FTE Rehabilitation Officer II to the Elmwood Men's Housing Unit M-3 and a one-time allocation to fund a correctional academy, bus passes, the green inmate vocational program and vocational machines.

Service Impact: The AB 109 inmates are housed in various locations throughout the jail facilities, thereby making it difficult at times to provide inmate program services. The M-3 building has the potential to house 275 inmates. There are approximately 400+ inmates housed at the DOC, and by placing them in one housing unit the Department can centralize services. The Rehabilitation Officer position will be responsible for coordinating classes and private service providers, completing CAIS assessments on all of the inmates, coordinating services and work programs, working with inmates on reentry concerns, and developing discharge plans for inmates.

The Department is facing a significant challenge with its high vacancy rate for Correctional Deputies. Correctional Deputies must graduate from an academy before they can work in the jail facilities, and this academy is approximately 10 weeks long. The one-time

allocation of \$746,345 will fund academy costs to include pre-employment costs, cadet salaries and benefits, clothing and classroom supplies and equipment, and recruit training officer costs.

One of the Department's initiatives for AB 109 inmates, female inmates in general, are vocational training opportunities. The one-time allocation of \$53,800 will fund various vocational machines as a method to provide job skills for female inmates and subsequently assist with their reentry into the community. The Department will also be able to provide self-improvement opportunities and reduce inmates' anxiety levels by providing task-oriented jobs to fill their days.

The Department is working in collaboration with the county's Facilities and Fleet Department to bring sustainability projects to the jail facilities. The one-time allocation of \$9,000 will fund educational and vocational projects to include landscaping, irrigation training, vegetable farming for use in inmate meals, flower and plant greenhouses for use in county landscaping projects, recycling to reduce landfill waste, and vermin-composting to reduce food waste.

The Department strives to effectively reintegrate participants into the community and must connect them with services such as medical, mental health, outpatient counseling, school, employment search and training, social services, and the Courts. Many of these AB 109 clients have limited resources, and have difficulty assessing transportation. The one-time allocation of \$30,000 will fund bus passes and bus tokens that can be provided to the AB 109 clients so that they can access programs and services within the community.

Positions Added: 1.0 FTE

Ongoing Cost: \$139,470

One-time Cost: \$839,145

Ongoing Cost offset by a Transfer-in from the AB 109 Fund.

Sheriff's Doc Contract— Budget Unit 235 Net Expenditures by Cost Center

CC	Cost Center Name	FY 2012 Actuals	FY 2013 Approved	FY 2014 Base Budget	FY 2014 Recommended	Amount Chg From 2013 Approved	% Chg From 2013 Approved
3106	Academy Fund 0001	\$ 25,595	\$ 158,545	\$ 157,378	\$ 157,378	\$ (1,167)	-0.7%
3112	Internal Affairs Fund 0001	512,184	579,254	602,156	602,156	22,902	4.0%
3124	Training And Staff Dev Fund 0001	737	19,917	19,873	19,873	(44)	-0.2%
3133	Inmate Screening Unit Fund 0001	177,192	205,602	214,238	214,238	8,636	4.2%
3135	Classification Fund 0001	3,839,351	3,823,111	4,151,832	4,151,832	328,721	8.6%
3136	Elmwood Men's Facility Fund 0001	46,635,801	51,169,365	53,792,186	53,792,186	2,622,821	5.1%
3142	Custodial Alternative Supervision-Fund 0001	205,496	653,544	836,930	836,930	183,386	28.1%
3146	Inmate Progs-Psp Fund 0001	1,681,596	2,164,065	2,263,895	2,263,895	99,830	4.6%
023503	Main Jail Complex Fund 0001	48,393,710	51,062,474	53,346,586	53,346,586	2,284,112	4.5%
023509	Central Services Fund 0001	8,839	343,656	364,285	364,285	20,629	6.0%
Total Net Expenditures		\$ 101,480,501	\$ 110,179,533	\$ 115,749,359	\$ 115,749,359	\$ 5,569,826	5.1%

Sheriff's Doc Contract— Budget Unit 235 Gross Expenditures by Cost Center

CC	Cost Center Name	FY 2012 Actuals	FY 2013 Approved	FY 2014 Base Budget	FY 2014 Recommended	Amount Chg From 2013 Approved	% Chg From 2013 Approved
3106	Academy Fund 0001	\$ 25,595	\$ 158,545	\$ 157,378	\$ 157,378	\$ (1,167)	-0.7%
3112	Internal Affairs Fund 0001	512,184	579,254	602,156	602,156	22,902	4.0%
3124	Training And Staff Dev Fund 0001	737	19,917	19,873	19,873	(44)	-0.2%
3133	Inmate Screening Unit Fund 0001	177,192	205,602	214,238	214,238	8,636	4.2%
3135	Classification Fund 0001	3,839,351	3,823,111	4,151,832	4,151,832	328,721	8.6%
3136	Elmwood Men's Facility Fund 0001	46,635,801	51,169,365	53,792,186	53,792,186	2,622,821	5.1%
3142	Custodial Alternative Supervision-Fund 0001	205,496	653,544	836,930	836,930	183,386	28.1%
3146	Inmate Progs-Psp Fund 0001	1,681,596	2,164,065	2,263,895	2,263,895	99,830	4.6%
023503	Main Jail Complex Fund 0001	48,393,710	51,062,474	53,346,586	53,346,586	2,284,112	4.5%
023509	Central Services Fund 0001	8,839	343,656	364,285	364,285	20,629	6.0%
Total Gross Expenditures		\$ 101,480,501	\$ 110,179,533	\$ 115,749,359	\$ 115,749,359	\$ 5,569,826	5.1%



Sheriff's Doc Contract— Budget Unit 235 Expenditures by Object

Object	FY 2012 Actuals	FY 2013 Approved	FY 2014 Base Budget	FY 2014 Recommended	Amount Chg From 2013 Approved	% Chg From 2013 Approved
Salary and Benefits	101,480,501	110,179,533	115,749,359	115,749,359	5,569,826	5.1%
Fixed Assets	0	—	—	—	—	—
Total Net Expenditures	\$ 101,480,501	\$ 110,179,533	\$ 115,749,359	\$ 115,749,359	\$ 5,569,826	5.1%

Sheriff's Doc Contract— Budget Unit 235 Revenues by Cost Center

CC	Cost Center Name	FY 2012 Actuals	FY 2013 Approved	FY 2014 Base Budget	FY 2014 Recommended	Amount Chg From 2013 Approved	% Chg From 2013 Approved
3135	Classification Fund 0001	—	105,384	105,384	105,384	—	—
3136	Elmwood Men's Facility Fund 0001	—	5,451,971	5,451,971	7,154,021	1,702,050	31.2%
3142	Custodial Alternative Supervision-Fund 0001	—	663,900	663,900	663,900	—	—
3146	Inmate Progs-Psp Fund 0001	50,952	134,736	134,736	134,736	—	—
023503	Main Jail Complex Fund 0001	—	105,384	105,384	105,384	—	—
	Total Revenues	\$ 50,952	\$ 6,461,375	\$ 6,461,375	\$ 8,163,425	\$ 1,702,050	26.3%

Academy Fund 0001 — Cost Center 3106 Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
Current Level Budget			
FY 2013 Approved Budget	—	\$ 158,545	\$ —
Board Approved Adjustments During FY 2013	—	7,864	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	(9,031)	—
IntraCounty Adjustments	—	—	—
Other Adjustments	—	—	—
Subtotal (Current Level Budget)	—	\$ 157,378	\$ —
Recommended Changes for FY 2014			
IntraCounty Adjustments	—	\$ —	\$ —
Decision Packages			
Information Technology			
Capital			
Subtotal (Recommended Changes)	—	\$ —	\$ —
Recommended Budget	—	\$ 157,378	\$ —



Internal Affairs Fund 0001 — Cost Center 3112
Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
Current Level Budget			
FY 2013 Approved Budget	3.0	\$ 579,254	\$ —
Board Approved Adjustments During FY 2013	—	(214)	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	23,116	—
IntraCounty Adjustments	—	—	—
Other Adjustments	—	—	—
Subtotal (Current Level Budget)	3.0	\$ 602,156	\$ —
Recommended Changes for FY 2014			
IntraCounty Adjustments	—	\$ —	\$ —
Decision Packages			
Information Technology			
Capital			
Subtotal (Recommended Changes)	—	\$ —	\$ —
Recommended Budget	3.0	\$ 602,156	\$ —

Training And Staff Dev Fund 0001 — Cost Center 3124
Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
Current Level Budget			
FY 2013 Approved Budget	—	\$ 19,917	\$ —
Board Approved Adjustments During FY 2013	—	(44)	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
IntraCounty Adjustments	—	—	—
Other Adjustments	—	—	—
Subtotal (Current Level Budget)	—	\$ 19,873	\$ —
Recommended Changes for FY 2014			
IntraCounty Adjustments	—	\$ —	\$ —
Decision Packages			
Information Technology			
Capital			
Subtotal (Recommended Changes)	—	\$ —	\$ —
Recommended Budget	—	\$ 19,873	\$ —



Inmate Screening Unit Fund 0001 — Cost Center 3133
Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
Current Level Budget			
FY 2013 Approved Budget	1.0	\$ 205,602	\$ —
Board Approved Adjustments During FY 2013	—	(191)	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	8,827	—
IntraCounty Adjustments	—	—	—
Other Adjustments	—	—	—
Subtotal (Current Level Budget)	1.0	\$ 214,238	\$ —
Recommended Changes for FY 2014			
IntraCounty Adjustments	—	\$ —	\$ —
Decision Packages			
Information Technology			
Capital			
Subtotal (Recommended Changes)	—	\$ —	\$ —
Recommended Budget	1.0	\$ 214,238	\$ —

Classification Fund 0001 — Cost Center 3135
Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
Current Level Budget			
FY 2013 Approved Budget	25.0	\$ 3,823,111	\$ 105,384
Board Approved Adjustments During FY 2013	1.0	161,587	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	167,134	—
IntraCounty Adjustments	—	—	—
Other Adjustments	—	—	—
Subtotal (Current Level Budget)	26.0	\$ 4,151,832	\$ 105,384
Recommended Changes for FY 2014			
IntraCounty Adjustments	—	\$ —	\$ —
Decision Packages			
Information Technology			
Capital			
Subtotal (Recommended Changes)	—	\$ —	\$ —
Recommended Budget	26.0	\$ 4,151,832	\$ 105,384



Elmwood Men's Facility Fund 0001 — Cost Center 3136 Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
Current Level Budget			
FY 2013 Approved Budget	343.0	\$ 51,169,365	\$ 5,451,971
Board Approved Adjustments During FY 2013	—	433,327	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	2,189,494	—
IntraCounty Adjustments	—	—	—
Other Adjustments	—	—	—
Subtotal (Current Level Budget)	343.0	\$ 53,792,186	\$ 5,451,971
Recommended Changes for FY 2014			
IntraCounty Adjustments	—	\$ —	\$ —
Decision Packages			
Public Safety Realignment (AB109) Elmwood Housing Units	—	—	1,702,050
Information Technology			
Capital			
Subtotal (Recommended Changes)	—	\$ —	\$ 1,702,050
Recommended Budget	343.0	\$ 53,792,186	\$ 7,154,021

Custodial Alternative Supervision-Fund 0001 — Cost Center 3142 Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
Current Level Budget			
FY 2013 Approved Budget	6.0	\$ 653,544	\$ 663,900
Board Approved Adjustments During FY 2013	—	(460)	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	183,846	—
IntraCounty Adjustments	—	—	—
Other Adjustments	—	—	—
Subtotal (Current Level Budget)	6.0	\$ 836,930	\$ 663,900
Recommended Changes for FY 2014			
IntraCounty Adjustments	—	\$ —	\$ —
Decision Packages			
Information Technology			
Capital			
Subtotal (Recommended Changes)	—	\$ —	\$ —
Recommended Budget	6.0	\$ 836,930	\$ 663,900



Inmate Progs-Psp Fund 0001 — Cost Center 3146
Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
Current Level Budget			
FY 2013 Approved Budget	14.0	\$ 2,164,065	\$ 134,736
Board Approved Adjustments During FY 2013	—	6,181	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	93,649	—
IntraCounty Adjustments	—	—	—
Other Adjustments	—	—	—
Subtotal (Current Level Budget)	14.0	\$ 2,263,895	\$ 134,736
Recommended Changes for FY 2014			
IntraCounty Adjustments	—	\$ —	\$ —
Decision Packages			
Information Technology			
Capital			
Subtotal (Recommended Changes)	—	\$ —	\$ —
Recommended Budget	14.0	\$ 2,263,895	\$ 134,736

Main Jail Complex Fund 0001 — Cost Center 023503
Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
Current Level Budget			
FY 2013 Approved Budget	345.0	\$ 51,062,474	\$ 105,384
Board Approved Adjustments During FY 2013	—	334,906	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	1,949,206	—
IntraCounty Adjustments	—	—	—
Other Adjustments	—	—	—
Subtotal (Current Level Budget)	345.0	\$ 53,346,586	\$ 105,384
Recommended Changes for FY 2014			
IntraCounty Adjustments	—	\$ —	\$ —
Decision Packages			
Information Technology			
Capital			
Subtotal (Recommended Changes)	—	\$ —	\$ —
Recommended Budget	345.0	\$ 53,346,586	\$ 105,384



Central Services Fund 0001 — Cost Center 023509
Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
Current Level Budget			
FY 2013 Approved Budget	3.0	\$ 343,656	\$ —
Board Approved Adjustments During FY 2013	—	1,120	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	19,509	—
IntraCounty Adjustments	—	—	—
Other Adjustments	—	—	—
Subtotal (Current Level Budget)	3.0	\$ 364,285	\$ —
Recommended Changes for FY 2014			
IntraCounty Adjustments	—	\$ —	\$ —
Decision Packages			
Information Technology			
Capital			
Subtotal (Recommended Changes)	—	\$ —	\$ —
Recommended Budget	3.0	\$ 364,285	\$ —

Department Of Correction— Budget Unit 240
Net Expenditures by Cost Center

CC	Cost Center Name	FY 2012 Actuals	FY 2013 Approved	FY 2014 Base Budget	FY 2014 Recommended	Amount Chg From 2013 Approved	% Chg From 2013 Approved
3400	Administration Fund 0001	\$ 3,694,125	\$ 4,270,731	\$ 4,018,084	\$ 4,028,084	\$ (242,647)	-5.7%
3406	Academy Fund 0001	326,383	938,300	194,896	941,241	2,941	0.3%
3412	Internal Affairs Fund 0001	188,238	256,199	259,483	259,483	3,284	1.3%
3432	Admin Booking Fund 0001	3,130,901	3,998,999	4,166,759	4,195,400	196,401	4.9%
3435	Classification Fund 0001	862,843	906,286	901,328	901,328	(4,958)	-0.5%
3436	Elmwood Men's Facility Fund 0001	19,749,656	18,406,691	18,869,255	18,869,255	462,564	2.5%
3442	Custodial Alternative Supervision-Fund 0001	255,451	40,000	61,450	61,450	21,450	53.6%
024002	Administrative Services Bureau Fund 0001	3,433,894	4,043,786	4,217,957	4,202,829	159,043	3.9%
024003	Main Jail Complex Fund 0001	20,799,985	24,201,275	25,124,213	25,108,428	907,153	3.7%
024008	Inmate Program Fund 0001	2,136,418	2,869,980	3,074,624	3,306,894	436,914	15.2%
024009	Central Services Fund 0001	11,972,909	13,078,555	13,089,305	13,089,305	10,750	0.1%
	Total Net Expenditures	\$ 66,550,801	\$ 73,010,802	\$ 73,977,354	\$ 74,963,697	\$ 1,952,895	2.7%



Department Of Correction— Budget Unit 240 Gross Expenditures by Cost Center

CC	Cost Center Name	FY 2012 Actuals	FY 2013 Approved	FY 2014 Base Budget	FY 2014 Recommended	Amount Chg From 2013 Approved	% Chg From 2013 Approved
3400	Administration Fund 0001	\$ 3,694,125	\$ 4,270,731	\$ 4,018,084	\$ 4,028,084	\$ (242,647)	-5.7%
3406	Academy Fund 0001	326,383	938,300	194,896	941,241	2,941	0.3%
3412	Internal Affairs Fund 0001	188,238	256,199	259,483	259,483	3,284	1.3%
3432	Admin Booking Fund 0001	3,130,901	3,998,999	4,166,759	4,195,400	196,401	4.9%
3435	Classification Fund 0001	862,843	906,286	901,328	901,328	(4,958)	-0.5%
3436	Elmwood Men's Facility Fund 0001	19,749,656	18,406,691	18,869,255	18,869,255	462,564	2.5%
3442	Custodial Alternative Supervision-Fund 0001	255,451	40,000	61,450	61,450	21,450	53.6%
024002	Administrative Services Bureau Fund 0001	3,433,894	4,043,786	4,217,957	4,202,829	159,043	3.9%
024003	Main Jail Complex Fund 0001	20,799,985	24,201,275	25,124,213	25,108,428	907,153	3.7%
024008	Inmate Program Fund 0001	2,136,418	2,869,980	3,074,624	3,306,894	436,914	15.2%
024009	Central Services Fund 0001	12,094,205	13,249,179	13,273,520	13,273,520	24,341	0.2%
Total Gross Expenditures		\$ 66,672,097	\$ 73,181,426	\$ 74,161,569	\$ 75,147,912	\$ 1,966,486	2.7%

Department Of Correction— Budget Unit 240 Expenditures by Object

Object	FY 2012 Actuals	FY 2013 Approved	FY 2014 Base Budget	FY 2014 Recommended	Amount Chg From 2013 Approved	% Chg From 2013 Approved
Salary and Benefits	24,047,785	27,635,568	28,186,098	29,095,426	1,459,858	5.3%
Services And Supplies	42,425,990	45,342,358	45,975,471	46,052,486	710,128	1.6%
Fixed Assets	198,322	203,500	—	—	(203,500)	-100.0%
Total Gross Expenditures	\$ 66,672,097	\$ 73,181,426	\$ 74,161,569	\$ 75,147,912	\$ 1,966,486	2.7%
Expenditure Transfers	(121,296)	(170,624)	(184,215)	(184,215)	(13,591)	8.0%
Total Net Expenditures	\$ 66,550,801	\$ 73,010,802	\$ 73,977,354	\$ 74,963,697	\$ 1,952,895	2.7%

Department Of Correction— Budget Unit 240 Revenues by Cost Center

CC	Cost Center Name	FY 2012 Actuals	FY 2013 Approved	FY 2014 Base Budget	FY 2014 Recommended	Amount Chg From 2013 Approved	% Chg From 2013 Approved
3400	Administration Fund 0001	\$ 3,279,854	\$ 3,254,200	\$ 2,226,641	\$ 2,226,641	\$ (1,027,559)	-31.6%
3406	Academy Fund 0001	—	—	—	746,345	746,345	NA
3432	Admin Booking Fund 0001	65,741	134,934	135,995	135,995	1,061	0.8%
3435	Classification Fund 0001	126,932	145,941	152,135	152,135	6,194	4.2%
3436	Elmwood Men's Facility Fund 0001	5,519,552	2,169,587	2,456,661	2,456,661	287,074	13.2%
3442	Custodial Alternative Supervision-Fund 0001	4	—	—	—	—	—



Department Of Correction— Budget Unit 240 Revenues by Cost Center

CC	Cost Center Name	FY 2012 Actuals	FY 2013 Approved	FY 2014 Base Budget	FY 2014 Recommended	Amount Chg From 2013 Approved	% Chg From 2013 Approved
024002	Administrative Services Bureau Fund 0001	940,524	350,471	347,294	347,294	(3,177)	-0.9%
024003	Main Jail Complex Fund 0001	8,764,653	8,267,531	7,238,891	7,238,891	(1,028,640)	-12.4%
024008	Inmate Program Fund 0001	1,463,581	1,253,447	1,138,373	1,370,643	117,196	9.3%
024009	Central Services Fund 0001	174,847	189,775	190,411	190,411	636	0.3%
Total Revenues \$		20,335,688 \$	15,765,886 \$	13,886,401 \$	14,865,016 \$	(900,870)	-5.7%

Administration Fund 0001 — Cost Center 3400 Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
Current Level Budget			
FY 2013 Approved Budget	7.0	\$ 4,270,731	\$ 3,254,200
Board Approved Adjustments During FY 2013	2.0	245,493	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	-1.0	(9,546)	—
IntraCounty Adjustments	—	(488,594)	(627,508)
Other Adjustments	—	—	(400,051)
Subtotal (Current Level Budget)	8.0	\$ 4,018,084	\$ 2,226,641
Recommended Changes for FY 2014			
IntraCounty Adjustments	—	\$ —	\$ —
Decision Packages			
Support for Training of Civilian Staff	—	10,000	—
Information Technology			
Capital			
Subtotal (Recommended Changes)	—	\$ 10,000	\$ —
Recommended Budget	8.0	\$ 4,028,084	\$ 2,226,641

Academy Fund 0001 — Cost Center 3406 Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
Current Level Budget			
FY 2013 Approved Budget	50.0	\$ 938,300	\$ —
Board Approved Adjustments During FY 2013	—	848	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	(744,198)	—
IntraCounty Adjustments	—	(54)	—



Academy Fund 0001 — Cost Center 3406 Major Changes to the Budget

	Positions	Appropriations	Revenues
Other Adjustments	—	—	—
Subtotal (Current Level Budget)	50.0 \$	194,896 \$	—
Recommended Changes for FY 2014			
IntraCounty Adjustments	— \$	— \$	—
Decision Packages			
Public Safety Realignment (AB 109) Elmwood Complex	—	746,345	746,345
Information Technology			
Capital			
Subtotal (Recommended Changes)	— \$	746,345 \$	746,345
Recommended Budget	50.0 \$	941,241 \$	746,345

Internal Affairs Fund 0001 — Cost Center 3412 Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
Current Level Budget			
FY 2013 Approved Budget	1.0 \$	256,199 \$	—
Board Approved Adjustments During FY 2013	—	164	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	3,174	—
IntraCounty Adjustments	—	(54)	—
Other Adjustments	—	—	—
Subtotal (Current Level Budget)	1.0 \$	259,483 \$	—
Recommended Changes for FY 2014			
IntraCounty Adjustments	— \$	— \$	—
Decision Packages			
Information Technology			
Capital			
Subtotal (Recommended Changes)	— \$	— \$	—
Recommended Budget	1.0 \$	259,483 \$	—

Admin Booking Fund 0001 — Cost Center 3432 Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
Current Level Budget			
FY 2013 Approved Budget	41.5 \$	3,998,999 \$	134,934
Board Approved Adjustments During FY 2013	—	5,018	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	162,742	—



Admin Booking Fund 0001 — Cost Center 3432 Major Changes to the Budget

	Positions	Appropriations	Revenues
IntraCounty Adjustments	—	—	—
Other Adjustments	—	—	1,061
Subtotal (Current Level Budget)	41.5 \$	4,166,759 \$	135,995

Recommended Changes for FY 2014

IntraCounty Adjustments	— \$	— \$	—
Decision Packages			
Increase Professional Standards and Consistency for Staff	—	28,641	—
Information Technology			
Capital			
Subtotal (Recommended Changes)	— \$	28,641 \$	—
Recommended Budget	41.5 \$	4,195,400 \$	135,995

Classification Fund 0001 — Cost Center 3435 Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			

Current Level Budget

FY 2013 Approved Budget	6.0 \$	906,286 \$	145,941
Board Approved Adjustments During FY 2013	—	2,098	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	5,838	—
IntraCounty Adjustments	—	(12,894)	—
Other Adjustments	—	—	6,194
Subtotal (Current Level Budget)	6.0 \$	901,328 \$	152,135

Recommended Changes for FY 2014

IntraCounty Adjustments	— \$	— \$	—
Decision Packages			
Information Technology			
Capital			
Subtotal (Recommended Changes)	— \$	— \$	—
Recommended Budget	6.0 \$	901,328 \$	152,135

Elmwood Men's Facility Fund 0001 — Cost Center 3436 Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			

Current Level Budget

FY 2013 Approved Budget	33.0 \$	18,406,691 \$	2,169,587
Board Approved Adjustments During FY 2013	—	7,711	—
Cost to Maintain Current Program Services			



Elmwood Men's Facility Fund 0001 — Cost Center 3436
Major Changes to the Budget

	Positions	Appropriations	Revenues
Salary and Benefit Adjustments	—	174,298	—
IntraCounty Adjustments	—	310,555	—
Other Adjustments	—	(30,000)	287,074
Subtotal (Current Level Budget)	33.0	\$ 18,869,255	\$ 2,456,661

Recommended Changes for FY 2014

IntraCounty Adjustments	—	\$ —	\$ —	—
Decision Packages				
Information Technology				
Capital				
Subtotal (Recommended Changes)	—	\$ —	\$ —	—
Recommended Budget	33.0	\$ 18,869,255	\$ 2,456,661	

Custodial Alternative Supervision-Fund 0001 — Cost Center 3442
Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			

Current Level Budget

FY 2013 Approved Budget	—	\$ 40,000	\$ —	—
Board Approved Adjustments During FY 2013	—	—	—	—
Cost to Maintain Current Program Services				
Salary and Benefit Adjustments	—	—	—	—
IntraCounty Adjustments	—	21,450	—	—
Other Adjustments	—	—	—	—
Subtotal (Current Level Budget)	—	\$ 61,450	\$ —	—

Recommended Changes for FY 2014

IntraCounty Adjustments	—	\$ —	\$ —	—
Decision Packages				
Information Technology				
Capital				
Subtotal (Recommended Changes)	—	\$ —	\$ —	—
Recommended Budget	—	\$ 61,450	\$ —	—

Administrative Services Bureau Fund 0001 — Cost Center 024002
Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			

Current Level Budget

FY 2013 Approved Budget	32.0	\$ 4,043,786	\$ 350,471
Board Approved Adjustments During FY 2013	—	(69,387)	—
Cost to Maintain Current Program Services			



Administrative Services Bureau Fund 0001 — Cost Center 024002
Major Changes to the Budget

	Positions	Appropriations	Revenues
Salary and Benefit Adjustments	—	169,423	—
IntraCounty Adjustments	—	74,135	—
Other Adjustments	—	—	(3,177)
Subtotal (Current Level Budget)	32.0	\$ 4,217,957	\$ 347,294

Recommended Changes for FY 2014

IntraCounty Adjustments	—	\$ —	\$ —	—
Decision Packages				
Adjust Staffing Level for Accounting Services	—	(15,128)	—	—
Information Technology				
Capital				
Subtotal (Recommended Changes)	—	\$ (15,128)	\$ —	—
Recommended Budget	32.0	\$ 4,202,829	\$ —	347,294

Main Jail Complex Fund 0001 — Cost Center 024003
Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			

Current Level Budget

FY 2013 Approved Budget	42.0	\$ 24,201,275	\$ 8,267,531
Board Approved Adjustments During FY 2013	—	17,466	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	118,989	—
IntraCounty Adjustments	—	786,483	2,261
Other Adjustments	—	—	(1,030,901)
Subtotal (Current Level Budget)	42.0	\$ 25,124,213	\$ 7,238,891

Recommended Changes for FY 2014

IntraCounty Adjustments	—	\$ —	\$ —	—
Decision Packages				
Increase Safety and Security in Main Jail South	—	45,000	—	—
Remove Reimbursement to Custody Health	—	(60,785)	—	—
Information Technology				
Capital				
Subtotal (Recommended Changes)	—	\$ (15,785)	\$ —	—
Recommended Budget	42.0	\$ 25,108,428	\$ —	7,238,891



Inmate Program Fund 0001 — Cost Center 024008
Major Changes to the Budget

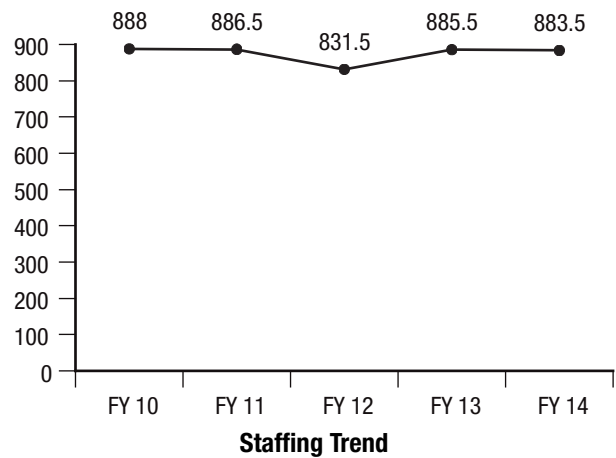
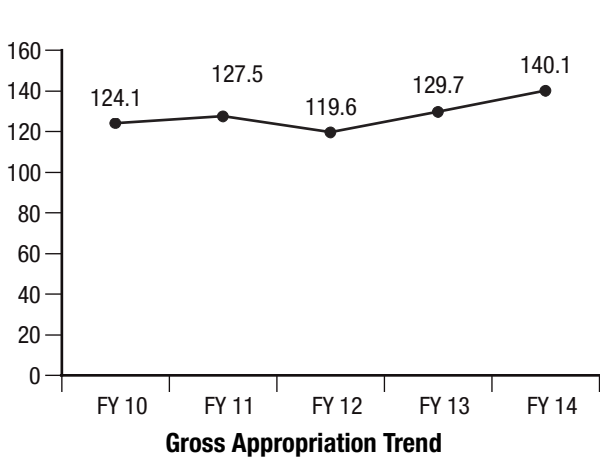
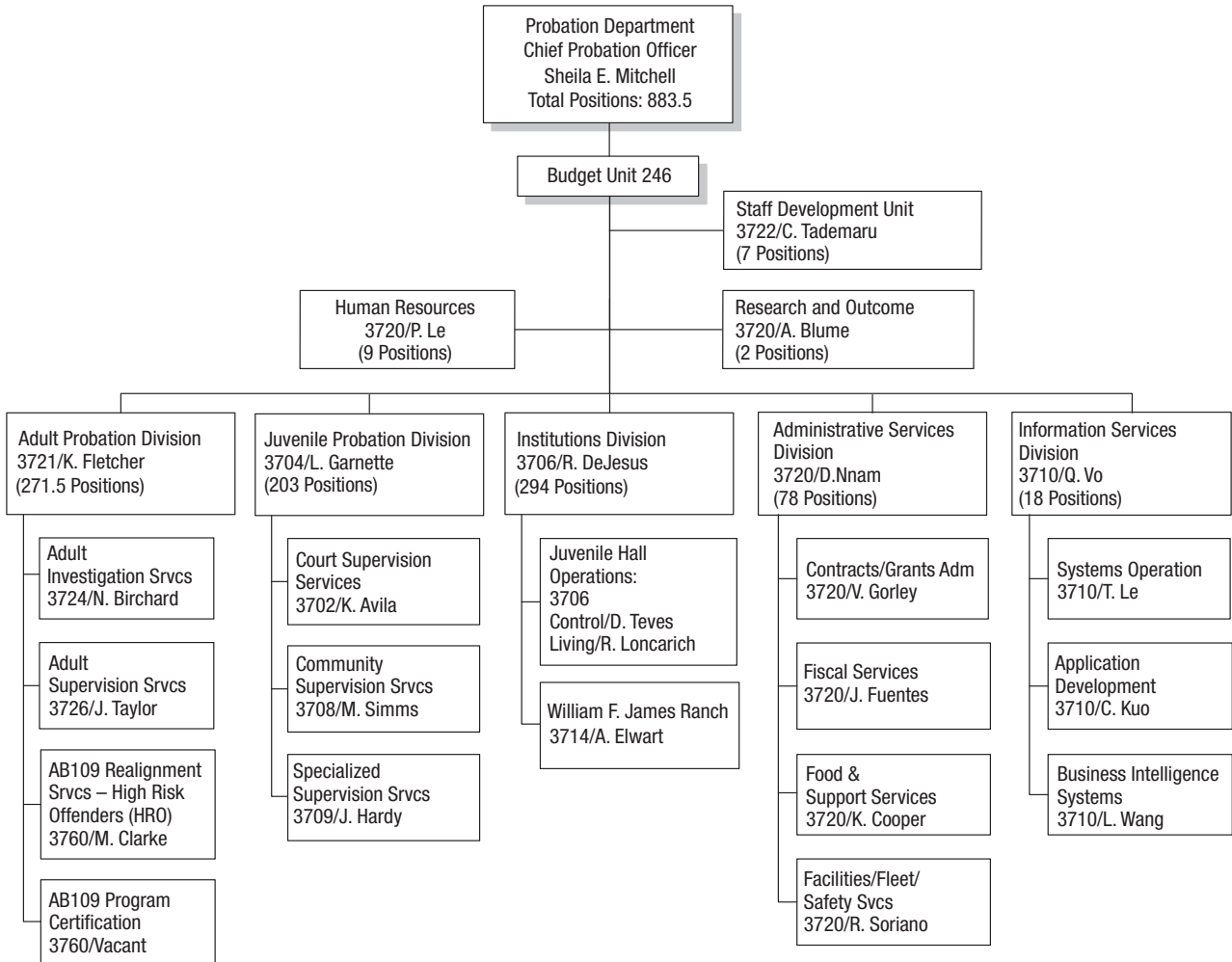
	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
Current Level Budget			
FY 2013 Approved Budget	21.0	\$ 2,869,980	\$ 1,253,447
Board Approved Adjustments During FY 2013	—	(17,713)	8,551
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	205,820	—
IntraCounty Adjustments	—	16,537	—
Other Adjustments	—	—	(123,625)
Subtotal (Current Level Budget)	21.0	\$ 3,074,624	\$ 1,138,373
Recommended Changes for FY 2014			
IntraCounty Adjustments	—	\$ —	\$ —
Decision Packages			
Public Safety Realignment (AB 109) Elmwood Complex	1.0	232,270	232,270
Information Technology			
Capital			
Subtotal (Recommended Changes)	1.0	\$ 232,270	\$ 232,270
Recommended Budget	22.0	\$ 3,306,894	\$ 1,370,643

Central Services Fund 0001 — Cost Center 024009
Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
Current Level Budget			
FY 2013 Approved Budget	79.0	\$ 13,078,555	\$ 189,775
Board Approved Adjustments During FY 2013	—	18,396	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	1.0	171,735	—
IntraCounty Adjustments	—	37,710	—
Other Adjustments	—	(217,091)	636
Subtotal (Current Level Budget)	80.0	\$ 13,089,305	\$ 190,411
Recommended Changes for FY 2014			
IntraCounty Adjustments	—	\$ —	\$ —
Decision Packages			
Information Technology			
Capital			
Subtotal (Recommended Changes)	—	\$ —	\$ —
Recommended Budget	80.0	\$ 13,089,305	\$ 190,411



Probation Department



Public Purpose

- Protection of the Community
- Reduction of Crime
- Prevention of Repeat Offenders



Performance-based Budget Information

Service Area: Public Safety and Justice

Desired Results

1. Increase the number of clients who successfully complete probation
2. Increase the number of clients who complete payment of restitution to victims of crimes
3. Increase the number of clients who complete their community service work
4. Increase the number of clients who are enrolled in school, training, or employed
5. Decrease the number of clients who are repeat offenders

Background: There are numerous desired results that have a significant impact upon accomplishing the Probation Department mission and public purpose. Some desired results must be achieved first, in order to accomplish higher level goals. The above desired results represent a balance of higher level and lower level results that are achievable and measurable. Other desired results for the department include: "Holding Offenders Accountable," "Quality Support to the Courts," "Lowest Level Effective Sanctions," "Restoration of Losses to Victims and the Community," "Increase Competency Development," and "Safe Custodial Care."

Performance Indicators	FY 2009 Actual	FY 2010 Actual	FY 2011 Actual	FY 2012 Actual	FY 2013 (YTD)
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Context Measures

1. Unemployment Rate for Adults	8.6%	11.6%	10.4%	9.0%	8.0%
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Background: This context measure was chosen as it is one of the general indicators that impacts adult probation activity, although the effect has an undetermined time lag. An increase in unemployment is seen as usually preceding an increase in criminal activity and thus a corresponding increase in demand for probation services. Unemployment rates for the current calendar year are released each year in December. Source California Labor Market Info.

2. Juvenile Population in Santa Clara County	484,177	490,326	493,807	499,239	505,230
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Background: One factor influencing the rate of juvenile crime is the number juveniles in the general population. It is anticipated that a rise in the County's juvenile population will correlate directly to an increase in referrals to juvenile probation. The 2000 data comes from the United States Census and the data for subsequent years are projections derived from the California Department of Finance projections.



Performance-based Budget Information

Service Area: Public Safety and Justice					
	FY 2009 Actual	FY 2010 Actual	FY 2011 Actual	FY 2012 Actual	FY 2013 (YTD)
Workload Measures					
1. Number of New Probation Supervision Cases (Avg./Month) (Adult)	470	501	408	463	437
2. Number of New Probation Supervision Cases (Avg./Month) (Juvenile)	314	309	182	118	78*
3. Number of Active Probation Supervision Cases (Avg./Month) (Adult)	10,548	10,129	9,818	9,914	9,836
4. Number of Active Probation Supervision Cases (Avg./Month) (Juvenile)	2,323	2,287	2,015	1,487	1,391
Note: YTD = 7/1/12 to 01/31/13 *The data source for the 2013 YTD New Juvenile Supervision Cases changed from supervision classification of new to cases receiving a new court order for supervision.					
	FY 2009 Actual	FY 2010 Actual	FY 2011 Actual	FY 2012 Actual	FY 2013 (YTD)
Outcome Measures					
1a. Rate of Successful Completion of Probation (Adult)	49%	51%	52%	52%	51%
1b. Rate of Successful Completion of Probation (Juvenile)	72%	61%	66%	66%	64%
Background: This outcome measure was chosen as an indicator of the success of the department's most basic function: Supervising clients who have been ordered by the court onto probation instead of jail/custody. Successful probation is when a client satisfactorily completes the terms and conditions of his/her probation order and a recommendation to terminate probation has been approved by the court, or the term of probation expires without action. Accomplishing this desired result in turn supports the accomplishment of higher level results such as preventing repeat offenders, protecting the community, and supporting the Courts. This measure denotes the overall success of a client's probation and is closely related to the desired results of restoring losses, increased competency development, and holding offenders accountable.					
2a. Rate of Payment of Restitution to Victims (Adult)	51%	55%	54%	59%	59%
2b. Rate of Payment of Restitution to Victims (Juvenile)	60%	49%	41%	40%	44%
Background: One of the department's desired results is to restore losses to victims and the community. This indicator measures the rate at which clients complete their restitution payments to victims of crime, when ordered by the court.					
3a. Rate of Completion of Community Service Work (Adult)	56%	54%	60%	56%	55%
3b. Rate of Completion of Community Service Work (Juvenile)	80%	74%	72%	71%	70%
Background: One of the department's desired results is to restore losses to victims and the community. This indicator measures the rate at which clients complete their court-ordered community service work.					
4a. Rate of Successful Enrollment in School, Training, or Employment (Adult)	44%	42%	41%	41%	43%
4b. Rate of Successful Enrollment in School, Training, or Employment (Juvenile)	76%	74%	71%	68%	70%
Background: One of the critical conditions of probation, and one of the department's desired results, is to improve educational/vocational success for its clients. This measure is a tangible way for the department to track if clients are successfully enrolled in an education or training program, or employed, by the end of their probation term.					
5. Recidivism – Rate of Clients with New Convictions (Adult)	51%	49%	48%	48%	49%
6. Rate of Clients with New Sustained Petitions (Juvenile)	43%	42%	36%	36%	34%
Background: This measure is the department's recidivism rate, selected in order to measure success during probation in accomplishing the desired result of preventing repeat offenders. Many factors influence a client's likelihood of committing a new crime and research suggests that we not judge programs solely in terms of recidivism. Nevertheless this is an outcome measure of great public interest, and one which appropriately should be used as a measure of success across the entire spectrum of community services.					



Description of Major Services

The Probation Department provides a wide range of administrative, rehabilitative, supervision, and Court services for adult and juvenile offenders.

Juvenile Rehabilitation Facilities

Probation operates the William F. James Ranch for boys and girls ages 13 to 18. The Ranch Program provides comprehensive cognitive treatment modality services to the youth and families they serve. Services and treatment are based on an individual case plan formulated through a multi-disciplinary team. Services include education services, victim awareness classes, health realization classes, vocational training, chemical dependency treatment, life skills, family counseling, gang intervention, religious program services, health education, sports programs, sexual abuse treatment and sex offender counseling. In addition there is an extensive Aftercare program developed for residents and families. Residents are court-ordered to complete a six to eight month program, which starts with an orientation program for new residents.

Juvenile Hall

The Santa Clara County Juvenile Hall provides temporary residential housing for youth awaiting adjudication or disposition from the Juvenile Court. Services are provided to youth to assist with their social reintegration back into the community and address their social, physical, behavioral, psychological and emotional needs. Juveniles are housed according to age, gender and offenses. However, there are housing units that provide specialized program services including a unit for offenders requiring mental health services, a ranch orientation unit and security units for the highest risk offenders.

Adult and Juvenile Probation Services

The Probation Department delivers Countywide early intervention services through the Restorative Justice Program; provides investigation, placement, and supervision services through specialized units; and participates in a variety of collaborative service delivery programs for juveniles. The Department also provides adult investigation and sentencing recommendations directly to the Courts, and provides assessment, case management, treatment and supervision services for adult clients.

Intensive Supervision and Alternative Programs Unit

This unit screens for both the eligibility and suitability of inmates and/or probationers for programs that are alternatives to full-time incarceration, including County Parole and the Electronic Monitoring Program. Without this function, there would be no mechanism to determine which inmates/probationers are most likely to be appropriate and successful participants in these alternative programs. In addition, this unit provides intensive supervision and services to high risk offenders assigned to caseloads which consist of high risk sex offenders, violent offenders, youthful offenders, and narcotics offenders.

High Risk Offender Units – Realignment and Re-Entry

These units provide extensive assessments, intensive supervision, and evidence based services to high risk offenders released from the California Department of Corrections and Rehabilitation (CDCR) and/or the County Jail as a result of Realignment. The caseloads for Probation Officers, consisting of our highest risk offenders or cases involving high level gang entrenchment, are being supervised in the community at a 1:30 ratio. Working collaboratively with the Mental Health Department and the Department of Alcohol and Drug Services (DADS), offenders are assessed by a team of professionals and linked to services specifically focused on their criminogenic needs. Evidence-based services are in place to meet the needs of these offenders. Probationers assigned to the Unit are linked to substance abuse and mental health treatment services, educational and/or employment training, and other cognitive based programming to assist in providing pro-social opportunities.

Drug Treatment Services Unit

The Drug Treatment Services Unit partners with the Court in transitioning clients with a history of chronic substance abuse out of the criminal justice system and into treatment. This Unit participates in a multi-disciplinary team to identify treatment issues and to facilitate referrals to appropriate and effective treatment. Probationers assigned to this Unit are intensively supervised and appear in Court for frequent reviews.



Mental Health Unit

This Unit provides intensive supervision to severely mentally ill probationers and reports directly to the Court on their progress. Caseloads include dual diagnosis defendants, domestic violence offenders, and those who have sustained convictions for violence, weapons, substance addiction issues and/or theft. The Mental Health Team also provides supervision and services to those who are developmentally delayed or suffer from traumatic brain injury. Staff assigned to this Unit also facilitate peer support groups in the community to assist these high risk and high need probationers. These support groups provide a safe place for this population of offenders to talk about their issues with other similarly diagnosed people who understand and provide support.

Domestic Violence Unit

The most serious domestic violence offenders who pose a threat to victims are supervised by this specialized Unit. In addition to the services provided to the offenders, many services are also focused on the victims of domestic violence, including resource information and referrals, advocacy, victim welfare contacts and assistance with restraining orders. Domestic Violence Batterers Intervention Programs, 52-week domestic violence and parenting classes stressing offender accountability, victim advocacy and referrals for substance abuse problems, are certified and supervised by a Probation Officer assigned to this Unit.

Adult Court Unit

This Unit provides services to the Superior Court in Santa Clara County, providing a direct link between the Probation Department and the Court in all sentencing hearings, settlement conferences, felony advanced resolution calendars, and narcotic case resolution hearings. In addition, this Unit prepares Waived Referral reports, providing vital information to all criminal justice partners at the time of sentencing.

Adult Assessment Unit

All supervision cases are initially assessed, administratively processed and referred for services by the Assessment Unit. The level of supervision and reporting standards that establish field contact frequency are determined through a comprehensive risk and need assessment. Probationers are classified as requiring minimum, regular, or intensive supervision. This classification system permits the offenders who

need the most intense supervision and services to be assigned to units with lower caseloads and to Probation Officers with expertise in the areas of greatest risk for a particular offender.

Adult Investigation Unit

Investigation units are provided at the main adult probation office and at the North County Office. When the Court hears a felony case, a detailed report is provided to the Court for the sentencing hearing. These reports contain critical information summarizing the circumstances of the offense, criminal record of the defendant, the social history of the defendant, and a technical analysis of the sentencing disposition. These in-depth reports follow the defendant throughout the criminal justice process and take into consideration the perspective and rights of the victim while providing the framework for recovery of financial losses to crime victims.

Juvenile and Adult – Electronic Monitoring Program (EMP) and Global Positioning System (GPS)

This program serves as an alternative to incarceration that provides electronic monitoring and/or GPS along with intensive supervision of adults and juveniles that would otherwise be held in County Jail or Juvenile Hall. This program monitors offenders as they reintegrate into the community while also holding offenders accountable and maintaining public safety. Offenders on EMP/GPS are able to maintain their employment, attend school or vocational programs and participate in counseling or other rehabilitative programs in the community.

Community Release Program (CRP)

The Community Release Program provides intensive supervision without electronic monitoring for juvenile offenders that are classified as lower risk.

Multi-Agency Assessment Center

The Center provides educational assessment, substance abuse assessment, mental health assessment, medical assessment, referral services, and case and transition plans for youth who are held in Juvenile Hall for more than 72 hours. The case plan developed through this process is also used to link offenders and their families to appropriate services when the offender leaves custody and returns to the community. This program provides all program services for youth in Juvenile Hall.

Community Based Reentry

The juvenile reentry program was initially funded through a one year demonstration grant in October 2011 through the Office of Juvenile Justice and Delinquency Prevention and bridged with Juvenile Justice Crime Prevention Act (JJCPA) funds through September 2013. The program compliments the current design that provides clients, who have graduated from a juvenile rehabilitation facility or are exiting from the Juvenile Hall, 12-months of services to assist in their transition back to the community, including community support, family reunification services, substance abuse services, mental health services, and educational services. These services are provided by a team of professionals who create a transition plan before a minor is released from an institution. The reentry funding adds wrap around providers, substance abuse treatment providers and Probation Officers with small, intensive caseloads to the plan, with reentry planning developed and services provided soon after a youth has been committed to the Ranch.

Alternative Placement Academy /Youth Education Advocate

The Alternative Placement Academy is a school-based collaborative program that provides in-home placement and a specialized community school program for high-risk youth that have been previously court ordered to be placed in a juvenile rehabilitation facility or out-of-home placement. Youth Education Advocate Services are provided by advocates who are recruited, trained, and monitored by Probation staff. These advocates support parents and guardians in working collaboratively with school districts to ensure school enrollment and to obtain special education services.

The EDGE (Encouraging Diversity, Growth and Education)

The EDGE is an intensive, therapeutic, day treatment program operated in collaboration with the Santa Clara County Office of Education to serve high-risk probation youth in a community setting. The program is modeled after the successful Enhanced Ranch Program, with the same staff and treatment modalities used.

Restorative Justice

The program provides early intervention, prevention and diversion services throughout the County to less serious juvenile offenders. Services provided include

parent-teen conferences and family mediation. The program also focuses on providing services to juvenile crime victims, including victim awareness/effects of crime workshops and oversight of restitution payments to crime victims.

Informal Juvenile and Traffic Court

Truancy cases and minor offense probation citations issued to juveniles in Santa Clara County are adjudicated by this program, which also serves as a liaison between the Department and the Court for Juvenile matters.

Special Programs Unit

This unit provides staff to attend special court sessions adjudicating certain types of cases for juvenile offenders, including a Juvenile Drug Treatment Court, a Juvenile Mental Health Court, a Juvenile Domestic Violence/Family Violence Court, and a Juvenile Sex Offender Court. For example, the Treatment Court assists youth with serious substance abuse problems, using recovery and treatment services ranging from residential care to 12-step programs to one-on-one mentoring, with frequent review hearings by the court and close supervision of offenders in the community by Probation Officers.

Juvenile Delinquency Services

The Department provides investigation and supervision services for juvenile offenders, divided into six regionally-organized units. Investigation services include an evaluation of the social and legal aspects of the case, as well as a recommendation to the Court as to case disposition. Supervision services include referral of offenders to community and school services and assuring offender compliance with Court orders. The Department provides three levels of supervision: minimum, regular and maximum. Juvenile clients may also be assigned to informal supervision without Court intervention, or the matter may be settled at intake without further disposition.

Placement Unit

This unit is responsible for locating an appropriate out-of-home placement for clients with unique treatment and residential requirements. Deputy Probation Officers provide case management and supervision with the overall goal of family reunification, or if not possible, successful emancipation in mind.

Current and Emerging Issues

Implementing Evidenced-Based Practices

The Department is now providing services that are based on evidenced-based practices. Training on implementing evidence-based practices is provided to Probation employees, as well as the tools necessary to support better service to clients. Community-based service providers and other stakeholders associated with the Adult and Juvenile Justice Systems will also be trained on Probation's paradigm shift towards the delivery of evidence-based services.

Public Safety Realignment – AB 109 Program

Public Safety Realignment, the most significant change in the criminal justice system in more than 30 years, was signed into law in April 2011. This legislation shifted the responsibility of supervising specified offenders being released from state custody back to local counties for supervision in the community. Additionally, this legislation changed the penal code and sentencing laws to keep these offenders from being committed to state prison.

A Community Corrections Partnership, consisting of both criminal justice system partners and community-based organizations, participated in the development of Santa Clara County's Implementation Plan. This cross-system collaborative set forth an evidence-based service delivery model to serve this new population. In addition

to a new fourth generation risk and needs assessment tool, which effectively links offenders to appropriate services and supervision, a Reentry Team was established. This Reentry Team consisting of Probation, Health and Behavioral Health professionals engage with and assess offenders being released from the California Department of Corrections and Rehabilitation (CDCR) and/or County Jail custody to develop individualized case plans that better prepare offenders being released and transitioning back into the community. These teams of professionals have visited 25 state prison facilities throughout California to assess offenders.

Intensive supervision is provided by Deputy Probation Officers in the community at a ratio of 1:30. This supervision includes the application of motivational interviewing techniques, the use of graduated sanctions for offenders, Cognitive Behavioral Therapy, both mental health and substance abuse treatment, as well as peer support groups, GED preparation, and educational/vocational training. Additionally, the Probation Department has partnered with other system partners to establish the Santa Clara County Reentry Resource Center to effectively meet the needs of offenders in the community. This comprehensive approach to service delivery will provide a one-stop center for offenders in need of services and supervision.

Summary of County Executive's Recommendations

Description	Impact	Impact on Services	Position Impact	FY 2014 Ongoing Net Cost/(Savings)	FY 2014 One-Time Net Cost/(Savings)
Eliminate Services at Muriel Wright Center	☒	No impact to level of service.	-6.0	(\$622,689)	—
Public Safety Realignment Program (AB109) High Risk Supervision	↑	Improve and enhance Reentry related services and programs for clients.	—	(\$638,175)	—
Public Safety Realignment Program (AB109) General Population Supervision	↑	Improve and enhance Reentry related services and programs for clients.	—	(\$736,137)	—
Public Safety Realignment Program (AB109) Probation Program Administration	↑	Improve and enhance Reentry related services and programs for clients.	2.0	—	—
↑ — Enhanced ◆ — Modified ● — No Change ↓ — Reduced ☒ — Eliminated					



County Executive's Recommendation

◆ Eliminate Services at Muriel Wright Center

Recommended Action: Eliminate the services at the Muriel Wright Center by deleting services and supplies and the following staffing:

Staffing Changes

Classification	FTE	Savings
Probation Counselor II	-2.0	\$263,398
Probation Assistant II	-1.0	\$96,774
Food Service Worker I	-1.0	\$68,182
Cook II	-1.0	\$87,835
Cook I	-1.0	\$72,654
Total	-6.0	\$589,383

Service Impact: There will be no negative service impact as a result of deleting the vacant positions and reducing the services and supplies budget by \$33,306. By the end of FY 2012 the census at the Muriel Wright Center had fallen to record lows and had reached levels that made its operation fiscally impractical to maintain. At the same time, the James Ranch census had also been declining and is currently operating at approximately 55% of capacity. This led to an opportunity to co-locate both populations on the same campus. The planning included relocating all existing youth within the Muriel Wright Center program and placing all future committed youth at the James Ranch as this facility had the rated capacity and the physical structure to accommodate youth from the Muriel Wright Center.

Background: The Muriel Wright Center operated under the Enhanced Ranch Program model serving juvenile females up to age 18 and young males ages 13 to 15.5 years. The unique and successful program employed a six to eight month cognitive behavioral approach that focused on building trusting relationships with positive adult role models (counselors), developing better decision making skills and learning strategies to reduce anger by attending group and individual counseling sessions along with receiving substance abuse, mental health and educational services. The Muriel Wright Center facility is currently temporarily occupied by the Parks and Recreation Department and the Office of the Sheriff.

Upon completion of the custodial phase, the youth received another six months of supervision in the community reentry phase. During this period, One aftercare counselor provided in home and community supervision, support and counseling. The program had a total operating capacity to serve 24 youth in two separate pods of 12 males and 12 females. Within each pod six Probation Counselors were assigned in order to cover all waking hour shifts and five Probation Assistants to maintain supervision throughout the week during the sleeping hours.

In order to maintain the safety and security separation of the females and young males from the older boys, each pod was placed in separate modular units on the James Ranch campus. All staff assigned to the two Muriel Wright Center pods also moved with their assigned youth in an effort to maintain the relationships, progress, and stability of the youth. Additionally, the aftercare counselor maintained the community supervision caseload which had been previously released from the Wright Center in order to maintain continuity of services with the youth and families.

At the time of the closure, the Muriel Wright Center had 26 positions. Twelve of the positions were assigned to provide direct programming services to the youth reassigned to James Ranch, one position fulfilled the responsibility of Program Coordinator, one position was used to provide work out of class supervisory coverage, and one position was used to maintain consistency in the treatment component for girls and young boys.

Five positions were redeployed to other areas to provide needed services: two positions were assigned to the EDGE/PEAK to allow for the uniform application of evidence based day treatment services provided in concert with educational services, one position was transferred to the Internal Affairs unit, one position was transferred to the Information Systems Division reclassified as an executive assistant, and one cook position was transferred to Juvenile Hall.

The six remaining vacant positions are now recommended for deletion.

Net Positions Deleted: 6.0

Net Savings: \$622,689

Ongoing Position Savings: \$589,383
Ongoing Services and Supplies Savings: \$33,306

↑ **Public Safety Realignment Program (AB 109) High Risk Supervision**

Recommended Action: Recognize AB 109 funding to fund the cost of 1.0 FTE Supervising Probation Officer and 3.0 FTE Deputy Probation Officers assigned to the SB 678 CalEMA evidence based probation supervision program and re-focus staff time on AB 109 related activities.

Service Impact: One of the goals of State Realignment (AB 109) is to provide intensive evidence based supervision and services to offenders at the local level to reduce the number of state commitments and the recidivism rate in California. Re-focusing staff time on AB 109 related activities will ensure that this population, formerly supervised under SB 678 activities, is appropriately supervised in the community.

Background: SB 678 was enacted in 2009 to support more successful probation supervision practices for felony offenders. The legislation established a system of performance based funding for county probation departments to implement and maintain evidence based practices in adult felony probation supervision. Overall, SB 678 was structured to save state General Fund monies while reducing criminal behavior and alleviating state prison overcrowding. The Probation Department was awarded \$1.6 million over three years commencing on October 1, 2009 and ending on September 30, 2012.

One of the main objectives of the federal American Recovery and Reinvestment Act funding was workforce reinvestment and retention. As a result, the Probation Department utilized a significant portion of these funds to increase staffing to provide intensive supervision to high risk felony probationers who pose the greatest risk of being committed to state prison for committing new crimes or violating Court-ordered terms and conditions of Probation. Three deputy probation officer positions and one supervising probation officer position were funded to support SB 678. Further, funds were used to implement a fourth generation risk and needs

assessment tool, and to secure contracts with community based organizations to provide cognitive behavioral treatment and vocational, educational, and employment training programs and support.

Ongoing statewide outcome data is calculated to determine the success of county probation departments in implementing SB 678, resulting in savings to the state. This state savings is then distributed to counties based on their individual performance data. In FY 2012 the Probation Department received \$647,289 which was allocated to unclassified support staff positions, contract services and bus passes. The FY 2013 allocation is \$588,366, which is allocated to contract services.

Ongoing Revenue: \$638,175

Total Cost offset by a Transfer-in from AB 109

↑ **Public Safety Realignment Program (AB 109) General Population Supervision**

Recommended Action: Recognize AB 109 funding to fund the cost of 5.0 FTE Deputy Probation Officers assigned to general population supervision and to re-focus staff time on AB 109 related activities.

Service Impact: Approximately 19,500 adult offenders are currently on formal Probation in Santa Clara County. Of this population, a significant number of clients are classified as posing a moderate to high risk to re-offend and/or fail on Probation. One of the goals of Public Safety Realignment (AB 109) is to provide intensive evidence based supervision and services to offenders at the local level to reduce the number of state commitments and the recidivism rate in California.

Re-focusing staff time on AB 109 related activities will ensure that this population is appropriately supervised in the community.

Ongoing Revenue: \$736,137

Total Cost offset by a Transfer-in from AB 109

↑ **Public Safety Realignment Request (AB 109) Probation Program Administration**

Recommended Action: Add 1.0 FTE Probation Manager and 1.0 FTE Information Systems Manager II/I and \$75,000 one-time contract funding.

Service Impact: The Information Systems Manager I will manage the technical staff in the development of data exchange capabilities for sharing AB 109 information across County Departments and coordinate Probation's workflow analysis, data integration, and design specifications based on AB 109 business needs and data requirements.

The Probation Manager will provide direct oversight of Probation's responsibilities to implement the Realignment Implementation Plan for Santa Clara County, oversight of Probation's existing and future contracts for services, monitor trends in Realignment, and serve as a liaison between Probation and the California Department of Corrections and Rehabilitation (CDCR). Additionally, this position will

assume the responsibilities being transferred to Probation in relation to the certification of adult drug and alcohol residential programs to ensure that waiting lists for treatment are significantly reduced.

Contract funding will allow Probation to analyze and develop a web-based interface between Probation and the County Reentry Services website for resource directory.

Net Positions Added: 2.0

Net Cost: \$407,429

Ongoing Position Cost: \$332,429

One-time Services and Supplies: \$75,000

Total Cost offset by a Transfer-in from AB 109

Probation Department— Budget Unit 246 Net Expenditures by Cost Center

CC	Cost Center Name	FY 2012 Actuals	FY 2013 Approved	FY 2014 Base Budget	FY 2014 Recommended	Amount Chg From 2013 Approved	% Chg From 2013 Approved
3710	Information Services Fund 0001	3,539,733	3,834,788	4,701,180	4,701,180	866,392	22.6%
3720	Administrative Svcs Fund 0001	12,174,489	16,441,460	16,517,924	16,517,924	76,464	0.5%
3722	Staff Training Fund 0001	1,074,514	1,199,174	1,251,615	1,251,615	52,441	4.4%
024615	Adult Probation Svcs Div Fund 0001	30,944,983	34,975,520	37,599,111	38,006,540	3,031,020	8.7%
024616	Juvenile Probation Svcs Div Fund 0001	26,771,326	27,877,762	31,921,641	31,921,641	4,043,879	14.5%
024617	Institution Services Division - Fund 0001	46,743,813	44,985,986	47,966,712	47,344,023	2,358,037	5.2%
Total Net Expenditures \$		121,248,858 \$	129,314,690 \$	139,958,183 \$	139,742,923 \$	10,428,233	8.1%



Probation Department— Budget Unit 246 Gross Expenditures by Cost Center

CC	Cost Center Name	FY 2012 Actuals	FY 2013 Approved	FY 2014 Base Budget	FY 2014 Recommended	Amount Chg From 2013 Approved	% Chg From 2013 Approved
3710	Information Services Fund 0001	3,539,733	3,834,788	4,701,180	4,701,180	866,392	22.6%
3720	Administrative Svcs Fund 0001	12,341,729	16,626,390	16,702,854	16,702,854	76,464	0.5%
3722	Staff Training Fund 0001	1,074,514	1,199,174	1,251,615	1,251,615	52,441	4.4%
024615	Adult Probation Svcs Div Fund 0001	31,213,882	35,196,028	37,819,619	38,227,048	3,031,020	8.6%
024616	Juvenile Probation Svcs Div Fund 0001	26,950,326	27,877,762	31,921,641	31,921,641	4,043,879	14.5%
024617	Institution Services Division - Fund 0001	46,743,813	44,985,986	47,966,712	47,344,023	2,358,037	5.2%
Total Gross Expenditures \$		121,863,998 \$	129,720,128 \$	140,363,621 \$	140,148,361 \$	10,428,233	8.0%

Probation Department— Budget Unit 246 Expenditures by Object

Object	FY 2012 Actuals	FY 2013 Approved	FY 2014 Base Budget	FY 2014 Recommended	Amount Chg From 2013 Approved	% Chg From 2013 Approved
Salary and Benefits	106,046,367	111,664,482	119,067,547	118,810,593	7,146,111	6.4%
Services And Supplies	15,817,631	17,709,846	21,296,074	21,337,768	3,627,922	20.5%
Fixed Assets	—	345,800	—	—	(345,800)	-100.0%
Total Gross Expenditures \$	121,863,998 \$	129,720,128 \$	140,363,621 \$	140,148,361 \$	10,428,233	8.0%
Expenditure Transfers	(615,140)	(405,438)	(405,438)	(405,438)	—	—
Total Net Expenditures \$	121,248,858 \$	129,314,690 \$	139,958,183 \$	139,742,923 \$	10,428,233	8.1%

Probation Department— Budget Unit 246 Revenues by Cost Center

CC	Cost Center Name	FY 2012 Actuals	FY 2013 Approved	FY 2014 Base Budget	FY 2014 Recommended	Amount Chg From 2013 Approved	% Chg From 2013 Approved
3710	Information Services Fund 0001	3,195	—	—	—	—	—
3720	Administrative Svcs Fund 0001	22,783,028	23,899,299	24,151,686	24,151,686	252,387	1.1%
3722	Staff Training Fund 0001	80,359	136,972	136,972	136,972	—	—
024615	Adult Probation Svcs Div Fund 0001	8,230,344	11,334,574	11,503,000	13,284,741	1,950,167	17.2%
024616	Juvenile Probation Svcs Div Fund 0001	2,895,186	3,712,079	4,907,940	4,907,940	1,195,861	32.2%
024617	Institution Services Division - Fund 0001	411,522	133,452	280,052	280,052	146,600	109.9%
Total Revenues \$		34,403,633 \$	39,216,376 \$	40,979,650 \$	42,761,391 \$	3,545,015	9.0%



Information Services Fund 0001 — Cost Center 3710
Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
Current Level Budget			
FY 2013 Approved Budget	15.0	\$ 3,834,788	\$ —
Board Approved Adjustments During FY 2013	1.0	778,838	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	74,220	—
IntraCounty Adjustments	—	13,334	—
Other Adjustments	—	—	—
Subtotal (Current Level Budget)	16.0	\$ 4,701,180	\$ —
Recommended Changes for FY 2014			
IntraCounty Adjustments	—	\$ —	\$ —
Decision Packages			
Information Technology			
Capital			
Subtotal (Recommended Changes)	—	\$ —	\$ —
Recommended Budget	16.0	\$ 4,701,180	\$ —

Administrative Svcs Fund 0001 — Cost Center 3720
Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
Current Level Budget			
FY 2013 Approved Budget	71.5	\$ 16,441,460	\$ 23,899,299
Board Approved Adjustments During FY 2013	-1.0	(183,709)	215,200
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	-3.5	6,414	—
IntraCounty Adjustments	—	253,759	248,696
Other Adjustments	—	—	(211,509)
Subtotal (Current Level Budget)	67.0	\$ 16,517,924	\$ 24,151,686
Recommended Changes for FY 2014			
IntraCounty Adjustments	—	\$ —	\$ —
Decision Packages			
Information Technology			
Capital			
Subtotal (Recommended Changes)	—	\$ —	\$ —
Recommended Budget	67.0	\$ 16,517,924	\$ 24,151,686



Staff Training Fund 0001 — Cost Center 3722 Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
Current Level Budget			
FY 2013 Approved Budget	7.0	\$ 1,199,174	\$ 136,972
Board Approved Adjustments During FY 2013	—	8,008	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	45,752	—
IntraCounty Adjustments	—	(1,319)	—
Other Adjustments	—	—	—
Subtotal (Current Level Budget)	7.0	\$ 1,251,615	\$ 136,972
Recommended Changes for FY 2014			
IntraCounty Adjustments	—	\$ —	\$ —
Decision Packages			
Information Technology			
Capital			
Subtotal (Recommended Changes)	—	\$ —	\$ —
Recommended Budget	7.0	\$ 1,251,615	\$ 136,972

Adult Probation Svcs Div Fund 0001 — Cost Center 024615 Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
Current Level Budget			
FY 2013 Approved Budget	266.5	\$ 34,975,520	\$ 11,334,574
Board Approved Adjustments During FY 2013	1.0	107,424	(77,529)
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	2.0	2,980,660	—
IntraCounty Adjustments	—	5,350	553,687
Other Adjustments	—	(469,843)	(307,732)
Subtotal (Current Level Budget)	269.5	\$ 37,599,111	\$ 11,503,000
Recommended Changes for FY 2014			
IntraCounty Adjustments	—	\$ —	\$ —
Decision Packages			
Public Safety Realignment Program - High Risk Supervision	—	—	638,175
Public Safety Realignment Program - General Population	—	—	736,137
Public Safety Realignment Program - Probation Administration	2.0	407,429	407,429
Information Technology			
Capital			
Subtotal (Recommended Changes)	2.0	\$ 407,429	\$ 1,781,741
Recommended Budget	271.5	\$ 38,006,540	\$ 13,284,741



Juvenile Probation Svcs Div Fund 0001 — Cost Center 024616
Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
Current Level Budget			
FY 2013 Approved Budget	191.5 \$	27,877,762 \$	3,712,079
Board Approved Adjustments During FY 2013	1.0	2,720,078	(3,164,987)
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	-4.5	991,622	—
IntraCounty Adjustments	—	87,307	4,551,580
Other Adjustments	—	244,872	(190,732)
Subtotal (Current Level Budget)	188.0 \$	31,921,641 \$	4,907,940
Recommended Changes for FY 2014			
IntraCounty Adjustments	— \$	— \$	—
Decision Packages			
Information Technology			
Capital			
Subtotal (Recommended Changes)	— \$	— \$	—
Recommended Budget	188.0 \$	31,921,641 \$	4,907,940

Institution Services Division - Fund 0001 — Cost Center 024617
Major Changes to the Budget

	Positions	Appropriations	Revenues
Juvenile Welfare Trust (Fund Number 0318)			
Current Level Budget			
FY 2013 Approved Budget	— \$	35,000 \$	35,000
Board Approved Adjustments During FY 2013	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
IntraCounty Adjustments	—	51	—
Other Adjustments	—	—	—
Subtotal (Current Level Budget)	— \$	35,051 \$	35,000
Recommended Changes for FY 2014			
IntraCounty Adjustments	— \$	— \$	—
Decision Packages			
Information Technology			
Capital			
Subtotal (Recommended Changes)	— \$	— \$	—
Recommended Budget	— \$	35,051 \$	35,000
General Fund (Fund Number 0001)			
Current Level Budget			
FY 2013 Approved Budget	334.0 \$	44,950,986 \$	98,452
Board Approved Adjustments During FY 2013	—	209,134	—

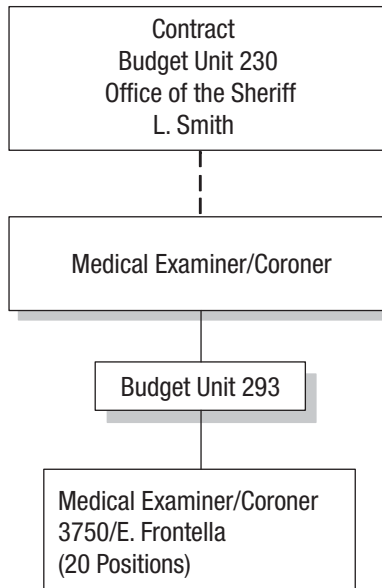


Institution Services Division - Fund 0001 — Cost Center 024617
Major Changes to the Budget

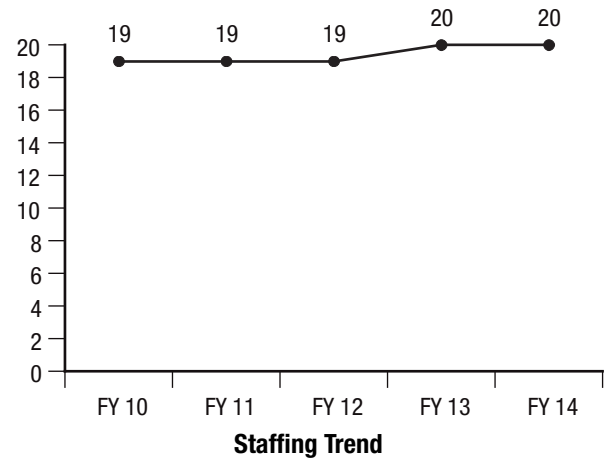
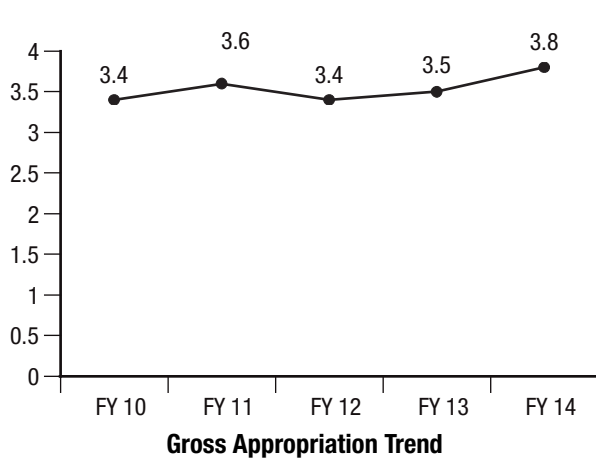
	Positions	Appropriations	Revenues
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	6.0	2,693,901	—
IntraCounty Adjustments	—	(41,692)	146,600
Other Adjustments	—	119,332	—
Subtotal (Current Level Budget)	340.0	\$ 47,931,661	\$ 245,052
Recommended Changes for FY 2014			
IntraCounty Adjustments	—	\$ —	\$ —
Decision Packages			
Eliminate Services at Muriel Wright Center	-6.0	(622,689)	—
Information Technology			
Capital			
Subtotal (Recommended Changes)	-6.0	\$ (622,689)	\$ —
Recommended Budget	334.0	\$ 47,308,972	\$ 245,052



Medical Examiner-Coroner



Section 2: Public Safety and Justice



Public Purpose

- **Preservation of a Dignified Community**
- **Preservation of a Safe Community**
- **Preservation of a Healthy Community**



Description of Major Services

Since July 1, 2004, the Sheriff's Office has been responsible for the administrative management of the Medical Examiner-Coroner's Office.

Completion of Death Determination Investigation

This service includes investigation into the cause and manner of death, laboratory testing and other medical investigation by physicians and investigation staff. This service is mandated by State of California Government Code Section 27491 which requires investigation by the coroner into all deaths occurring in the County of Santa Clara which are unexpected or unexplained.

Professional and Community Education

The Office of the Medical Examiner-Coroner regularly provides educational opportunities to medical students and other health care professionals by offering ongoing

internships and resident training opportunities. In addition, the Department conducts on-site scientific seminar education to high school, community college, and university students.

The Office of the Medical Examiner-Coroner also offers educational opportunities to law enforcement, fire and paramedic personnel. These experiences allow participants to come in close contact with the deceased in a highly controlled and supportive environment. The department participates in a wide variety of community outreach educational presentations. Many, such as Sober Graduation and Every 15 Minutes target teenage drinking and driving awareness.

Current and Emerging Issues

Impact of Vacancies on Caseloads

The Medical Examiner-Coroner's Office (MEC) received a total of 4,651 reported cases in CY 2012, of which 1,179 were under the jurisdiction of the MEC. Three full-time Forensic Pathologists are necessary to process the volume of cases. A vacancy of one pathologist has left the remaining staff with heavier than planned caseloads and a significant backlog of cases. The current recruitment for a qualified Forensic Pathologist has proven challenging. The MEC staff continue to work diligently to provide the highest level of efficiency while working through these challenging staffing issues. The

MEC continues to adhere to the national standards set by the National Association of Medical Examiners (NAME).

Summary of County Executive's Recommendations

Description	Impact	Impact on Services	Position Impact	FY 2014 Ongoing Net Cost/(Savings)	FY 2014 One-Time Net Cost/(Savings)
Contract for Provision of Forensic Pathology Services	↑	Positive impact due to new caseload of postmortem autopsies.	—	(\$86,292)	—
↑ — Enhanced ◆ — Modified ● — No Change ↓ — Reduced ☒ — Eliminated					

County Executive's Recommendation

↑ Contract for Provision of Forensic Pathology Services

Recommended Action: Increase expenditures and recognize revenue related to contract to provide forensic pathology/autopsy services.

Service Impact: San Benito County (SBC) Coroner's Office has requested to contract with Santa Clara County for autopsy services. SBC will contract for the use of County staff and facilities for postmortem autopsies and external examinations requiring investigation. SBC will pay for all arrangements and transportation costs to and from our Santa Clara County facility, and will handle their own scene

investigations. The Santa Clara County Medical Examiner - Coroner's Office would handle all of the SBC cases, which average about 52 per year. Different rates will be charged depending on what type of autopsy is performed. Based on the average of 52 per year, for the last 3 years, the revenue is projected to be \$93,000 and the cost to Santa Clara County for lab work to be \$6,708, for a net revenue of \$86,292. Existing County Forensic Pathologist staff advise that with full departmental staffing of three Forensic Pathologists expected in Fiscal Year 2014, this new caseload of approximately one per week would be manageable.

Ongoing Net Revenue: \$86,292

Ongoing Revenue: \$93,000

Ongoing Cost: \$6,708

Med Exam-Coroner Fund 0001— Budget Unit 293 Net Expenditures by Cost Center

CC	Cost Center Name	FY 2012 Actuals	FY 2013 Approved	FY 2014 Base Budget	FY 2014 Recommended	Amount Chg From 2013 Approved	% Chg From 2013 Approved
3750	Med-Exam/Coroner Fund 0001	\$ 3,396,676	\$ 3,536,087	\$ 3,842,215	\$ 3,848,923	\$ 312,836	8.8%
Total Net Expenditures		\$ 3,396,676	\$ 3,536,087	\$ 3,842,215	\$ 3,848,923	\$ 312,836	8.8%

Med Exam-Coroner Fund 0001— Budget Unit 293 Gross Expenditures by Cost Center

CC	Cost Center Name	FY 2012 Actuals	FY 2013 Approved	FY 2014 Base Budget	FY 2014 Recommended	Amount Chg From 2013 Approved	% Chg From 2013 Approved
3750	Med-Exam/Coroner Fund 0001	\$ 3,396,676	\$ 3,536,087	\$ 3,842,215	\$ 3,848,923	\$ 312,836	8.8%
Total Gross Expenditures		\$ 3,396,676	\$ 3,536,087	\$ 3,842,215	\$ 3,848,923	\$ 312,836	8.8%



Med Exam-Coroner Fund 0001— Budget Unit 293 Expenditures by Object

Object	FY 2012 Actuals	FY 2013 Approved	FY 2014 Base Budget	FY 2014 Recommended	Amount Chg From 2013 Approved	% Chg From 2013 Approved
Salary and Benefits	2,704,158	2,867,105	3,148,913	3,148,913	281,808	9.8%
Services And Supplies	688,486	668,982	693,302	700,010	31,028	4.6%
Fixed Assets	4,032	—	—	—	—	—
Total Net Expenditures \$	3,396,676 \$	3,536,087 \$	3,842,215 \$	3,848,923 \$	312,836	8.8%

Med Exam-Coroner Fund 0001— Budget Unit 293 Revenues by Cost Center

CC	Cost Center Name	FY 2012 Actuals	FY 2013 Approved	FY 2014 Base Budget	FY 2014 Recommended	Amount Chg From 2013 Approved	% Chg From 2013 Approved
3750	Med-Exam/Coroner Fund 0001	\$ 334,969	\$ 301,367	\$ 301,367	\$ 394,367	\$ 93,000	30.9%
	Total Revenues \$	334,969 \$	301,367 \$	301,367 \$	394,367 \$	93,000	30.9%

Med-Exam/Coroner Fund 0001 — Cost Center 3750 Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
Current Level Budget			
FY 2013 Approved Budget	20.0	\$ 3,536,087	\$ 301,367
Board Approved Adjustments During FY 2013	—	117,564	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	63,554	—
IntraCounty Adjustments	—	24,696	—
Other Adjustments	—	100,314	—
Subtotal (Current Level Budget)	20.0	\$ 3,842,215	\$ 301,367
Recommended Changes for FY 2014			
IntraCounty Adjustments	—	\$ —	\$ —
Decision Packages			
Contract for Provision of Forensic Pathology Services	—	6,708	93,000
Information Technology			
Capital			
Subtotal (Recommended Changes)	—	\$ 6,708	\$ 93,000
Recommended Budget	20.0	\$ 3,848,923	\$ 394,367



Section 3: Children, Seniors, and Families

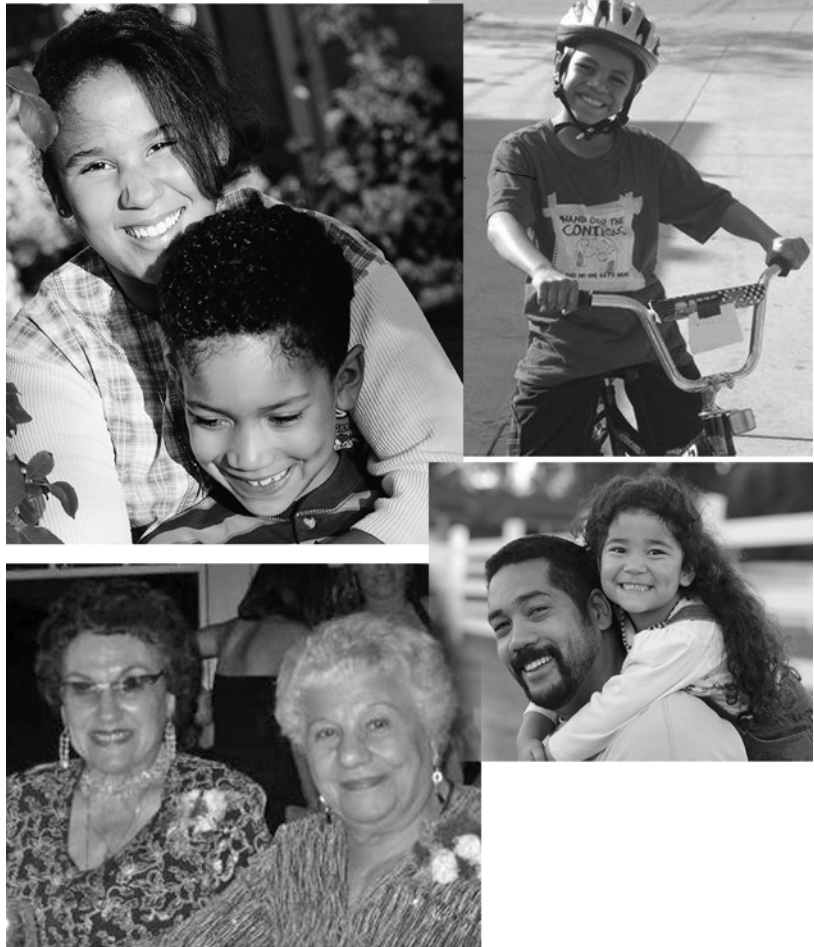
Section 3: Children, Seniors,
and Families



Children, Seniors and Families

Mission

The mission of the departments overseen by the Children, Seniors and Families Committee is to provide child support, welfare-to-work and other culturally-competent services that reduce the need for public assistance and protect, sustain, and enhance the lives of children, families, adults, seniors, and economically-dependent individuals.



Departments

- **Child Support Services**
- **In-Home Supportive Services**
- **Social Services Agency**
 - Agency Office
 - Family and Children's Services
 - Employment and Benefit Services
 - Aging and Adult Services

Children, Seniors and Families

Child Support Services
Budget Unit 200

In-Home Supportive Services
Budget Unit 116

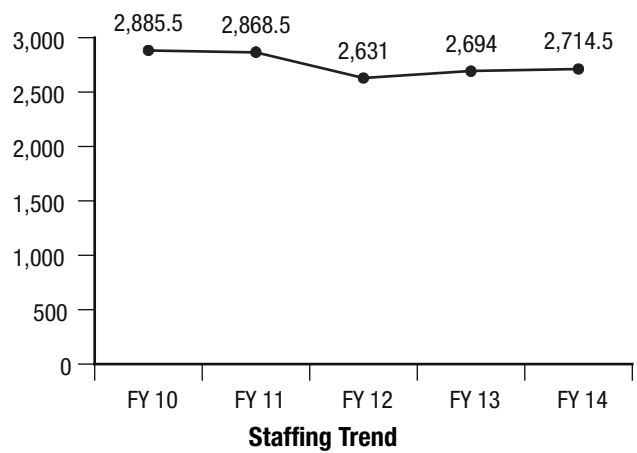
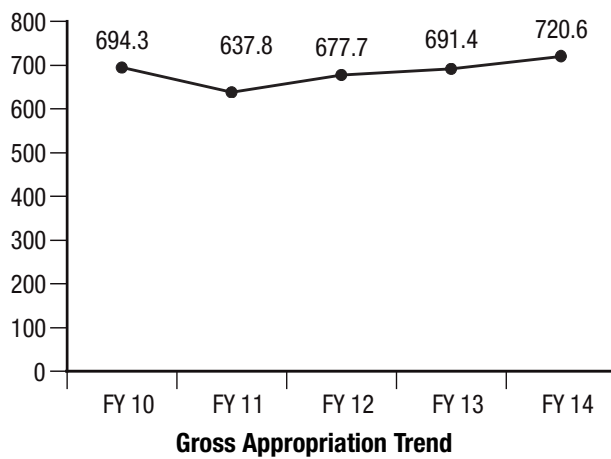
Agency Office – SSA
Budget Unit 502

Family and Children’s Services – SSA
Budget Unit 503

Employment and Benefit Services – SSA
Budget Unit 504

Aging and Adult Services – SSA
Budget Unit 505

Section 3: Children, Seniors, and Families



Net Expenditures By Department

BU	Department Name	FY 2012 Actuals	FY 2013 Approved	FY 2014 Base Budget	FY 2014 Recommended	Amount Chg From 2013 Approved	% Chg From 2013 Approved
200	Dept Of Child Support Services	\$ 36,624,263	\$ 37,353,785	\$ 36,387,872	\$ 37,245,649	\$ (108,136)	-0.3%
116	In-Home Supportive Services	91,845,491	98,471,092	104,117,000	104,117,000	5,645,908	5.7%
502	Social Services Agency	108,732,140	117,072,752	119,410,153	118,863,799	1,791,047	1.5%
503	Department of Family & Children's Services	146,722,668	166,317,400	172,514,418	172,429,521	6,112,121	3.7%
504	Department of Employment & Benefit Svc	231,010,321	242,265,313	255,962,909	255,329,199	13,063,886	5.4%
505	Department of Aging and Adult Services Fund 0001	29,424,699	29,297,831	31,389,264	32,037,927	2,740,096	9.4%
Total Net Expenditures		\$ 644,359,582	\$ 690,778,173	\$ 719,781,616	\$ 720,023,095	\$ 29,244,922	4.2%

Gross Expenditures By Department

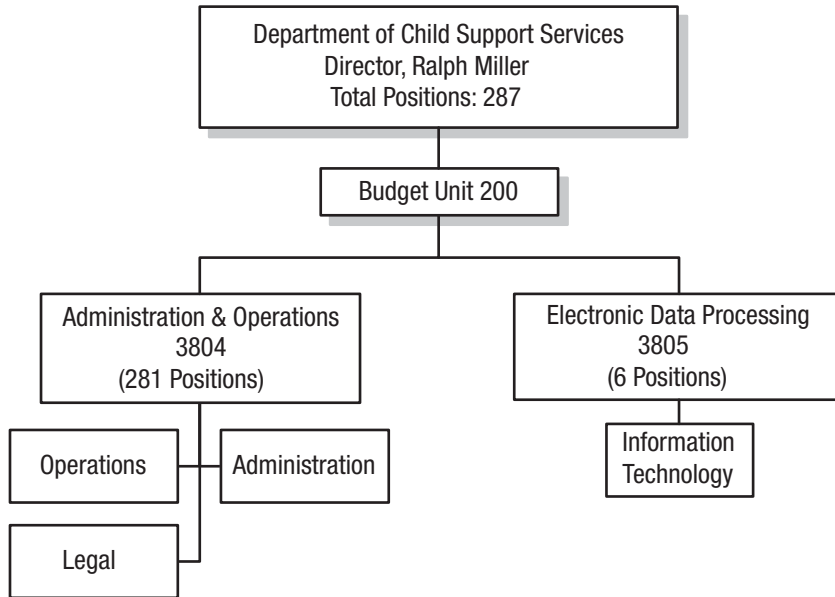
BU	Department Name	FY 2012 Actuals	FY 2013 Approved	FY 2014 Base Budget	FY 2014 Recommended	Amount Chg From 2013 Approved	% Chg From 2013 Approved
200	Dept Of Child Support Services	\$ 36,624,263	\$ 37,353,785	\$ 36,387,872	\$ 37,245,649	\$ (108,136)	-0.3%
116	In-Home Supportive Services	91,845,491	98,471,092	104,117,000	104,117,000	5,645,908	5.7%
502	Social Services Agency	108,950,721	117,616,526	119,930,427	119,384,073	1,767,547	1.5%
503	Department of Family & Children's Services	149,805,444	166,400,711	172,597,729	172,512,832	6,112,121	3.7%
504	Department of Employment & Benefit Svc	231,010,321	242,265,313	255,962,909	255,329,199	13,063,886	5.4%
505	Department of Aging and Adult Services Fund 0001	29,444,699	29,297,831	31,389,264	32,037,927	2,740,096	9.4%
Total Gross Expenditures		\$ 647,680,939	\$ 691,405,258	\$ 720,385,201	\$ 720,626,680	\$ 29,221,422	4.2%

Revenues By Department

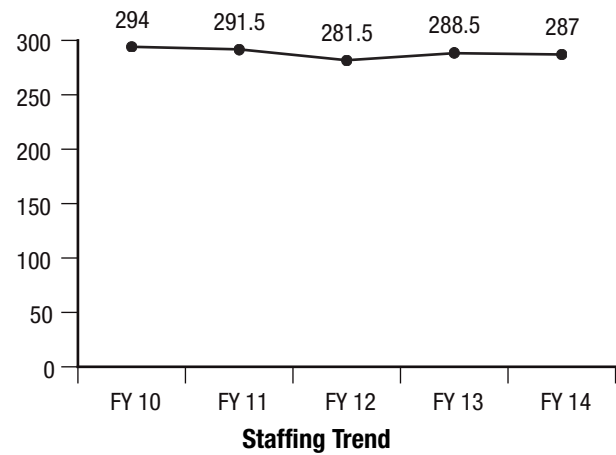
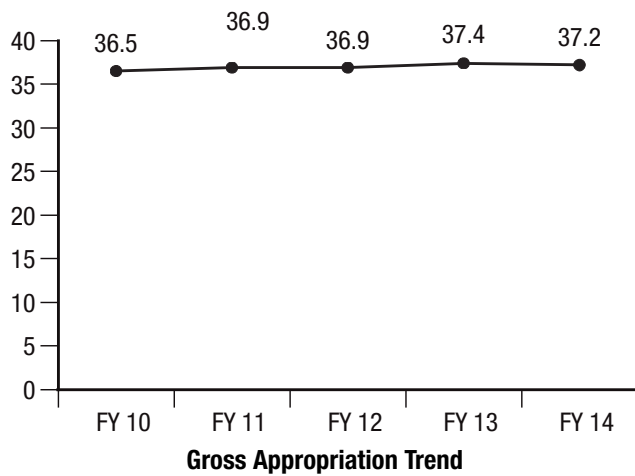
BU	Department Name	FY 2012 Actuals	FY 2013 Approved	FY 2014 Base Budget	FY 2014 Recommended	Amount Chg From 2013 Approved	% Chg From 2013 Approved
200	Dept Of Child Support Services	\$ 36,317,413	\$ 37,418,745	\$ 36,379,842	\$ 37,237,619	\$ (181,126)	-0.5%
116	In-Home Supportive Services	41,475,048	42,888,695	47,546,118	47,546,118	4,657,423	10.9%
502	Social Services Agency	23,455,640	26,959,697	28,581,248	28,981,248	2,021,551	7.5%
503	Department of Family & Children's Services	174,526,773	182,498,482	190,804,977	190,856,592	8,358,110	4.6%
504	Department of Employment & Benefit Svc	273,737,046	292,635,643	296,788,773	299,661,785	7,026,142	2.4%
505	Department of Aging and Adult Services Fund 0001	27,315,027	27,181,487	26,997,246	27,200,319	18,832	0.1%
Total Revenues		\$ 576,826,948	\$ 609,582,749	\$ 627,098,204	\$ 631,483,681	\$ 21,900,932	3.6%



Department of Child Support Services



Section 3: Children, Seniors, and Families



Public Purpose

- ➔ **Minimize taxpayer burden by ensuring that both parents provide adequate financial and medical support to children.**



Description of Major Services

The Department of Child Support Services (DCSS) works to ensure that parents provide child support and health insurance. Following are the major services provided to children and their families.

Establishment of Paternity and Court Orders

These services enforce financial and medical support for minor children. Services are available to everyone. The first step in obtaining a child support order is to establish paternity, which means determining the legal father of the child. Determining paternity establishes important legal rights, such as the right to custody and visitation, and the right to obtain school and health records. It also creates legal responsibilities, such as paying child support and providing medical coverage for the child. Parental involvement in child support cases is important to the well-being of children in our community.

The legal father of a child must be established before an order for support can be obtained. An alleged father may contest the establishment of paternity by requesting a genetic test. Once paternity is established, legal guidelines are applied to determine the amount of child support to be paid. The guidelines generally consider the ability of both parents to provide support, the amount of time each parent spends with the child, and the child's financial needs.

Enforcement of Court Orders

Court orders are enforced to ensure that child support payments are timely and properly made, which is accomplished by wage assignments (court-ordered payroll deductions), use of automatic fund transfers for individuals, intercepts of Federal and State tax refunds, and other methods. Just under 63% of money collected comes from wage assignments (court-ordered payroll

deductions from wages for child support. All court orders include wage assignments. Many parents voluntarily support their minor children, providing payments as needed or in compliance with a court order.

Distribution of Child Support Collections

DCSS minimizes the taxpayer burden by reducing the need for public assistance to single parent families. By collecting and distributing child support payments to families, the Department helps reduce the need for public assistance while maintaining financial support for children. Distribution of child support payments to families is a priority.

Customer Service

It is the Department's goal to assist parents within the child support program in understanding their rights and responsibilities under the law. The desired result is

to have informed customers and stakeholders by providing timely information about services, considerate and professional customer interaction, and timely response to requests for assistance.

The Department provides referrals to customers who are unemployed or in need of services not directly provided by DCSS. It collaborates with various service agencies and community groups to make referrals for customers needing assistance with significant life problems such as drug and alcohol abuse, lack of job skills or education, prison issues, custody and visitation issues, and domestic violence.

The Department engages in outreach efforts to inform stakeholders about services and important issues impacting the child support program. Outreach efforts include community groups, schools, County agencies, and Family Court Services.

Current and Emerging Issues

Affordable Care Act

The State Department of Child Support Services is closely following emerging issues and opportunities related to the Affordable Care Act implementation.

Although there is a great deal of uncertainty regarding the Child Support Program's role, the Department expects to be involved in some capacity as it interacts with families seeking services.

Summary of County Executive's Recommendations

Description	Impact	Impact on Services	Position Impact	FY 2014 Ongoing Net Cost/(Savings)	FY 2014 One-Time Net Cost/(Savings)
Increase Revenues	↑	Increased revenues will provide more resources for the Department to provide services	—	(\$857,777)	—
Increase Staff	↑	Increasing staff will provide better and more timely customer service	3.5	\$335,694	—
Reduce Salary Savings	↑	Reduced Salary Savings will allow the Department to more fully utilize positions and provide increased customer service	—	\$344,616	—
Increase Expenditures to Repay Loan from General Fund	●	Repayment of loan over period of 10 years	—	\$81,241	—
Increase Reimbursement for Law Enforcement Services	●	Increase appropriations to reflect change in Sheriff costs	—	\$96,226	—
↑ — Enhanced ◆ — Modified ● — No Change ↓ — Reduced ☒ — Eliminated					



County Executive's Recommendation

↑ Increase Revenues

Recommended Action: Increase revenue for the Child Support Program.

Background: During the 2013 May Revise, State DCSS imposed an allocation reduction in the amount of \$857,777 or 2.4 % to the local child support program due to and overall State budget shortfall. In FY 2014, the reduction on the allocation has been fully restored.

Ongoing Revenue (Non-General Fund): \$857,777

↑ Increase Staff

Recommended Action: Add 4.0 FTE and delete .50 FTE.

Summary of Position Changes

Classification	FTE	Cost/(Savings)
Legal Clerk	-0.5	(\$48,211)
Office Specialist III	2.0	\$149,584
Supervising Child Support Officer	1.0	\$127,782
Sr. Paralegal/Paralegal	1.0	\$106,539
Total	3.5	\$335,694

Service Impact: Due to significant savings in lease costs and the restoration of the State allocation back to the FY 2012 level, DCSS has funding available to restore positions deleted in prior years.

The Office Specialist III positions will assist customers in the lobby. DCSS has been relying on extra help workers to meet the need in the lobby because this unit has been consistently understaffed for the last several years.

The Supervising Child Support Officer position will restore some of the training coordination efforts that were lost when the Training Unit disbanded.

The Senior Paralegal/Paralegal position will assist attorneys with initial review of modifications pursuant to Review and Adjustment statutory guidelines, perform computer-based legal research, and write motions and briefs. This position will replace an unclassified Paralegal position that will expire in June 2013.

The half-time Legal Clerk position was vacated when the employee moved into a full-time position.

Positions Added: 4.0 FTE

Positions Deleted: .5 FTE

Cost (Non-General Fund): \$335,694

↑ Reduce Salary Savings

Recommended Action: Reduce budgeted salary savings.

Service Impact: Reducing salary savings will allow the Department to more fully utilize existing positions increasing customer service.

In prior years, salary savings was budgeted to maintain a balanced budget for the Department. Salary savings are achieved through attrition, which is based on the Department's experience with vacancies.

Cost (Non-General Fund): \$344,616

● Increase Expenditures to Repay Loan from General Fund

Recommended Action: Increase appropriations in Department's Administration budget to repay General Fund loan.

Background: In November 2012, the Department of Child Support Services (DCSS) moved from a leased facility on Junction Avenue to another leased facility on Ridder Park Drive. The lease terms allowed for tenant improvements in the amount of \$1 million to be amortized over the ten year term of the lease with an interest rate of 9%.

DCSS is a non-General Fund department, fully funded by an allocation from the State of California. Payment of the amortized tenant improvement costs at an interest rate of 9% would reduce the amount of the State allocation available for program costs.

In February 2012, during the mid-year budget review, the Board approved a General Fund loan to DCSS for the cost of the tenant improvements (up to a maximum of \$1 million) to allow the Department to fund program expenditures instead of interest expense. The

Controller/Treasurer is managing the terms of the loan, requiring full repayment of the \$1 million principal and interest based on the quarterly performance of the County Commingled Pool.

Cost (Non-General Fund): \$81,241

● Increase Reimbursement for Law Enforcement Services

Recommended Action: Increase DCSS appropriations and reimbursement to the Office of the Sheriff for increased costs of Law Enforcement services.

Cost (Non-General Fund): \$96,226

Dept Of Child Support Services— Budget Unit 200 Net Expenditures by Cost Center

CC	Cost Center Name	FY 2012 Actuals	FY 2013 Approved	FY 2014 Base Budget	FY 2014 Recommended	Amount Chg From 2013 Approved	% Chg From 2013 Approved
3804	DCSS Exp - Admin Fund 0193	35,061,842	36,224,668	35,223,192	35,826,859	(397,809)	-1.1%
3805	DCSS Exp - Electronic Data Processing Fund 0193	1,562,421	1,129,117	1,164,680	1,418,790	289,673	25.7%
Total Net Expenditures \$		36,624,263 \$	37,353,785 \$	36,387,872 \$	37,245,649 \$	(108,136)	-0.3%

Dept Of Child Support Services— Budget Unit 200 Gross Expenditures by Cost Center

CC	Cost Center Name	FY 2012 Actuals	FY 2013 Approved	FY 2014 Base Budget	FY 2014 Recommended	Amount Chg From 2013 Approved	% Chg From 2013 Approved
3804	DCSS Exp - Admin Fund 0193	35,061,842	36,224,668	35,223,192	35,826,859	(397,809)	-1.1%
3805	DCSS Exp - Electronic Data Processing Fund 0193	1,562,421	1,129,117	1,164,680	1,418,790	289,673	25.7%
Total Gross Expenditures \$		36,624,263 \$	37,353,785 \$	36,387,872 \$	37,245,649 \$	(108,136)	-0.3%

Dept Of Child Support Services— Budget Unit 200 Expenditures by Object

Object	FY 2012 Actuals	FY 2013 Approved	FY 2014 Base Budget	FY 2014 Recommended	Amount Chg From 2013 Approved	% Chg From 2013 Approved
Salary and Benefits	29,908,300	29,944,413	32,201,358	32,881,668	2,937,255	9.8%
Services And Supplies	6,688,841	7,409,372	4,186,514	4,282,740	(3,126,632)	-42.2%
Other Charges	—	—	—	81,241	81,241	NA
Fixed Assets	27,122	—	—	—	—	—
Total Net Expenditures \$	36,624,263 \$	37,353,785 \$	36,387,872 \$	37,245,649 \$	(108,136)	-0.3%



Dept Of Child Support Services— Budget Unit 200

Revenues by Cost Center

CC	Cost Center Name	FY 2012 Actuals	FY 2013 Approved	FY 2014 Base Budget	FY 2014 Recommended	Amount Chg From 2013 Approved	% Chg From 2013 Approved
3804	DCSS Exp - Admin Fund 0193	36,317,413	36,359,727	35,215,162	35,818,829	(540,898)	-1.5%
3805	DCSS Exp - Electronic Data Processing Fund 0193	—	1,059,018	1,164,680	1,418,790	359,772	34.0%
Total Revenues \$		36,317,413 \$	37,418,745 \$	36,379,842 \$	37,237,619 \$	(181,126)	-0.5%

DCSS Exp - Admin Fund 0193 — Cost Center 3804

Major Changes to the Budget

	Positions	Appropriations	Revenues
DCSS Expenditure Fund (Fund Number 0193)			
Current Level Budget			
FY 2013 Approved Budget	282.5	\$ 36,224,668	\$ 36,359,727
Board Approved Adjustments During FY 2013	-1.0	(107,488)	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	-4.0	1,538,690	—
IntraCounty Adjustments	—	(1,340,541)	(606,763)
Other Adjustments	—	(1,092,137)	(537,802)
Subtotal (Current Level Budget)	277.5	\$ 35,223,192	\$ 35,215,162
Recommended Changes for FY 2014			
IntraCounty Adjustments	—	\$ —	\$ —
Decision Packages			
Increase Revenues	—	—	603,667
Increase Staff	3.5	335,694	—
Reduce Salary Savings	—	90,506	—
Increase Reimbursement for Law Enforcement Services	—	96,226	—
Increase Expenditures to Repay Loan From General Fund	—	81,241	—
Information Technology			
Capital			
Subtotal (Recommended Changes)	3.5	\$ 603,667	\$ 603,667
Recommended Budget	281.0	\$ 35,826,859	\$ 35,818,829

DCSS Exp - Electronic Data Processing Fund 0193 — Cost Center 3805

Major Changes to the Budget

	Positions	Appropriations	Revenues
DCSS Expenditure Fund (Fund Number 0193)			
Current Level Budget			
FY 2013 Approved Budget	6.0	\$ 1,129,117	\$ 1,059,018
Board Approved Adjustments During FY 2013	-4.0	(270,810)	—
Cost to Maintain Current Program Services			



DCSS Exp - Electronic Data Processing Fund 0193 — Cost Center 3805
Major Changes to the Budget

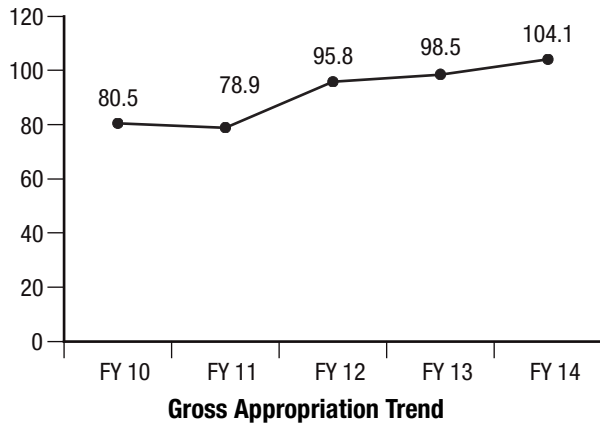
	Positions	Appropriations	Revenues
Salary and Benefit Adjustments	4.0	322,160	—
IntraCounty Adjustments	—	21,250	105,662
Other Adjustments	—	(37,037)	—
Subtotal (Current Level Budget)	6.0	\$ 1,164,680	\$ 1,164,680

Recommended Changes for FY 2014

IntraCounty Adjustments	—	\$ —	\$ —	—
Decision Packages				
Increase Revenues	—	—	—	254,110
Reduce Salary Savings	—	254,110	—	—
Information Technology				
Capital				
Subtotal (Recommended Changes)	—	\$ 254,110	\$ 254,110	254,110
Recommended Budget	6.0	\$ 1,418,790	\$ 1,418,790	1,418,790



In-Home Supportive Services Program Costs



Description of Major Services

In-Home Supportive Services (IHSS)

In Santa Clara County, the Social Services Agency (SSA) determines consumer eligibility and the number of service hours that each eligible person can receive for domestic and personal care services. The consumer population includes qualified elderly, blind, or disabled persons who require assistance to remain safely in their homes. The staff who determine eligibility are budgeted in the Department of Aging and Adult Services in the Social Services Agency. Wages and benefits for service providers and costs associated with the Public Authority are budgeted here.

The independent provider (IP) mode is the sole service mode for IHSS in Santa Clara County. As of March 2013, 17,295 people were receiving services from 17,694 full or part-time Independent Providers.

The current wage for IPs is \$12.20 per hour. Providers are eligible for benefits if they work at least 35 hours per month for two consecutive months. IPs who receive

health benefits pay a premium of \$25.00 per month. The table below shows the latest information related to the IHSS caseload and benefits.

IHSS Caseload and Provider Health Benefits

Clients/Providers ^a	2012	2013	% Change
# of Clients	17,200	17,295	.55%
# of Providers	16,910	17,694	4.64%
Health Benefit ^b	# of Eligible Providers	% Change	
Valley Health Plan	7,697	8,395	9.07%
Liberty Dental Plan	8,203	8,957	9.19%
Vision Service Plan	8,203	8,957	9.19%

a. Data as of March.

b. Data as of May.

IHSS Maintenance of Effort Requirement

IHSS services are provided under three programs: Personal Care Services Program (PCSP), Federal Plus Waiver Program (converted to State Plus Option in 2009), and Residual Program. Prior to FY2013, the standard reimbursement formula for IHSS was 50% Federal, 32.5% State, and 17.5% County share.

Beginning July 1, 2012, the County has a Maintenance of Effort (MOE) requirement instead of paying its share of non-Federal costs. Nearly 99.5% percent of all cases receive Federal Financial Participation (FFP). There is no cap for Federal reimbursement.

The County MOE requirement is based on the County's actual FY 2012 share of cost for IHSS. However, the State has not yet issued final MOE requirements to counties because FY 2012 county claims are still being audited to ascertain actual costs. The Administration assumes a total MOE requirement of \$58.7 million for Santa Clara County based on a recent collaborative review of the FY 2012 claims by SSA and the State. Of the total anticipated MOE, \$2.1 million is budgeted in the Social Services Agency budget and is related to the cost of administration of the program. The MOE amount assumed for IHSS wages and benefits and the Public Authority is budgeted here at \$56.6 million.

Expenditures and revenues in the FY 2014 base budget continue to reflect State and Federal revenue participation in order to show the net County cost equal to the anticipated MOE. As counties receive additional clarification from the State on how the actual claiming process will work under the MOE, the reflection of revenues and expenditures may need to be changed, but the overall net County cost will remain the same and will be equal to the County's MOE requirement.

Community First Choice Option

The Community First Choice Option (CFCO) was enacted through Section 2401 of the Patient Protection and Affordable Care Act. This is a Federal program that gives states an option to provide personal care services through their Medicaid plans. The CFCO provides home and community-based services under Medicaid Section 1915(k). According to the Centers for Medicare and Medicaid Assistance (CMS), the goal of the program is "to give states additional resources to make community living a first choice, and leave nursing

homes and institutions as a fall back option." It allows states to open eligibility to people at higher incomes and to offer additional services. States may also cover costs for moving individuals from an institution to the community (e.g., security deposits, purchase of household supplies).

On August 31, 2012 the Federal government approved the CFCO State plan amendment for enhanced benefits, retroactive back to December 1, 2011. The County receives a 6% increase in Federal matching payments (FMAP) for certain costs associated with the program.

The Public Authority

The Public Authority provides a registry to match IHSS consumers with independent home care providers, screens care providers, offers access to training for both consumers and providers, acts as the employer of record for independent home care providers for collective bargaining purposes, and administers benefits to independent providers, such as medical, dental and vision coverage.

State Settlement Reducing IHSS Authorized Hours

In March 2013, the State reached a settlement agreement regarding various lawsuits against the IHSS program changes that have been enacted since 2009. These legal challenges include: 1) State sharing in IHSS wages and benefits, 2) reductions authorized by the legislature based on the functional index scores, and 3) 20% across-the-board trigger cuts. The settlement agreement includes an 8% cut in authorized hours on July 1, 2013 for 12 consecutive months. After that period, the total hours reduction will be 7% ongoing. The reductions in authorized service hours include the 3.6% already in place (implemented in March 2011). This settlement agreement requires ratification by the legislature scheduled for May 2013.

Current and Emerging Issues

Coordinated Care Initiative

The Coordinated Care Initiative (CCI) was passed in July 2012 and marks an important step toward transforming California's Medi-Cal (Medicaid) care

delivery system to better serve the State's low-income seniors and persons with disabilities. The CCI will integrate delivery of medical, behavioral, and long-term care services and also provide a demonstration pilot

opportunity to integrate Medicare and Medi-Cal for people in both programs, called “dual eligible” beneficiaries. A major component of the CCI will be the IHSS program, which will become a managed care benefit, though still administered by the County. Under CCI, Medi-Cal beneficiaries, including “dual eligible” beneficiaries, will be required to join a Medi-Cal managed care health plan to receive benefits, including IHSS. In September 2013, implementation of the CCI “dual eligible” demonstration pilot will begin in Santa Clara County and seven other counties in California.

IHSS Maintenance of Effort (MOE)

Beginning with FY 2013, based on SB1036, counties are responsible for an MOE funding level for the IHSS program in lieu of the long-standing State/county cost sharing ratios. Each county's MOE is established based on the sum of: 1) the county's actual IHSS services expenditures in FY 2012, and 2) the county's State FY 2012 allocations for county administration and public authority administration. On July 1, 2014, the County IHSS MOE base is scheduled to be adjusted by

an inflation factor of 3.5%. Beginning on July 1, 2015, and annually thereafter, the County IHSS MOE from the previous year will be adjusted by an inflation factor of 3.5%. In fiscal years when the combined total of 1991-1992 State Local Realignment revenues received for the prior fiscal year are less than revenues received two years prior, the inflation factor will be zero.

The MOE will become inoperative if the CCI demonstration project and the responsibilities of the Statewide Authority become inoperative. If the MOE becomes inoperative then the prior county share of non-Federal cost would again become effective.

Statewide Collective Bargaining

The State IHSS Services Authority (also known as the Statewide Authority) will take over collective bargaining responsibilities for wages, benefits, and other economic terms and conditions for each county when all IHSS recipients in that county have been enrolled in the CCI. All current contracts will remain in place for each county until the Statewide Authority takes over.

County Executive's Recommendation

The FY 2014 base budget reflects the anticipated County MOE requirement (net County cost). No additional changes to the In-Home Supportive Services Program are recommended for FY 2014.

In-Home Supportive Services— Budget Unit 116 Net Expenditures by Cost Center

CC	Cost Center Name	FY 2012 Actuals	FY 2013 Approved	FY 2014 Base Budget	FY 2014 Recommended	Amount Chg	% Chg From
						From 2013 Approved	2013 Approved
1002	IHSS Program Fund 0001	\$ 45,611,729	\$ 50,213,649	\$ 59,086,833	\$ 59,086,833	\$ 8,873,184	17.7%
1003	IHSS Ind Provider Mode Fund 0001	46,233,763	48,257,443	45,030,167	45,030,167	(3,227,276)	-6.7%
Total Net Expenditures		\$ 91,845,491	\$ 98,471,092	\$ 104,117,000	\$ 104,117,000	\$ 5,645,908	5.7%



In-Home Supportive Services— Budget Unit 116 Gross Expenditures by Cost Center

CC	Cost Center Name	FY 2012 Actuals	FY 2013 Approved	FY 2014 Base Budget	FY 2014 Recommended	Amount Chg From 2013 Approved	% Chg From 2013 Approved
1002	IHSS Program Fund 0001	\$ 45,611,729	\$ 50,213,649	\$ 59,086,833	\$ 59,086,833	\$ 8,873,184	17.7%
1003	IHSS Ind Provider Mode Fund 0001	46,233,763	48,257,443	45,030,167	45,030,167	(3,227,276)	-6.7%
Total Gross Expenditures		\$ 91,845,491	\$ 98,471,092	\$ 104,117,000	\$ 104,117,000	\$ 5,645,908	5.7%

In-Home Supportive Services— Budget Unit 116 Expenditures by Object

Object	FY 2012 Actuals	FY 2013 Approved	FY 2014 Base Budget	FY 2014 Recommended	Amount Chg From 2013 Approved	% Chg From 2013 Approved
Services And Supplies	91,845,491	98,471,092	104,117,000	104,117,000	5,645,908	5.7%
Total Net Expenditures	\$ 91,845,491	\$ 98,471,092	\$ 104,117,000	\$ 104,117,000	\$ 5,645,908	5.7%

In-Home Supportive Services— Budget Unit 116 Revenues by Cost Center

CC	Cost Center Name	FY 2012 Actuals	FY 2013 Approved	FY 2014 Base Budget	FY 2014 Recommended	Amount Chg From 2013 Approved	% Chg From 2013 Approved
1002	IHSS Program Fund 0001	\$ 38,002,187	\$ 39,693,527	\$ 44,350,950	\$ 44,350,950	\$ 4,657,423	11.7%
1003	IHSS Ind Provider Mode Fund 0001	3,472,861	3,195,168	3,195,168	3,195,168	—	—
Total Revenues		\$ 41,475,048	\$ 42,888,695	\$ 47,546,118	\$ 47,546,118	\$ 4,657,423	10.9%

IHSS Program Fund 0001 — Cost Center 1002 Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
Current Level Budget			
FY 2013 Approved Budget	—	\$ 50,213,649	\$ 39,693,527
Board Approved Adjustments During FY 2013	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
IntraCounty Adjustments	—	(16,751)	—
Other Adjustments	—	8,889,935	4,657,423
Subtotal (Current Level Budget)	—	\$ 59,086,833	\$ 44,350,950

Recommended Changes for FY 2014



IHSS Program Fund 0001 — Cost Center 1002
Major Changes to the Budget

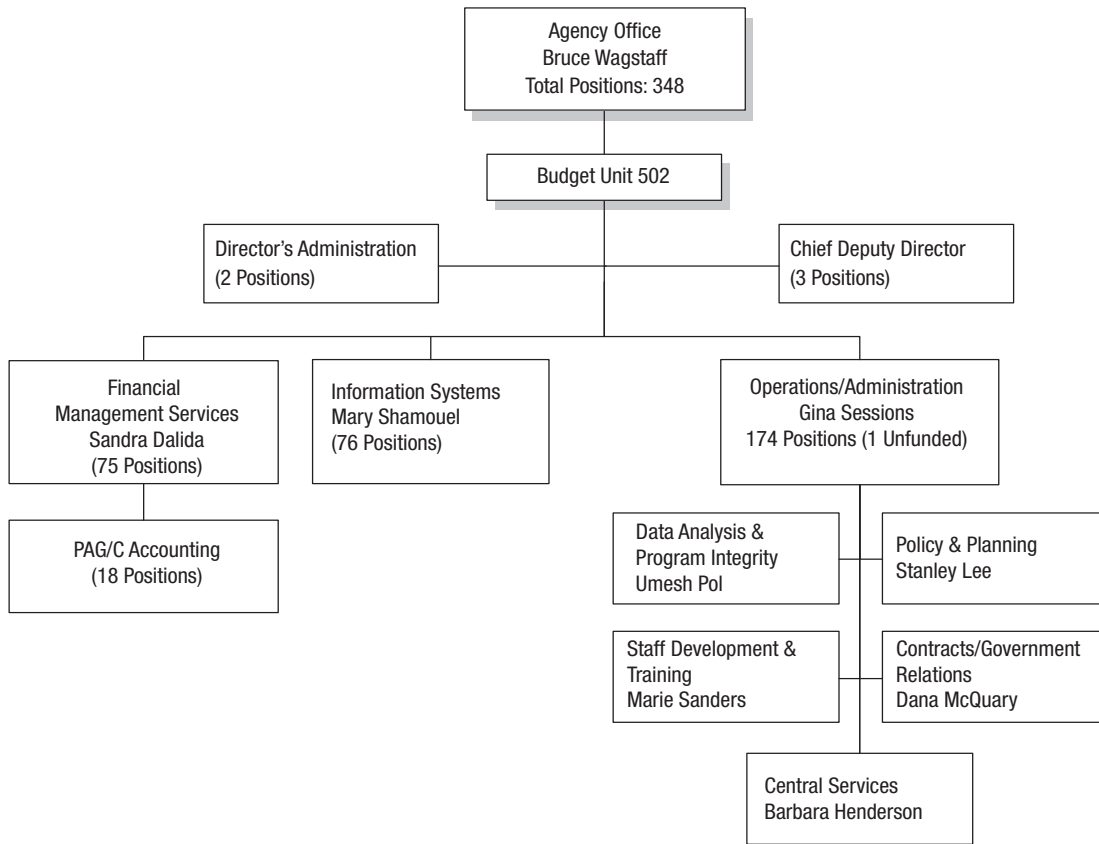
	Positions	Appropriations	Revenues
IntraCounty Adjustments	— \$	— \$	—
Decision Packages			
Information Technology			
Capital			
Subtotal (Recommended Changes)	— \$	— \$	—
Recommended Budget	— \$	59,086,833 \$	44,350,950

IHSS Ind Provider Mode Fund 0001 — Cost Center 1003
Major Changes to the Budget

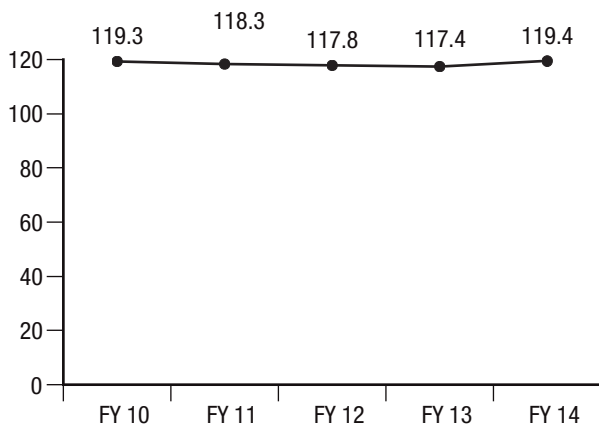
	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
Current Level Budget			
FY 2013 Approved Budget	— \$	48,257,443 \$	3,195,168
Board Approved Adjustments During FY 2013	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
IntraCounty Adjustments	—	—	—
Other Adjustments	—	(3,227,276)	—
Subtotal (Current Level Budget)	— \$	45,030,167 \$	3,195,168
Recommended Changes for FY 2014			
IntraCounty Adjustments	— \$	— \$	—
Decision Packages			
Information Technology			
Capital			
Subtotal (Recommended Changes)	— \$	— \$	—
Recommended Budget	— \$	45,030,167 \$	3,195,168



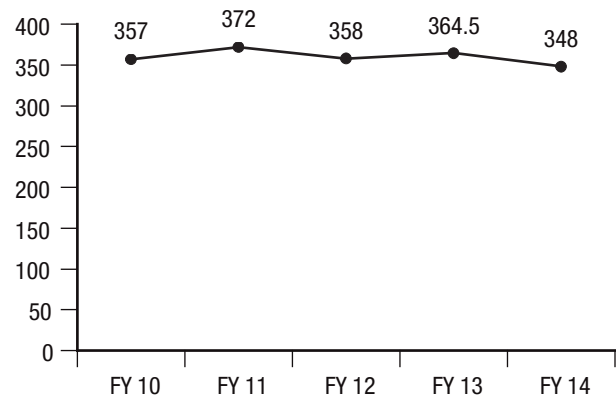
Agency Office — Social Services Agency



Section 3: Children, Seniors, and Families



Gross Appropriation Trend



Staffing Trend

22 Positions from the Employment Equal Opportunity/Civil Rights and Human Resources Units were transferred to the Employee Services Agency.



Public Purpose

- ➔ **Ensure that the policies and priorities established by the Board are implemented in a manner that provides meaningful services to the community.**
- ➔ **Demonstrate responsible and efficient use of public funds.**



Description of Major Services

The Social Services Agency (SSA) provides basic safety net and protective services to vulnerable children, families and adults. SSA must operate programs and provide services on behalf of the Federal and State governments as required by State of California Welfare and Institutions Code, Probation Code, and the Lanterman-Petris-Short Act. The Agency organizes and provides services through four major departments: Agency Office (AO), Department of Family and Children's Services (DFCS), Department of Employment and Benefit Services (DEBS), and Department of Aging and Adult Services (DAAS).

The Agency's operating budget is more than 95% funded by Federal and State revenues. The Agency staff serves more than 412,985 adults and children in Santa Clara County at 17 sites. The three service departments (DFCS, DEBS, and DAAS), in partnership with numerous community agencies, provide a wide range of human services for the County's culturally diverse population including emergency shelter, senior day care and supportive services, job training, counseling, and

domestic violence assistance, youth outreach, and food programs. The Agency also oversees the In-Home Supportive Services (IHSS) Program for independent providers' wages, benefits, and Public Authority (PA) administration.

In addition, the Agency contracts with more than 100 community-based agencies to provide a range of services to assist families and individuals to remain self-sufficient, promote and strengthen care of children, and protect and support independence of the frail, elderly and disabled residents. The Agency also operates a system of quality assurance/quality control functions to ensure services are consistent with Federal and State regulations and adhere to established practice standards.

Agency Office (AO)

The Agency Office includes the Agency Director, Financial Management Services, Information Systems, and Operations & Administrative Services. AO provides leadership and direction for the administrative divisions

and the three service departments, and performs administrative support activities that increase public understanding of SSA's programs and the magnitude of the number of clients served.

Beginning July 2013, the positions and the budget for Equal Opportunity/Civil Rights and Human Resources functions will be transferred from SSA to the Employee Services Agency. See details in the County Executive's Recommendation section.

Financial Management Services (FMS)

FMS consists of five divisions and oversees financial operations totaling approximately \$1.1 billion (\$568 million operating budget, \$186 million in client benefits paid directly by the State, \$260 million in IHSS for providers' wages, benefits and PA administration, and \$36 million in client assets and restricted trust accounts).

FMS administers and coordinates the issuance of public assistance and other client welfare benefit payments totaling more than \$210 million a year. In addition, FMS oversees a \$98 million debt management and collections operation including repayment agreements, tax intercepts, garnishments and levies, and full-scope collection activities. FMS also oversees and administers Agency-wide State, Federal and special funds reimbursement claims, and cash and revenue recovery operations totaling nearly \$600 million each year.

FMS responsibilities include Public Administrator/Guardian/Conservator Accounting; Adult and Foster Youth Sub-Payee Accounting; financial oversight of more than \$36 million in client assets, bank accounts, trust accounts, tax preparation, payroll and provider services, client receivable and payable operations; and Court Accounting and Financial Reporting.

FMS oversees, manages, and maintains financial systems integrity and systems account structure alignment for more than 15 financial systems including Public Administrator/Guardian/Conservator (PAGC) Case Management System (PANO), Collections Systems (VACS), Tax Intercept Systems (WIS), State Expense Reimbursement System (FoxPro), Federal Expense Reimbursement System – Division of Payment Management, Time Capture and Cost Allocation Systems (eTimestudy), SAP, Statewide Automated

Reconciliation Systems (SARS), Bank of America financial systems, CalWIN Benefit Issuance/Benefit Recovery, and eRecepting.

FMS consists of 16 units including Budget Development and Administration, Bank Account and Funds Management, Benefit Issuance, Cash and Revenue Management, Claims and Grants, Court Accounting, Debt Management & Collections, Financial Systems Integrity, IHSS Finance, Mandated Financial & Statistical Reporting, Accounts Payable, Accounts Receivable, Planning and Forecasting, Provider & Payroll Services, Tax Services, and Wraparound Finance.

Information Systems Department (IS)

IS provides leadership, coordination and support for Agency-wide information technology process design, service delivery and program administration. IS designs, develops, and maintains the Agency's technological infrastructure, application systems, and business processes to enhance operations and service delivery to clients, and enhances employee use of technology. Also, IS manages, supports and provides information for reporting, program administration, decision making, evaluation and accountability. In addition, IS helps identify technical solutions based on business analysis, research and technical innovation; manage effective governance, decision-making and communication; and practice strong customer management relationship. IS has nine units responsible for Agency-wide technical support.

Agency Help Desk and Technical Field Support (AHD/TFS)

This unit is responsible for first level support for PC connectivity and application access and use. This includes CalWIN, CWS/CMS, and other program systems. AHD/TFS also provides initial troubleshooting for network, IP phones, hardware and software related issues. The units serve as the main support and resource for users of the CWS/CMS. AHD handles about 30,000 phone calls and 20,000 tickets a year with 80% of tickets resolved by the unit.

Application and Web

The Application and Web Unit focuses on business analysis, application design, and development and support (including business needs identification, problem analysis, process design, application development and maintenance). This unit also assesses



strategic technology and solutions to address the business needs for process efficiencies and operational enhancements.

Business Intelligence (BI)

The BI Unit manages the database for the entire Agency. The unit is responsible for maintaining client eligibility data (CalWIN/CIS), Family & Children Services data (CWS/CMS), and data from many other State, County, and Agency applications. The BI Unit manages and supports the Agency's reporting platform (Business Objects) and the data warehouse/business intelligence. Also, BI builds the Business Object Universe upon which all Agency reports, dashboards, and data extracts are created.

DFCS Applications & Decision Support (DADS)

DADS specializes in strategic planning; business needs assessment and problem analysis, business consulting, process design, data mart, universe design and administration, management report generation; and decision support for business intelligence services for DFCS. DADS provides primary support and subject matter expertise to CWS/CMS and application design and change implementation; collaborates to research, develop, train, and implement State, Federal, and County software solutions to support business strategies and enhance business operations. DADS also supports designing, implementation, and reporting related to Efforts to Outcomes (ETO) Software for the Independent Living Program (ILP), Family Recruitment, Research, Development, and Support (RDS), Joint Decisions Making (JDM), and California Partners for Permanency Practice (CAPP). DADS also works with community partners and agencies on various projects related to child welfare.

Information Systems Financial Planning and Administration

This unit is responsible for all aspects of Information Technology planning and forecasting. This includes creation of Advance Planning Documents and gathering technical specification, quotes, and business justification to meet State and Federal guidelines. The unit is responsible for IT contract administration and supports contract administration for CalWIN and CWS/CMS departments.

Network and Telecommunications Support (NTS)

NTS is responsible for Agency-wide network, Telecomm and UNIX infrastructure for designing, implementing, administering, problem and performance analysis, corrective action planning and implementation. NTS designs, supports and maintains network infrastructure with integrated voice, video and data applications; provides Telecomm and UNIX services; designs, configures and manages six call centers with call volumes exceeding 100,000; supports Interactive Voice Response system (IVR) locally and at the State; and configures, supports and manages Cisco Voice over Internet Protocol telephones and network services to 25 sites with WAN (Wide Area Network) technology.

Project Management Office (PMO)

The PMO is the centralized repository of all SSA Information Systems projects. The PMO plans, manages, schedules, tracks and reports the progress throughout the projects' life cycle. This unit manages the SSA systems portfolio including pending projects, resource requirements, estimated costs and priorities.

Systems Engineering Support (SES)

SES supports, deploys, monitors, and maintains Agency-wide Windows servers, user's home and shared directories, email, print and Internet services. SES is also responsible for centralizing deployment of system images, packaging and deploying all agency applications, and ensuring that all Windows server and workstations have the latest patch update.

Systems Security (SS)

SS monitors, manages and enforces IT security standards. SS installs and maintains IT security infrastructure. Additionally, SS oversees IT security infrastructure and reporting web, email, network usage, and forensic analysis and security reporting.

Department of Operations/Administrative Services (DOAS)

The Department of Operations/Administrative Services provides oversight and strategic direction for Agency core support services including Central Services, Governmental Relations and Planning, Office of Contracts Management, Staff Development and Training, and Data Analysis & Program Integrity. DOAS provides Agency-wide leadership, direction, and management for evaluation and planning, staff development and training, contracts administration, public information and communication.



Central Services (CS)

CS is responsible for the Agency's Facility Services, Fleet Services, Purchasing, Records Retention and Archives, Central Mail Operations, Publishing Services, Health/Safety and Security Services, and Central Supply Operations. Central Services is also responsible for planning and executing facility construction and remodeling, facility moves, furniture reconfigurations and builds, and facility maintenance. CS oversees Fleet Services including tracking and monitoring usage, servicing needs, vehicle replacement or return to County Fleet. CS performs ergonomic evaluations through the Health and Safety division and represents the Agency on the County Health and Safety Committees, Vehicle Accident Review Board, Food Services Advisory Committee, and the Facilities and Fleet Department sponsored "Green Team." Annually, CS processes more than one million pieces of outgoing mail, more than 600,000 pieces of incoming mail, 127,000 warrants and 225,000 billing statements. Additionally, CS scans more than two million documents and processes contract releases, standard purchase orders, Field PO's and Direct Pay requisitions valued at more than \$22 million. Central Services also manages a fleet of 147 vehicles.

Governmental Relations and Planning (GRP)

GRP provides Agency-wide resources to implement initiatives that sustain strong partnerships with our diverse communities; monitors legislative and regulatory changes; coordinates required Board and County Executive reporting on Agency activities; manages Agency-level projects to maximize client service efficiencies toward Department outcomes; and addresses client concerns and complaints. Also, GRP assists in defining the Agency's policy direction, coordinates grant activity and program planning, participates in efforts to develop short and long-term housing resources for SSA clients with special needs, and leads the Agency and County's disaster preparation and response efforts for Mass Care and Shelter activities.

Data Analysis & Program Integrity (DAPI)

DAPI provides oversight and strategic direction for Agency-wide welfare case management system and process integration. DAPI provides integrated support for client and business service delivery; facilitates and determines program automation solutions; and maximizes system management reporting capabilities. DAPI provides a coordinated approach for CalWIN-

dependent functions, and centralizes planning for ongoing systems integration and future systems enhancements and software releases. DAPI includes the Decision Support and Research Bureau, CalWIN Application and Triage Support Bureau, and Special Investigative Unit.

Decision Support and Research Bureau (DSR)

DSR provides analytical information and compiles reports from various data sources to SSA Administration, various departments (primarily DEBS), and members of the community to ensure timely and accurate reporting to meet the State, local and Federal requirements. DSR develops and deploys standard and ad-hoc reports including vital statistics, client demographics, geo-mapping, bargaining unit standards, and civil rights. DSR also develops DEBS dashboard indicators for performance and productivity measurements, performs data analysis, and develops Work Participation Rate reports.

CalWIN Application and Triage Support Bureau (CATS)

CATS provides technical support and solutions, infrastructure set-up, business application administration for CalWIN, Medi-Cal database, State Automated Welfare System–Welfare Data Tracking Implementation Project, Electronic Benefit Transfer, Online Benefits Application, IVR – Access CalWIN, and the State Fingerprint Imaging System. CATS has three functional areas of Production and Technical Support (PTS), Application Solutions Support (AS), and Central Queue and Special Projects (CQSP). PTS represents the Agency at CalWIN Technical Committees and the Integrated Oversight Committee; provides CalWIN production support, release planning, coordination and implementation, and technical solutions and support. AS provides CalWIN end-user support, district office support, CalWIN security, release testing, training and communications, and project management support for automation projects.

Special Investigative Unit (SIU)

SIU is mandated by the State to investigate reports of welfare fraud. This unit is charged with the investigation of public assistance fraud including CalWORKs and CalFresh. It also reviews allegations of IHSS and general fraud. SIU is responsible for avoidance of fraud by performing early fraud (FRED) investigations prior to authorization of public assistance. SIU is a law enforcement unit where the investigators are sworn peace officers. SIU receives reports from Eligibility



Workers and the community through the fraud hotline. SIU is responsible for the complete investigation, preparation of the investigative packet, and working with the District Attorney when prosecution is warranted.

Office of Contracts Management (OCM)

The Office of Contracts Management is responsible for the administration and monitoring of contracts and service agreements for grants, trust funds, and Child Abuse Council support, Department of Family & Children's Services, and the Agency Office.

Staff Development and Training

This unit is responsible for the direct and/or indirect training of both entry-level and career-level employees in the Social Services Agency. The duties of the unit include conducting needs assessments; consulting with supervisory and management staff; collaborating with State, Federal and grantor agencies on legal and project specific mandates; planning, developing, implementing, and evaluating the more difficult organizational development and training programs. Training activities consist of Agency Orientation, induction training for Social Services Agency functions, cultural competency, supervisor training, technical script writing, software specific testing, new computer applications training, supporting system improvements, and other in-service training for all classifications. Additionally, this unit maintains the Agency's Learning Management System to ensure documentation of all training experiences for Agency staff.



Summary of County Executive's Recommendations

Description	Impact	Impact on Services	Position Impact	FY 2014 Ongoing Net Cost/(Savings)	FY 2014 One-Time Net Cost/(Savings)
Adjust Staffing Resources in Director's Office	↑	The staffing changes will create an organizational structure necessary for SSA to address the complexities and operational challenges of the public assistance and social services programs.	1.0	\$145,391	—
Reduce Agency Operating Expenses	●	The reduction has no known impact to the current service levels due to the implementation of various strategies to reduce electricity consumption.	—	(\$850,000)	—
Add 3.0 FTE in Financial Management Services and Increase Revenues	↑	The additional staffing resources will assist with the collection of debt and PAGC accounting functions.	3.0	(\$99,092)	—
Add 1.0 FTE to Support PAGC System	↑	The position will serve as the liaison between the PAGC operations unit and the case management system vendor.	1.0	(\$378,113)	—
Add 1.0 FTE Eligibility Work Supervisor in Staff Development	↑	The position will assist with the training needs related to the Healthy Families Program implementation.	1.0	\$103,603	—
Transfer Human Resources and Equal Opportunity/Civil Rights positions to Employee Services Agency	●	This change will enhance efficiencies, standardize processes, facilitate communication, and provide for adequate supervision and coverage.	-22.0	—	—
Reimburse Employee Services Agency for addition of 1.0 FTE Sr HR Analyst	↑	The position will help in the recruitment and hiring of staff for Healthy Families Program and Health Care Reform.	—	\$131,857	—
↑ — Enhanced ◆ — Modified ● — No Change ↓ — Reduced ☒ — Eliminated					

County Executive's Recommendation

The four Social Services Agency departments' budget units are inextricably linked and the net cost of the recommended actions may have expenditures and revenues in more than one budget unit. The Social Services Agency budget units are as follows:

- BU 502, Agency Office (AO)
- BU 503, Department of Family and Children's Services (DFCS)
- BU 504, Department of Employment and Benefit Services (DEBS)

- BU 505, Department of Aging and Adult Services (DAAS)

↑ Adjust Staffing Resources in Director's Office

Recommended Action: Adjust staffing resources in the Director's Office as follows:

- Add 1.0 FTE Chief Deputy Director, Social Services Agency
- Add 1.0 FTE Executive Assistant I-ACE



- Delete 1.0 FTE SSA Deputy Director, Administration

Summary of Fiscal Impact

Department	FTE	Expense	Revenues	Net Cost/ (Savings)
BU502-AO	1.0	\$145,391		\$145,391
BU503-DFCS				
BU504-DEBS		(\$57,234)	\$86,704	(\$143,938)
BU505-DAAS				
SSA Total	1.0	\$88,157	\$86,704	\$1,453

Service Impact: The Chief Deputy Director, under direction from the Agency Director, will be responsible for the oversight and interpretation of policies, procedures, and regulations on complex welfare programs for County administration, legislative bodies, boards, commissions, community groups and other organizations. Additionally, this position will be responsible for developing and managing operational plans, directing and controlling operational procedures, and ensuring effective program monitoring. There have been significant legislative and policy changes in public assistance and social service programs in recent years. In the coming year, the implementation of Health Care Reform will add significant complexities and operational challenges.

The Executive Assistant I-ACE will provide administrative support to the Chief Deputy Director.

There is no impact on the level of service resulting from the deletion of the SSA Deputy Director, Administration. As a result of the Harvey Rose audit recommendation, the Agency Office has reorganized and combined the Administrative Services and Operational Services Departments under the current SSA Deputy Director of Operations.

Net Positions Added: 1.0 FTE

Positions Added: 2.0 FTE

Positions Deleted: 1.0 FTE

Ongoing Cost in Agency Office: \$145,391

Ongoing Net Cost: \$1,453

Ongoing Net Cost includes fiscal impacts in other SSA departments. See Summary of Fiscal Impact.

● Reduce Agency Operating Expenses

Recommended Action: Reduce allocation in services and supplies for communication, utilities, office expense, and postage expense.

Summary of Fiscal Impact

Department	FTE	Expense	Revenues	Net Cost/ (Savings)
BU502-AO		(\$850,000)		(\$850,000)
BU503-DFCS			(\$53,005)	\$53,005
BU504-DEBS			(\$441,098)	\$441,098
BU505-DAAS				
SSA Total		(\$850,000)	(\$494,103)	(\$355,897)

Service Impact: The reduction has no known impact to the current service levels. The operating expenses for cell phones/communication, office supplies and postage were reduced due to the Agency's implementation of automated computer power down and facility lighting shut off to reduce electricity consumption in 2012.

Ongoing Savings in Agency Office: \$850,000

Ongoing Net Savings: \$355,897

Ongoing Net Savings includes fiscal impacts in other SSA departments. See Summary of Fiscal Impact.

↑ Add 3.0 FTE in Financial Management Services and Increase Revenues

Recommended Action: Add staffing resources in Financial Management Services and increase revenues. The positions added are as follows:

- 1.0 FTE Revenue Collections Officer
- 1.0 FTE Accountant Auditor Appraiser to support the PAGC Accounting Unit
- 1.0 FTE Senior Income Tax Specialist/Income Tax Specialist to support the PAGC Accounting Unit

Summary of Fiscal Impact

Department	FTE	Expense	Revenues	Net Cost/ (Savings)
BU502-AO	3.0	\$300,908	\$400,000	(\$99,092)
BU503-DFCS				
BU504-DEBS			\$98,264	(\$98,264)
BU505-DAAS			\$82,907	(\$82,907)
SSA Total	3.0	\$300,908	\$581,171	(\$280,263)

Service Impact: The Revenue Collections Officer will generate additional revenue and provide higher level of client services. There are currently more than 10,000 debts assigned to each Revenue Collections Officer. This caseload level does not allow the collector to work with former clients to develop a mutually acceptable



repayment plan and thus results in lower overall collections. In FY 2012, the Harvey Rose audit recommended the addition of 1.0 FTE Revenue Collections Officer in FMS to increase revenue and recovery of debts owed to the County. There are currently 7.0 FTE Revenue Collections Officer working on collecting over \$98 million in debt.

The Accountant Auditor Appraiser will perform fiscal duties related to receiving and posting of conservatees' funds to their personal accounts accurately and timely to ensure that funds are available for care and support payments; reconciling and managing cash transfers of client accounts to the bank accounts; and preparing and submitting mandatory financial and accounting reports. FMS has been using overtime and Extra Help staff during the past 20 months to perform the required duties to prevent serious arrears in posting funds to conservatees' accounts. There is currently 1.0 FTE Accountant Auditor position in PAGC Accounting unit, but that position is assigned to the Tax Services Unit.

The Senior Income Tax Specialist will supervise the PAGC tax function and staff responsible for developing, preparing, and submitting more than 840 Federal and State tax returns for PAGC clients. This position will coordinate and review the work of subordinate tax specialists and accountants; represent the County at Federal, State, and court tax hearings; respond to inquiries from the IRS and State Franchise Tax Board, attorneys, court representatives, and other County agencies; develop written responses to inquiries related to tax matters; and develop, implement and maintain tax practices, policies, and operations to comply with current Federal and State tax requirements. There are currently 2.0 FTE in the PAGC Tax Services Unit.

Positions Added: 3.0 FTE
Ongoing Savings in Agency Office: \$99,092
Ongoing Net Savings: \$280,263

Ongoing Net Savings includes fiscal impacts in other SSA departments. See Summary of Fiscal Impact.

↑ Add 1.0 FTE to Support PAGC System

Recommended Action: Add 1.0 FTE Information Systems Analyst II/I in the Information Systems Department to support PAGC and reduce \$520,599 in services and supplies.

Summary of Fiscal Impact

Department	FTE	Expense	Revenues	Net Cost/ (Savings)
BU502-AO	1.0	(\$378,113) ^a		(\$378,113)
BU503-DFCS				
BU504-DEBS			(\$249,795)	\$249,795
BU505-DAAS			\$70,600	(\$70,600)
SSA Total	1.0	(\$378,113)	(\$179,195)	(\$198,918)

a. \$142,486 increased cost for salaries and benefits offset by a \$520,599 reduction in services and supplies.

Service Impact: The Information Systems Analyst II/I will serve as the liaison between the PAGC operations units and the PAGC case management system vendor. Also, this position will develop business requirements; translate requirements into system and technical design specifications; and develop system enhancements, future upgrades, and installation of new modules. Currently, the Agency is using Extra Help to perform the ongoing duties. There are no dedicated positions to support the ongoing functionality of the PAGC case management system. There are three IT resources that support PAGC Panoramic case management system but only on an as needed basis and only to maintain the Business Objects/database environment and developing custom reports.

To minimize the impact from the reduction of services and supplies, SSA will delay the replacement of non-critical hardware until FY 2015. Additionally, SSA will be moving toward server virtualization which will maximize the current hardware equipment to satisfy any new server needs to reduce the impact of the services and supplies reduction on the operations.

Positions Added: 1.0 FTE
Ongoing Savings in Agency Office: \$378,113
Ongoing Net Savings: \$198,918

Ongoing Net Savings includes fiscal impacts in other SSA departments. See Summary of Fiscal Impact.

↑ Add 1.0 FTE Eligibility Work Supervisor in Staff Development

Recommended Action: Add 1.0 FTE Eligibility Work Supervisor and reduce \$20,000 in services and supplies.



Summary of Fiscal Impact

Department	FTE	Expense	Revenues	Net Cost/ (Savings)
BU502-AO	1.0	\$103,603 ^a		\$103,603
BU503-DFCS				
BU504-DEBS			\$86,469	(\$86,469)
BU505-DAAS				
SSA Total	1.0	\$103,603	\$86,469	\$17,134

a. \$123,603 increased cost for salaries and benefits offset by a \$20,000 reduction in services and supplies.

Service Impact: The Eligibility Work Supervisor will assist with the training needs related to the Healthy Families Program (HFP) implementation. Staff Development has increased the frequency of new Eligibility Worker (EW) induction classes to accommodate the new flow of cases and to support the addition of 20.0 FTE new Eligibility Workers added during the FY 2013 Mid-year budget process to implement this new program.

Background: On January 1, 2013, all Healthy Families Program (HFP) enrollees began transitioning to Medi-Cal. This involves the transition of approximately 875,000 HFP enrollees. There are currently 2.0 FTE in the Eligibility Worker Training Unit in Staff Development.

Positions Added: 1.0 FTE

Ongoing Cost in Agency Office: \$103,603

Ongoing Net Cost: \$17,134

Ongoing Net Cost includes fiscal impacts in other SSA departments. See Summary of Fiscal Impact.

● Transfer Human Resources and Equal Opportunity/Civil Rights positions to Employee Services Agency

Recommended Action: Transfer the Human Resources (HR) Office and Equal Opportunity/Civil Rights (EO/CR) Office in SSA to the Employee Services Agency (ESA) to consolidate Human Resources and Equal Opportunity programs currently budgeted in SSA with other programs in ESA.

Service Impact: The consolidation of SSA's Human Resources and Equal Opportunity/Civil Rights Office with ESA will enhance efficiencies, standardize processes, facilitate communication and provide for adequate supervision and coverage. It will allow for more flexible staffing (particularly during times of

budget difficulties and high workload) and will enhance the Employee Services Agency's accountability for compliance with applicable ordinances, Merit System Rules, County policies, Federal and State civil right laws and regulations and other legal requirements. SSA will reimburse ESA for the cost of the HR and EO/CR positions. The reimbursement for the costs of services and supplies will be determined during FY 2014. The allocated administrative overhead costs will be accomplished through the Countywide Cost Allocation Plan.

Background: SSA's HR Office currently has 18.0 FTEs. This unit serves all SSA departments and is responsible for recruitment, benefits and compensation programs. This unit is also responsible for management and supervisor training on human resources issues, performance management and appraisal, and mentoring. The Employee Service Center within the HR Office provides support in transfer, enrollment and other changes within the personnel system. The HR Office works closely with ESA to recruit and retain qualified staff. SSA-HR staff provides support and guidance to approximately 2,400 employees in SSA.

The EO/CR Office in SSA has a total of 4.0 FTEs. This Office administers the discrimination and harassment complaint process for SSA employees, applicants for employment and clients. The EO/CR administers the County's Reasonable Accommodation policies and procedures. The Office also conducts training in the prevention of sexual harassment, discrimination, harassment and retaliation in the workplace, provides Reasonable Accommodation training, develops the Agency's Annual Civil Rights Plan and conducts facilities assessment for compliance with the California Health and Human Services regulations and the Americans with Disabilities Act.



Summary of Transferred Positions

Code and Job Classification	FTE
B1E – Senior Management Analyst (ACE)	-1.0
B2A – Equal Opportunity Analyst II	-1.0
B3M – Program Manager II (ACE)	-1.0
B3P – Program Manager I	-1.0
C11 – Equal Opportunity Officer	-1.0
D09 – Office Specialist III	-1.0
D5D – Human Resources Assistant II	-8.0
D67 – Human Resources Support Supervisor	-1.0
H16 – Human Resources Analyst	-3.0
X12 – Office Specialist III (ACE)	-3.0
X19 – Administrative Assistant (ACE)	-1.0
Total Transferred FTE	-22.0

Positions Transferred: 22.0 FTE

Ongoing Net Cost: \$0

Decreased expenditures for salaries and benefits of \$2,442,798 offset by increased cost of the same amount for services (payment to ESA)

↑ Reimburse Employee Services Agency for Addition of 1.0 FTE Sr HR Analyst

Recommended Action: Reimburse the Employee Services Agency (ESA) for the addition of 1.0 FTE Senior Human Resources Analyst in ESA to assist with the recruitment and hiring of staff for the Healthy Families Program and Health Care Reform.

Summary of Fiscal Impact

Department	FTE	Expense	Revenues	Net Cost/ (Savings)
BU502-AO		\$131,857		\$131,857
BU503-DFCS			\$8,222	(\$8,222)
BU504-DEBS			\$68,423	(\$68,423)
BU505-DAAS				
SSA Total		\$131,857	\$76,645	\$55,212

Service Impact: The position will support and provide recruitment and hiring efforts to the Department of Employment and Benefits Services for the hiring of staff for the Healthy Families Program and Health Care Reform, the Department of Family and Children Services, and the Department of Aging and Adult Services. SSA will reimburse ESA for the direct costs incurred for the HR services rendered. There are currently no Senior Human Resources Analyst in SSA's HR Unit.

Ongoing Cost in Agency Office: \$131,857
Ongoing Net Cost: \$55,212

Ongoing Net Cost includes fiscal impacts in other SSA departments. See Summary of Fiscal Impact.

Social Services Agency— Budget Unit 502 Net Expenditures by Cost Center

CC	Cost Center Name	FY 2012 Actuals	FY 2013 Approved	FY 2014 Base Budget	FY 2014 Recommended	Amount Chg From 2013 Approved	% Chg From 2013 Approved
050201	Agency Office Admin Fund 0001	\$ 72,053,684	\$ 78,884,098	\$ 80,664,703	\$ 80,392,859	\$ 1,508,761	1.9%
050202	Information Systems Fund 0001	27,437,416	28,286,788	27,994,813	27,616,700	(670,088)	-2.4%
050203	Agency Staff Dev & Training Fund 0001	3,635,026	4,308,021	5,175,731	5,279,334	971,313	22.5%
050205	Community Program & Grant Fund 0001	1,609,153	1,567,437	1,638,498	1,638,498	71,061	4.5%
050206	Local Programs for Adults Youth&Family Fund 0001	3,996,861	4,026,408	3,936,408	3,936,408	(90,000)	-2.2%
Total Net Expenditures		\$ 108,732,140	\$ 117,072,752	\$ 119,410,153	\$ 118,863,799	\$ 1,791,047	1.5%



Social Services Agency— Budget Unit 502 Gross Expenditures by Cost Center

CC	Cost Center Name	FY 2012 Actuals	FY 2013 Approved	FY 2014 Base Budget	FY 2014 Recommended	Amount Chg From 2013 Approved	% Chg From 2013 Approved
050201	Agency Office Admin Fund 0001	\$ 72,053,684	\$ 78,884,098	\$ 80,664,703	\$ 80,392,859	\$ 1,508,761	1.9%
050202	Information Systems Fund 0001	27,437,416	28,647,036	28,331,561	27,953,448	(693,588)	-2.4%
050203	Agency Staff Dev & Training Fund 0001	3,635,026	4,308,021	5,175,731	5,279,334	971,313	22.5%
050205	Community Program & Grant Fund 0001	1,827,734	1,750,963	1,822,024	1,822,024	71,061	4.1%
050206	Local Programs for Adults Youth&Family Fund 0001	3,996,861	4,026,408	3,936,408	3,936,408	(90,000)	-2.2%
Total Gross Expenditures		\$ 108,950,721	\$ 117,616,526	\$ 119,930,427	\$ 119,384,073	\$ 1,767,547	1.5%

Social Services Agency— Budget Unit 502 Expenditures by Object

Object	FY 2012 Actuals	FY 2013 Approved	FY 2014 Base Budget	FY 2014 Recommended	Amount Chg From 2013 Approved	% Chg From 2013 Approved
Salary and Benefits	38,718,429	41,576,887	43,807,926	42,077,516	500,629	1.2%
Services And Supplies	69,097,475	76,039,639	76,122,501	77,306,557	1,266,918	1.7%
Fixed Assets	1,134,818	—	—	—	—	—
Total Gross Expenditures	\$ 108,950,721	\$ 117,616,526	\$ 119,930,427	\$ 119,384,073	\$ 1,767,547	1.5%
Expenditure Transfers	(218,581)	(543,774)	(520,274)	(520,274)	23,500	-4.3%
Total Net Expenditures	\$ 108,732,140	\$ 117,072,752	\$ 119,410,153	\$ 118,863,799	\$ 1,791,047	1.5%

Social Services Agency— Budget Unit 502 Revenues by Cost Center

CC	Cost Center Name	FY 2012 Actuals	FY 2013 Approved	FY 2014 Base Budget	FY 2014 Recommended	Amount Chg From 2013 Approved	% Chg From 2013 Approved
050201	Agency Office Admin Fund 0001	\$ 14,335,618	\$ 17,769,174	\$ 19,084,583	\$ 19,484,583	\$ 1,715,409	9.7%
050202	Information Systems Fund 0001	7,609,581	7,744,170	7,995,129	7,995,129	250,959	3.2%
050205	Community Program & Grant Fund 0001	1,510,441	1,446,353	1,501,536	1,501,536	55,183	3.8%
Total Revenues		\$ 23,455,640	\$ 26,959,697	\$ 28,581,248	\$ 28,981,248	\$ 2,021,551	7.5%



Agency Office Admin Fund 0001 — Cost Center 050201 Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
Current Level Budget			
FY 2013 Approved Budget	210.0	\$ 78,884,098	\$ 17,769,174
Board Approved Adjustments During FY 2013	3.0	365,751	1,315,409
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	2.0	1,552,970	—
IntraCounty Adjustments	—	(2,116)	—
Other Adjustments	—	(136,000)	—
Subtotal (Current Level Budget)	215.0	\$ 80,664,703	\$ 19,084,583
Recommended Changes for FY 2014			
IntraCounty Adjustments	—	\$ —	\$ —
Decision Packages			
Transfer HR and EO/CR budget to ESA	-22.0	—	—
Adjust staff in Director's Office (Obj 1 and Rev in BU 504)	1.0	145,391	—
Add Staff in FMS (Revenue in BU 502, 503, 504, 505)	3.0	300,908	400,000
Reimburse ESA for Sr HR Analyst (Revenue in BU 503 and 504)	—	131,857	—
Reduce Operating Expenses (Revenue loss in BU 503 & 504)	—	(850,000)	—
Information Technology			
Capital			
Subtotal (Recommended Changes)	-18.0	\$ (271,844)	\$ 400,000
Recommended Budget	197.0	\$ 80,392,859	\$ 19,484,583

Information Systems Fund 0001 — Cost Center 050202 Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
Current Level Budget			
FY 2013 Approved Budget	112.0	\$ 28,286,788	\$ 7,744,170
Board Approved Adjustments During FY 2013	1.0	389,938	250,959
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	-15.0	(905,471)	—
IntraCounty Adjustments	—	223,558	—
Other Adjustments	—	—	—
Subtotal (Current Level Budget)	98.0	\$ 27,994,813	\$ 7,995,129
Recommended Changes for FY 2014			
IntraCounty Adjustments	—	\$ —	\$ —
Decision Packages			



Information Systems Fund 0001 — Cost Center 050202
Major Changes to the Budget

	Positions	Appropriations	Revenues
Add IS Staff for PAGC Support (Revenue in BU 504 & 505)	1.0	(378,113)	—
Information Technology			
Capital			
Subtotal (Recommended Changes)	1.0	\$ (378,113)	\$ —
Recommended Budget	99.0	\$ 27,616,700	\$ 7,995,129

Agency Staff Dev & Training Fund 0001 — Cost Center 050203
Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
Current Level Budget			
FY 2013 Approved Budget	36.0	\$ 4,308,021	\$ —
Board Approved Adjustments During FY 2013	5.0	554,565	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	2.0	310,110	—
IntraCounty Adjustments	—	3,035	—
Other Adjustments	—	—	—
Subtotal (Current Level Budget)	43.0	\$ 5,175,731	\$ —
Recommended Changes for FY 2014			
IntraCounty Adjustments	—	\$ —	\$ —
Decision Packages			
Add 1.0 FTE EW Sup in Staff Development (Revenue in BU 504)	1.0	103,603	—
Information Technology			
Capital			
Subtotal (Recommended Changes)	1.0	\$ 103,603	\$ —
Recommended Budget	44.0	\$ 5,279,334	\$ —

Community Program & Grant Fund 0001 — Cost Center 050205
Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
Current Level Budget			
FY 2013 Approved Budget	6.5	\$ 1,567,437	\$ 1,446,353
Board Approved Adjustments During FY 2013	1.5	6,084	110,366
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	109,779	—
IntraCounty Adjustments	—	(44,802)	—
Other Adjustments	—	—	(55,183)
Subtotal (Current Level Budget)	8.0	\$ 1,638,498	\$ 1,501,536



Community Program & Grant Fund 0001 — Cost Center 050205
Major Changes to the Budget

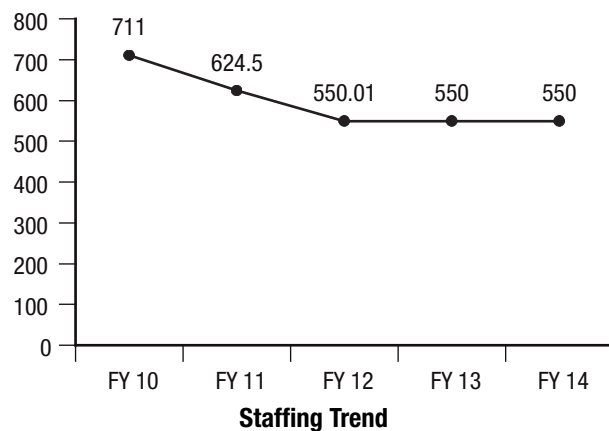
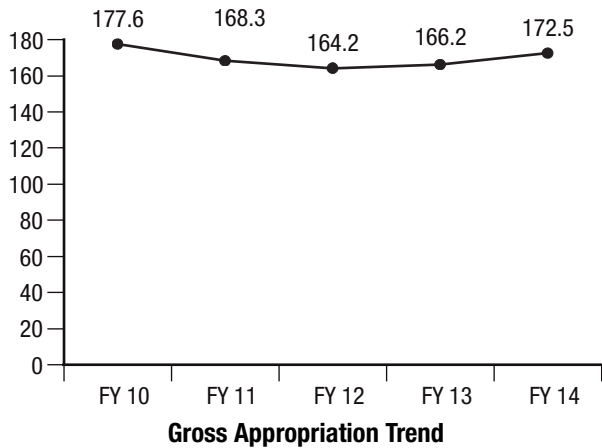
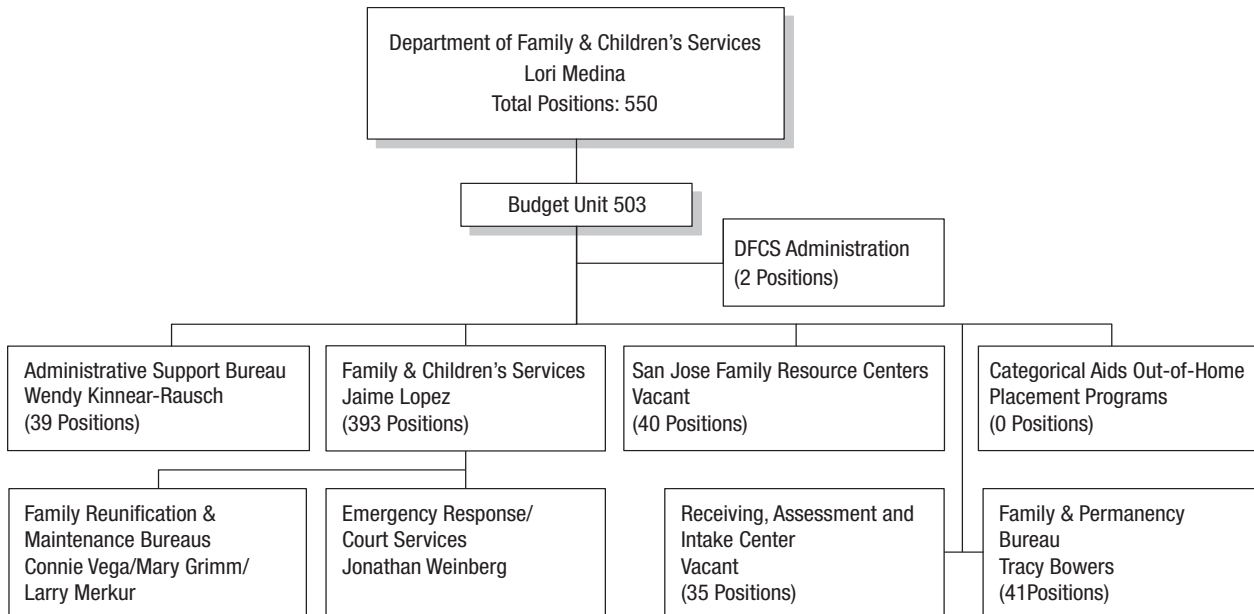
	Positions	Appropriations	Revenues
Recommended Changes for FY 2014			
IntraCounty Adjustments	— \$	— \$	—
Decision Packages			
Information Technology			
Capital			
Subtotal (Recommended Changes)	— \$	— \$	—
Recommended Budget	8.0 \$	1,638,498 \$	1,501,536

Local Programs for Adults Youth&Family Fund 0001 — Cost Center 050206
Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
Current Level Budget			
FY 2013 Approved Budget	— \$	4,026,408 \$	—
Board Approved Adjustments During FY 2013	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
IntraCounty Adjustments	—	—	—
Other Adjustments	—	(90,000)	—
Subtotal (Current Level Budget)	— \$	3,936,408 \$	—
Recommended Changes for FY 2014			
IntraCounty Adjustments	— \$	— \$	—
Decision Packages			
Information Technology			
Capital			
Subtotal (Recommended Changes)	— \$	— \$	—
Recommended Budget	— \$	3,936,408 \$	—



Department of Family and Children's Services — Social Services Agency



Public Purpose

- **Children's Lives Protected**
- **Basic Needs Met for Children in the Child Welfare Services System**
- **Families Strengthened and Restored**
- **Community Participation in Child Well Being**
- **Permanency for Children**



Description of Major Services

The mission of the Department of Family & Children's Services (DFCS) is to protect children from abuse and neglect, promote their healthy development, and provide services to families which preserve and strengthen their ability to care for their children. The Department is responsible for prevention, intervention, advocacy, and public education related to the protection of children and their need for consistency in their care and nurturing.

The DFCS mandated services include working with families and community partners to plan and provide community-based child abuse prevention strategies and programs, a 24/7 Child Abuse and Neglect Reporting Center, Emergency Response Services, Family Maintenance Services, Family Reunification Services, Permanency Services, Independent Living Program Services, and activities to promote recruitment and development of out-of-home caregivers. Additional services and programs include the Receiving, Assessment and Intake Center, Adoption Services, Foster Care Licensing, and Family Resource Centers. Best practices and initiatives include California

Partners for Permanency, Differential Response, Joint Response, Joint Decision-Making, education and employment services and youth center, The Hub, Kin-GAP, Voluntary and Informal Supervision Services, Dependency Wellness Court, Quality Caregiver's Initiative, DFCS-CalWORKs Partnership, and Extended Foster Care Program.

To accomplish its mandated and non-mandated services and its key best practices and initiatives, DFCS maintains strong working relationships with families and youths; various County cultural and ethnic communities; the juvenile dependency court; public and private agencies; service providers and professionals; placement resources families and organizations; law enforcement agencies; and various planning, stakeholder, business and philanthropic groups, and organizations. In addition, DFCS has worked to develop a strong youth and parent voice in development of policies and procedures as well as partnering with caregivers.

Transition Youth Services (age 16-25)

Santa Clara County and community partners have developed Transition Youth Services (TYS) to support youth (ages 16 to 25) emancipating from the Juvenile Dependency or the Juvenile Delinquency System and transitioning to adulthood. TYS includes a variety of services and programs that follow the successful completion of DFCS participation in the California Connected by 25 Initiative that concluded in December 2011. TYS includes components that ensure a stronger youth voice and “youth led” decision making process, to avoid gaps in support to youth, and further enhances and increases effective services and programs.

Additional assistance to youths transitioning from care was provided in 2012 through the passage of AB 12, the California Fostering Connections to Success Act. AB 12 provides voluntary extended foster care for youth ages 18 and older, to enable the youth to stay in care and receive the necessary supports to transition to adulthood.

DFCS staff, in collaboration with community-based organizations, provides the following TYS resources and services:

- Career Development Unit providing Employment/Job Readiness Training and Employment Support;
- Educational Services providing resources and support for all aged children towards educational success, with increase in graduation rates and post secondary education;
- Housing options for safe and stable housing (THPP and THP-Plus);
- Independent Living Program, including case management;
- Data systems/project management to improve data tracking;
- Financial education to increase asset and financial awareness;
- The Hub, a youth-led resource center for youth ages 15-24; and
- Legal services and support, reproductive health and medical services and support, and wellness/mental health services.

Community-Based Services Differential Response

Differential Response (DR), through various paths, recognizes each family’s unique strengths and needs and provides an opportunity to tailor services based upon the family’s individual needs and culture, as opposed to responding with a “one-size-fits-all” approach.

A primary focus of Differential Response services is on engaging families, both to recognize the behaviors that put or keep the children at risk and to change those behaviors through the assistance of supportive services. Various community partners (such as Gardner Family Care Corporation, First 5 Santa Clara County, Sacred Heart Community Services, Unity Care Group, Creative Solutions, and EMQ Families First) provide prevention, family preservation and aftercare services as referred by DFCS.

Families who have been reported to the DFCS Child Abuse and Neglect Reporting Center are referred for Path I and II services. Path I services are for at-risk families who have not mistreated their children, but have stressors and circumstances that could result in child maltreatment without intervention. Referrals for Path II services are for families who have been investigated for maltreatment by DFCS and would accept and benefit from community-based, culturally focused services in lieu of court-ordered DFCS services (Path III). In both Paths I and II, community-based agencies engage families in planning and service utilization, which is tailored to their individual needs and culture. Path IV is the provision of aftercare services following court-ordered DFCS services to families who may benefit from continued support.

Disproportionate Representation of Children of Color in the Child Welfare System

The disproportionate representation of children of color within the child welfare system continues to be a major concern for the Social Services Agency (SSA), DFCS and the broader community. Children of color are overrepresented in all phases of child welfare services, beginning with initial reports of child abuse and neglect from the community.

DFCS has made disproportionality a primary goal and area of focus for the current System Improvement Plan (SIP). Specific focus has been made for children of African American and Latino descent, which are over-



represented in all areas of the child welfare system in Santa Clara County. DFCS and the County have proactively engaged in:

- The California Partners for Permanency (CAPP), a Federal project in which an Institutional Analysis (IA) was conducted in May 2011, further evaluating Santa Clara County's over-representation of children of African American or African Ancestry in long-term foster care.
- Community Forum Meetings facilitated by Santa Clara County, which includes staff, supervisors, management, community partners, and additional stakeholders. These meetings focus on efforts to evaluate Santa Clara County's services, programs, and outcomes with children and families.
- The Latino Child Welfare Equity Project (LCWEP), a review related to the over-representation of Latino children and families and the higher rates of entry into the child welfare system includes community forum meetings with community partners, social workers, youths and families.
- The Cultural Dialogue Forums are focus efforts on the impact of historical racism for several races and ethnicities and the over-representation of children of color in the Child Welfare System.
- The Children of Color Task Force is comprised of community partners, DFCS and Social Services Agency staff and conducts monthly review of County efforts to improve disproportionality.
- Creation of specific goals and actions steps in the current System Improvement Plan that will lead to the elimination of the disproportionate numbers of children of Latino and African American descent by the end of the five-year cycle in 2018.
- Ongoing analysis to build understanding of disproportionality and options to address risk and complicating factors.
- The creation of the Office of Cultural Competency for Children's Services in the County Executive's Office. This is part of a central, cross departmental effort and is one of several strategies in the Santa Clara County System Improvement Plan 2013-2018 approved by the Board of Supervisors. See additional information regarding this office in the County Executive Office's budget.

Dependency Wellness Court (DWC)

In 2012, the Santa Clara County Juvenile Dependency Wellness Court (DWC) was formed as the result of the unification of the Dependency Drug Treatment Court (DDTC) and the Family Wellness Court (FWC), which began in 1998 and 2008 respectively. While the DDTC and FWC each served distinct target populations based upon the ages of their children, all parents identified as having a substance abuse problem are now eligible for referral to DWC.

A high percentage of parents in the Juvenile Dependency Court have serious substance abuse problems and their children have been exposed to substance abuse during some or all of their lives. Thus part of DWC's goal is to "...assist parents in addressing their substance abuse issues in order to increase the chances that these parents will reunify with the children..." In order to be effective in the rehabilitation of substance abuse parents and to provide services that meet the best interests of the affected children, it is essential to develop expertise in the assessment and treatment of substance abuse. Therefore, the DWC service team includes collaborative partners from DFCS, the Department of Alcohol and Drug Services, First 5 Santa Clara County, the Mentor Parent Program through Dependency Advocacy Center and a Court Resource Specialist, in addition to court staff. The DWC service team and the parents collaboratively formulate and implement a treatment plan to assist and support the parents in DWC in their recovery, including conducting regular reviews of the parents' progress.

Joint Decision-Making

The Joint Decision-Making Unit (JDM) provides Team Decision Making meetings, Family Conferences, Family Team meetings, MY TIME (Moving Youth Towards Independence and Mindful Emancipation) meetings (formerly known as Emancipation Conferences), and 90-day transition meetings.

Team Decision Making (TDM) is a collaborative effort of parents, family members and friends, placement resource families, DFCS staff, service providers, and community members to address safety and placement needs for children. The goal of the team members is to work toward reaching a consensus about the course of action that is most likely to minimize child removals and placement moves.

Family Conferencing continues to provide a valuable forum where families establish their own individual and unique plans to address critical issues affecting their children. Families are encouraged to develop their plan on how to address risk and safety concerns that brought them into the child welfare system and to prevent future re-entry into the system.

Family Team Meeting is for families that are involved in Dependency Wellness Court (DWC). Family members, DFCS staff and DWC Agency Partners collaboratively develop a case plan recommendation that will assist parents to reunify with their children or safely maintain their children at home.

MY TIME meeting is youth driven. The youth, DFCS staff, family members, non-related extended family members, service providers or anyone who the youth identifies with, assist the emancipating dependent youth in developing a strong, viable and successful future plan for housing, education, employment and other areas of independent living.

90-Day Transition meetings focus on developing a transition plan to provide the youths and those supporting them with a concrete, individualized plan to follow to assist the youth in preparing for a successful transition to adulthood.

Linkages Project

The Linkages Project was sponsored by a Federal grant awarded to the California Department of Children's Services to enhance, expand, and evaluate local partnership programs with the objective of increasing knowledge about coordinating child welfare and public assistance programs and establishing goals to reduce poverty, strengthen families, prevent child maltreatment and build stronger communities. DFCS and the Department of Employment and Benefit Services continue to partner to ensure that families served by both systems are provided coordinated resources through the CalWORKs Employment Services Program (CWES). Those who are eligible are referred for no-fee services, such as counseling, transportation, and child care, which are vital to family reunification efforts.

Out-of-Home Placement Initiatives

The County's investment in a variety of Out-of-Home Placement Initiatives continues to significantly contribute to maintaining placement alternatives for

children. These initiatives continue to contribute to the County's ability to make appropriate placements for every child or youth. Current key initiatives and strategies include: targeted recruitment for teens and children with special needs; the Sibling Supplement program which provides monetary incentives to caregivers to accept and place sibling groups together; the Respite Care Programs for caregivers who provide reimbursement to foster parents and relatives who need short-term respite; Foster Parent Liability Insurance that provides coverage for caregivers who incur damages as the result of a placed child; support for the Kinship, Adoptive, and Foster Parents Resource Center; and the Adolescent Care Rate that provides monetary incentive and support for caregivers willing to receive specialized training to foster teens.

In addition, the County is engaged in the Quality Caregiver Workgroup Project aimed at building relationships and collaborative problem solving and partnership between caregivers and DFCS. Also, the Continuum of Care is a collaboration with Foster Family Agencies and Group Home providers to build relationships with DFCS and to discuss the Department's need for Resource Homes.

These programs, in conjunction with other DFCS early intervention strategies, ensure that children who require out-of-home care are provided the most appropriate placement possible and that the necessary services and supports are immediately provided to the caregivers. One example of a successful collaboration from these out-of-home placement initiatives is the Receiving Center Stabilization Team (RCST). The RCST provides parents, relatives or foster families with professional support services for high-need youths who may be difficult to place and otherwise would remain in the Receiving, Assessment and Intake Center beyond 24 hours. These initiatives also aim to streamline and increase the internal coordination of the processes for recruitment, licensing and placement.

Receiving Assessment and Intake Center (RAIC)

In October 2009, the Agency transitioned the residential Children's Shelter program to a receiving, assessment, and intake model. The RAIC provides a setting where children removed from their homes are assessed for placement with relatives, non-relative extended family members, foster families, or in other facilities if the child's needs require special care. The Social Services



Agency's goal is to place children brought to the RAIC in less than 24 hours in an appropriate setting based on their needs.

The Department collaborates with community partners to address the service needs and supports necessary to place children directly in foster homes, while relatives and non-relative extended family members are assessed for placement.

In 2012, the County sold the south San Jose Union Avenue facility, which had historically served as the location for the Children's Shelter and the RAIC. In January 2013, the RAIC was temporarily relocated to a downtown San Jose location for the next 3 to 5 years while plans for a long-term facility are developed.

Current and Emerging Issues

California Fostering Connections to Success Act (AB 12)-Extended Foster Care

On January 1, 2012, AB12 became effective in California. This legislation provides foster youths who meet certain requirements with extended benefits until age 21. In order to be eligible for the extended benefits, the youth has to continue with education or job training and work at least part-time. The cost for these extra years of benefits will be negligible for California, as AB12 is designed to bring the State into compliance with federal requirements to access federal matching funds for these program services and transitional support to qualifying foster youths until age 21. The ability to access federal funds will support State and county efforts to improve outcomes and opportunities for young adults including employment and housing success, reducing teen pregnancy, decreasing reliance on public assistance, and reducing other costly outcomes for young adults who "age out" of foster care. Currently, DFCS, Juvenile Probation Department, and partner agencies are serving nearly 200 youths in extended foster care.

Wraparound

Effective July 1, 2012, Santa Clara County's Wraparound Services transitioned to a new funding model. Historically, Wraparound Services have been provided by primarily three providers who have delivered very high level services, in home-based settings to children otherwise eligible for high level group home placement. In the previous funding model, providers were funded at the higher rate classification levels, and remaining funds not utilized to cover actual cost of Wraparound Services were reinvested into DFCS-approved and directed child specific services by the providers. Under the new funding model, all providers receive a flat amount and the County will manage the reinvestment dollars. This

funding model change requires issuing formal solicitations for the services paid from reinvestment funds (currently provided by one of the present contractors). As transition to this new funding model occurs, it will be critical that the current services continue until new contracts are in place to prevent disruption of necessary ongoing services for youths and families experiencing high service needs.

California Partners for Permanency (CAPP)

DFCS is in its third year of the five-year California Partners for Permanency (CAPP) Federal grant. The CAPP Practice Model is an exciting and innovative approach to working with DFCS families. Development of this practice model is focused on behaviors and approaches to better engage children and families who are involved with the child welfare system. The goal of using this new model is designed to increase permanency and decrease over-representation of African American children specifically, but also with the overall long-term goal of addressing these issues for all children in our communities. In addition, the CAPP project involves Implementation Science as a way to ensure tracking and to monitor what approaches are working and then ensure replication of those approaches that have been validated. The goal of the Department is for all staff and community partners to participate in this valuable training and to receive the coaching, mentoring and support for changes in how DFCS works with children and families.

Engaging Father's Initiative Workgroup

DFCS continues to be involved in the Countywide efforts with additional system partners to specifically address "father's involvement" in County systems including the child welfare system. Efforts have been

made toward trainings and discussions aimed at understanding barriers impacting positive involvement of fathers with their children; identifying the role of fathers, what they do and how they do it from a cultural context; addressing specific issues affecting African American fathers involved in the Child Welfare system; and understanding how engaging fathers in the lives of their children will impact development in a positive way. The Fatherhood Initiative Workgroup continues to identify ways to foster substantive engagement with fathers, as well as to identify paternal relatives of children that are touched by the child welfare system, and to address issues relating to inequity in services and engagement with fathers.

Juvenile Justice and Child Welfare System Integration (Dually-Involved Youth)

The Department of Family and Children's Services is working in collaboration with the Juvenile Justice Court and Juvenile Probation Department (JPD) on a joint project intended to improve outcomes for youths dually involved in both the juvenile justice and child welfare systems. Juvenile Probation received a technical assistance grant from the MacArthur Foundation's Model for Change to implement effective practices to reduce recidivism and out-of-home placement and to improve correctional alternatives for youths in the juvenile justice system with a history of maltreatment. Additional partners in this effort include leadership from the Mental Health Department, Department of Alcohol and Drug Services, and County Office of Education along with representatives from the District Attorney's Office, Public Defender's Office, Legal Advocates for Children & Youth, community-based organizations and community representatives. The initial work has focused on developing effective cross-system communication and collaboration and a shared vision on how best to serve dually-involved youths. However, DFCS and JPD have begun joint decision-making meetings to discuss families who are or could be served by both systems and their specific needs. Additionally, both departments are involved in joint-case planning efforts to determine how they can work together to support the family in addressing the family's needs and concerns.

Self-Assessment and Systems Improvement Process

AB636, the Child Welfare System Improvement and Accountability Act of 2011, required counties to undertake an extensive self-assessment of the local child welfare system, resulting in the development of a multi-year System Improvement Plan (SIP). On a five-year cycle, DFCS submitted Santa Clara County's SIP plan for 2013-2018. The main outcomes of the SIP is child safety, child permanency, and child and family well-being. The goal is for continual improvement in child welfare practices that addresses these outcomes.

This process requires specific steps toward system improvement through thoughtful evaluation and analysis. The quantitative evaluation component is the County's self-assessment. This analysis includes program strengths and barriers as they relate to those children, youths, and families being served. In May 2012, Santa Clara County completed an assessment of services and programs provided during 2009-2012. The qualitative assessment is accomplished through a County's Peer Quality Case Review (PQCR). The purpose of the PQCR is to supplement the quantitative information obtained through the self-assessment, with qualitative data gathered from peer Social Workers, Probation Officers, and supervisors identifying areas of strength and areas needing improvement. Santa Clara County's PQCR for DFCS was completed in June 2011, with a focus on the reasons why some children remain in care for eighteen months or longer and the necessary supports to ensure permanency for these children.

The results of a County's self-assessment and PQCR support the development of a System Improvement Plan (SIP) that establishes measurable goals for a county's system improvement and the strategies for achieving those goals. Santa Clara County has attempted through all of these efforts to ensure a strong community partnership to look at the work within child welfare and to ensure that the voice of the parents and youths it serves is included in decision making. Special attention has been noted to ensure efforts for goal setting specifically to address the concerns of the disproportionate numbers of Latino and African American/African Ancestry children and families involved in the child welfare system and to better understand how few children and families from many of the Asian American and Pacific Islander communities are involved in Santa Clara County's Child Welfare System.



Santa Clara County has also included an evaluation and analysis toward prevention services provided through funding from Child Abuse Prevention Intervention and Treatment (CAPIT), Community-Based Child Abuse Prevention (CBCAP), and Promoting Safe and Stable Families (PSSF).

The goals and actions steps contained in the current SIP focuses on the following:

- Eliminating the over-representation of African Ancestry and Latino families, resulting in a situation where these children are no more likely than others to enter the Child Welfare System.
- Addressing safety and ensuring that children and families are assessed in a timely manner and that families are provided the necessary resources and supports so that children do not enter or re-enter the Child Welfare System.
- Addressing permanency for children and families as defined by ensuring family reunification or children returning to live with one or both parents, or if this is not possible, placement with relatives or non-relatives in a guardianship or adoption situation.

The Board of Supervisors and designated partners approved of the Santa Clara County's System Improvement Plan in February 2013.

Title IV-E Waiver

Title IV-E of the Social Security Act provides restricted Federal funding for specified foster care maintenance payments and child welfare related services for children removed from their homes. In 2004, California proposed that Federal Title IV-E requirements be "waived" for counties electing to participate in a federal demonstration project from July 1, 2007 through June 30, 2012 (now extended through June 30, 2013). Through the demonstration project, Title IV-E Waiver (restricted Federal Title IV-E funding) could be used flexibly to provide services while children remained safely at home. The funding was provided as a "capped allocation" based on each county's pre-Waiver average expenditures over a three-year period (base years were FY 2003 – FY 2005). The Waiver counties were able to build upon existing innovative practices to create a more responsive and comprehensive array of services and supports. The current Waiver Demonstration Project will sunset on June 30, 2013.

The State is in negotiations with federal agencies to extend the Title IV-E Waiver Demonstration Project beyond June 30, 2013 and to expand participation beyond the current two California counties. The State has asked counties to submit a Letter of Interest for consideration should the State successfully negotiate an extension and expansion beyond the current two counties. In 2012, the Social Services Agency and the Juvenile Probation Department submitted a Title IV-E Waiver Letter of Interest to the State to ensure the County has the opportunity to be considered for the Waiver Demonstration Projection if extended and expanded to other counties.

Participation in the Waiver Demonstration Project could result in a more flexible approach to using the current \$44.5 million in Federal Title IV-E funds received by the Social Services Agency and the Juvenile Probation Department. The primary issue in considering the Waiver Demonstration Project is to determine if the unrestricted flexible funding in the foster care system would improve outcomes for children and families, provide more supportive in-home and family based services, and enhance preventative interventions in both the Child Welfare and Probation systems.



Summary of County Executive's Recommendations

Description	Impact	Impact on Services	Position Impact	FY 2014 Ongoing Net Cost/(Savings)	FY 2014 One-Time Net Cost/(Savings)
Reduce Expenditures for Child Placement	↓	This action will reduce the County's ability to provide placement and other enhanced services for children with special needs.	—	(\$400,000)	—
Add 2.0 FTE in Dependency Intake Unit	↑	The Social Worker Ills will assist in supporting mandated duties associated with assessment and investigation of reported abuse cases.	2.0	\$157,920	—
Adjust Reimbursement for Services at Children's Receiving & Assessment Center	↑	Services will be improved as a result of the change in medical staff.	—	\$60,785	—
Summary of Fiscal Impacts Affecting DFCS	↑	See Agency Office (BU 502)	—	\$44,783	—
↑ — Enhanced ◆ — Modified ● — No Change ↓ — Reduced ☒ — Eliminated					

County Executive's Recommendation

The four Social Services Agency departments' budget units are inextricably linked and the net cost of the recommended actions may have expenditures and revenues in more than one budget unit. The Social Services Agency budget units are as follows:

- BU 502, Agency Office (AO)
- BU 503, Department of Family and Children's Services (DFCS)
- BU 504, Department of Employment and Benefit Services (DEBS)
- BU 505, Department of Aging and Adult Services (DAAS)

↓ Reduce Expenditures for Child Placement

Recommended Action: Reduce the Director's Exception Fund for child placement from \$1,344,194 to \$944,194.

Service Impact: Reduced funding impacts the County's ability to provide placement and other enhanced services for children with special needs. These placement supports are provided to the most vulnerable children and youth, whose full placement costs are not covered through State and Federal reimbursement. These are often youth with social, emotional, behavioral and developmental concerns that

require high levels of care. The greatest impact will likely be to services that support parents reunifying with children who need additional assistance to complete services and programs to ensure appropriate placement.

In FY 2013, the Director's Exception Fund was used to support placement for over 75 youths in the most intensive placements. Reduced funding will have the following impact:

- Reduce the placement amount covered for some youths or use lower cost programs that might not meet all needs;
- Eliminate additional clothing expenditures for approximately 20 children and youths;
- Reduce support for camp programs, tutoring, and graduation activities from 200 children to 100 children;
- Decrease transportation services for court or visit appointments from approximately 20 to 10 families;
- Reduce the number of immigration passports provided from 50 clients to 25 clients;
- Reduce the number of families provided extended counseling services from 10 families to 5 families.



Although the appropriation is reduced, the Department will continue to provide necessary placement services by using one-time funds and exploring the availability of other funding to cover the costs.

Background: The Director's Exception Fund is primarily used to pay for unusual child placement costs that are not covered by Federal foster care program, State care programs, Medi-Cal, or any other funding sources. Services include court-ordered counseling and tutoring, burial, orthodontia, transportation, medical, automobile repair and registration, school and education, household bedding, clothing, and summer camp. Also, the Director's Exception Fund is used as incentive for sibling group placements. Additionally, these funds cover foster care placement costs for children with special needs or unusual barriers (i.e. youth awaiting detention, undocumented minors unable to provide proof of U.S. citizenship or U.S. approved immigration status, severe mental illness or developmentally disabled, out-of-state placements or for-profit group homes, etc.).

Ongoing Savings: \$400,000

↑ Add 2.0 FTE in Dependency Intake Unit

Recommended Action: Add 2.0 FTE Social Worker III positions in the Dependency Intake Unit.

Service Impact: The Social Worker IIIs will assist in supporting mandated duties associated with assessment and investigation of reported abuse cases and to make recommendations to the Court within 10 to 15 business days. The caseload has increased from 2 to 3 cases per worker to 4 to 6 cases per worker. These positions will provide mandated case support including recommending the appropriate intervention to ensure the safety and well being of the child, identifying appropriate services for the child and their family, preparing court reports, and representing the Department at Juvenile Dependency Court hearings.

There are currently six Dependency Intake Units in Court Intervention Services, with five to ten Social Workers in each unit.

Positions Added: 2.0 FTE
Ongoing Net Cost: \$157,920

Ongoing cost of \$254,318 offset by \$96,398 in revenue

↑ Adjust Reimbursement for Services at Children's Receiving & Assessment Center

Recommended Action: Adjust reimbursement to Custody Health for SSA's share of the cost related to the deletion of 2.0 FTE Hospital Service Assistants and increase reimbursement to Valley Medical Center for the addition of 1.0 FTE Nurse Practitioner for services at the Children's Receiving and Assessment Center (RAIC).

Service Impact: Services provided to the RAIC will be improved as medical screenings will be directly performed by a Nurse Practitioner. The Nurse Practitioner will ensure the provision of immediate care of the children, if needed, and the ongoing follow-up services. The provision of this initial screening by the Nurse Practitioner will more than likely eliminate the need for a follow-up visit by a medical provider and/or a psychiatrist.

Background: DFCS reimburses Custody Health for the cost of medical services provided at the RAIC for the initial medical screening of children brought to the RAIC. The screening is currently provided through a videoconferencing system that connects the RAIC to Juvenile Hall. Due to the need to provide on-site screening of the children, the videoconferencing system has become ineffective, resulting in nurses leaving Juvenile Hall to travel to the RAIC to perform the screenings. In the interest of safety to the children at Juvenile Hall, an alternative way to conduct the medical screenings was developed. The Hospital Service Assistants will be deleted in Custody Health and a Nurse Practitioner will be added in Valley Medical Center to provide medical services at the RAIC. The Nurse Practitioner possesses specific mental health training. In conducting the screenings, the Nurse Practitioner can initiate care for the children based on standardized procedures and/or seek consultation for further treatment by contacting the Pediatrician on-call.

Ongoing Net Cost: \$60,785

See BU 921 for the addition of 1.0 FTE Nurse Practitioner
See BU 414 for the deletion of 2.0 FTE Hospital Service Assistants

Summary of Fiscal Impacts Affecting DFCS

The table below is for reconciliation purposes. The recommended actions are in Agency Office (BU 502) but the revenues are in DFCS.

Summary of Fiscal Impacts

Recommendation	Expense	Revenues	Net Cost/ (Savings)
Reduce Agency Operating Expenses		(\$53,005)	\$53,005
Reimburse ESA for Addition of 1.0 FTE Sr HR Analyst		\$8,222	(\$8,222)
DFCS Total		(\$44,783)	\$44,783

Department of Family & Children's Services— Budget Unit 503 Net Expenditures by Cost Center

CC	Cost Center Name	FY 2012 Actuals	FY 2013 Approved	FY 2014 Base Budget	FY 2014 Recommended	Amount Chg From 2013 Approved	% Chg From 2013 Approved
050301	DFCS Admin Fund 0001	\$ 58,005,845	\$ 7,386,153	\$ 8,248,236	\$ 8,248,236	\$ 862,083	11.7%
050302	DFCS Program Svcs Fund 0001	2,579,464	55,546,714	57,690,024	57,944,342	2,397,628	4.3%
050303	DFCS Program Support Fund 0001	6,201,939	6,751,607	7,177,448	7,177,448	425,841	6.3%
050304	Children's Receiving Center Fund 0001	3,314,665	4,606,325	4,397,268	4,458,053	(148,272)	-3.2%
050305	DFCS Staff Dev. and Training Fund 0001	526,125	916,611	1,172,943	1,172,943	256,332	28.0%
050306	DFCS Out of Home Placement Res & Pmt Fund 0001	76,094,632	91,109,990	93,828,499	93,428,499	2,318,509	2.5%
Total Net Expenditures		\$ 146,722,668	\$ 166,317,400	\$ 172,514,418	\$ 172,429,521	\$ 6,112,121	3.7%

Department of Family & Children's Services— Budget Unit 503 Gross Expenditures by Cost Center

CC	Cost Center Name	FY 2012 Actuals	FY 2013 Approved	FY 2014 Base Budget	FY 2014 Recommended	Amount Chg From 2013 Approved	% Chg From 2013 Approved
050301	DFCS Admin Fund 0001	\$ 58,005,845	\$ 7,386,153	\$ 8,248,236	\$ 8,248,236	\$ 862,083	11.7%
050302	DFCS Program Svcs Fund 0001	2,579,464	55,546,714	57,690,024	57,944,342	2,397,628	4.3%
050303	DFCS Program Support Fund 0001	6,284,714	6,834,918	7,260,759	7,260,759	425,841	6.2%
050304	Children's Receiving Center Fund 0001	3,314,665	4,606,325	4,397,268	4,458,053	(148,272)	-3.2%
050305	DFCS Staff Dev. and Training Fund 0001	526,125	916,611	1,172,943	1,172,943	256,332	28.0%
050306	DFCS Out of Home Placement Res & Pmt Fund 0001	79,094,632	91,109,990	93,828,499	93,428,499	2,318,509	2.5%
Total Gross Expenditures		\$ 149,805,444	\$ 166,400,711	\$ 172,597,729	\$ 172,512,832	\$ 6,112,121	3.7%



Department of Family & Children's Services— Budget Unit 503

Expenditures by Object

Object	FY 2012 Actuals	FY 2013 Approved	FY 2014 Base Budget	FY 2014 Recommended	Amount Chg From 2013 Approved	% Chg From 2013 Approved
Salary and Benefits	59,370,684	61,402,051	64,916,508	65,170,826	3,768,775	6.1%
Services And Supplies	90,434,759	103,605,106	106,287,667	105,948,452	2,343,346	2.3%
Reserves	—	1,393,554	1,393,554	1,393,554	—	—
Total Gross Expenditures	\$ 149,805,444	\$ 166,400,711	\$ 172,597,729	\$ 172,512,832	\$ 6,112,121	3.7%
Expenditure Transfers	(3,082,776)	(83,311)	(83,311)	(83,311)	—	—
Total Net Expenditures	\$ 146,722,668	\$ 166,317,400	\$ 172,514,418	\$ 172,429,521	\$ 6,112,121	3.7%

Department of Family & Children's Services— Budget Unit 503

Revenues by Cost Center

CC	Cost Center Name	FY 2012 Actuals	FY 2013 Approved	FY 2014 Base Budget	FY 2014 Recommended	Amount Chg From 2013 Approved	% Chg From 2013 Approved
050301	DFCS Admin Fund 0001	\$ 71,517,122	\$ —	\$ —	\$ —	—	—
050302	DFCS Program Svcs Fund 0001	2,472,417	72,481,423	73,038,054	73,089,669	608,246	0.8%
050305	DFCS Staff Dev. and Training Fund 0001	—	912,600	912,600	912,600	—	—
050306	DFCS Out of Home Placement Res & Pmt Fund 0001	100,537,234	109,104,459	116,854,323	116,854,323	7,749,864	7.1%
Total Revenues		\$ 174,526,773	\$ 182,498,482	\$ 190,804,977	\$ 190,856,592	\$ 8,358,110	4.6%

DFCS Admin Fund 0001 — Cost Center 050301

Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
Current Level Budget			
FY 2013 Approved Budget	426.0	\$ 7,386,153	\$ —
Board Approved Adjustments During FY 2013	—	12,592	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	-363.0	800,185	—
IntraCounty Adjustments	—	49,306	—
Other Adjustments	—	—	—
Subtotal (Current Level Budget)	63.0	\$ 8,248,236	\$ —
Recommended Changes for FY 2014			
IntraCounty Adjustments	—	\$ —	\$ —



DFCS Admin Fund 0001 — Cost Center 050301
Major Changes to the Budget

	Positions	Appropriations	Revenues
Decision Packages			
Information Technology			
Capital			
Subtotal (Recommended Changes)	—	\$ —	\$ —
Recommended Budget	63.0	\$ 8,248,236	\$ —

DFCS Program Svcs Fund 0001 — Cost Center 050302
Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
Current Level Budget			
FY 2013 Approved Budget	4.0	\$ 55,546,714	\$ 72,481,423
Board Approved Adjustments During FY 2013	—	(944)	(445,380)
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	365.0	2,108,430	—
IntraCounty Adjustments	—	35,824	—
Other Adjustments	—	—	1,002,011
Subtotal (Current Level Budget)	369.0	\$ 57,690,024	\$ 73,038,054
Recommended Changes for FY 2014			
IntraCounty Adjustments	—	\$ —	\$ —
Decision Packages			
Add 2.0 FTE Social Worker Ills in Dependency Intake Unit	2.0	254,318	96,398
Reduce Operating Expenses (Revenue loss in BU 503 & 504)	—	—	(53,005)
Reimburse ESA for Sr HR Analyst (Revenue in BU 503 and 504)	—	—	8,222
Information Technology			
Capital			
Subtotal (Recommended Changes)	2.0	\$ 254,318	\$ 51,615
Recommended Budget	371.0	\$ 57,944,342	\$ 73,089,669

DFCS Program Support Fund 0001 — Cost Center 050303
Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
Current Level Budget			
FY 2013 Approved Budget	87.0	\$ 6,751,607	\$ —
Board Approved Adjustments During FY 2013	—	19,879	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	404,379	—
IntraCounty Adjustments	—	1,583	—



DFCS Program Support Fund 0001 — Cost Center 050303
Major Changes to the Budget

	Positions	Appropriations	Revenues
Other Adjustments	—	—	—
Subtotal (Current Level Budget)	87.0	\$ 7,177,448	\$ —
Recommended Changes for FY 2014			
IntraCounty Adjustments	—	\$ —	\$ —
Decision Packages			
Information Technology			
Capital			
Subtotal (Recommended Changes)	—	\$ —	\$ —
Recommended Budget	87.0	\$ 7,177,448	\$ —

Children's Receiving Center Fund 0001 — Cost Center 050304
Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
Current Level Budget			
FY 2013 Approved Budget	27.0	\$ 4,606,325	\$ —
Board Approved Adjustments During FY 2013	—	(253,711)	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	137,769	—
IntraCounty Adjustments	—	(93,115)	—
Other Adjustments	—	—	—
Subtotal (Current Level Budget)	27.0	\$ 4,397,268	\$ —
Recommended Changes for FY 2014			
IntraCounty Adjustments	—	\$ —	\$ —
Decision Packages			
Adjust IntraCounty for Services at the RAIC	—	60,785	—
Information Technology			
Capital			
Subtotal (Recommended Changes)	—	\$ 60,785	\$ —
Recommended Budget	27.0	\$ 4,458,053	\$ —

DFCS Staff Dev. and Training Fund 0001 — Cost Center 050305
Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
Current Level Budget			
FY 2013 Approved Budget	5.0	\$ 916,611	\$ 912,600
Board Approved Adjustments During FY 2013	—	2,014	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	-3.0	254,318	—



DFCS Staff Dev. and Training Fund 0001 — Cost Center 050305
Major Changes to the Budget

	Positions	Appropriations	Revenues
IntraCounty Adjustments	—	—	—
Other Adjustments	—	—	—
Subtotal (Current Level Budget)	2.0	\$ 1,172,943	\$ 912,600

Recommended Changes for FY 2014

IntraCounty Adjustments	—	\$ —	\$ —	—
Decision Packages				
Information Technology				
Capital				
Subtotal (Recommended Changes)	—	\$ —	\$ —	—
Recommended Budget	2.0	\$ 1,172,943	\$ 912,600	

DFCS Out of Home Placement Res & Pmt Fund 0001 — Cost Center 050306
Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			

Current Level Budget

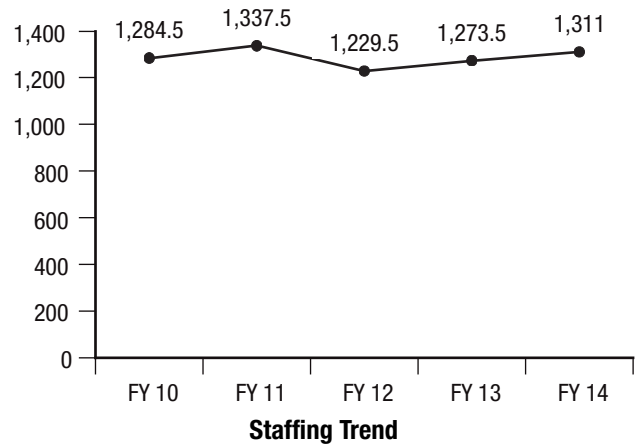
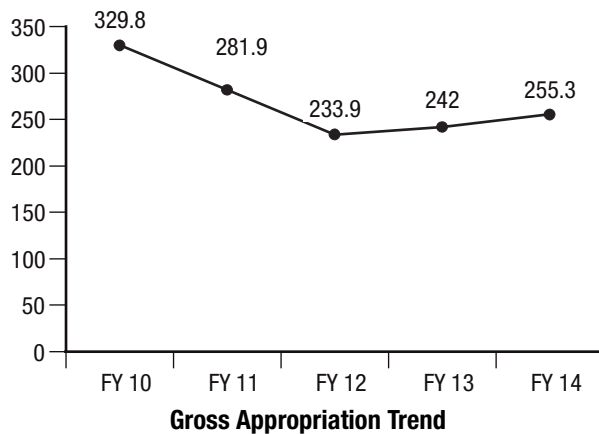
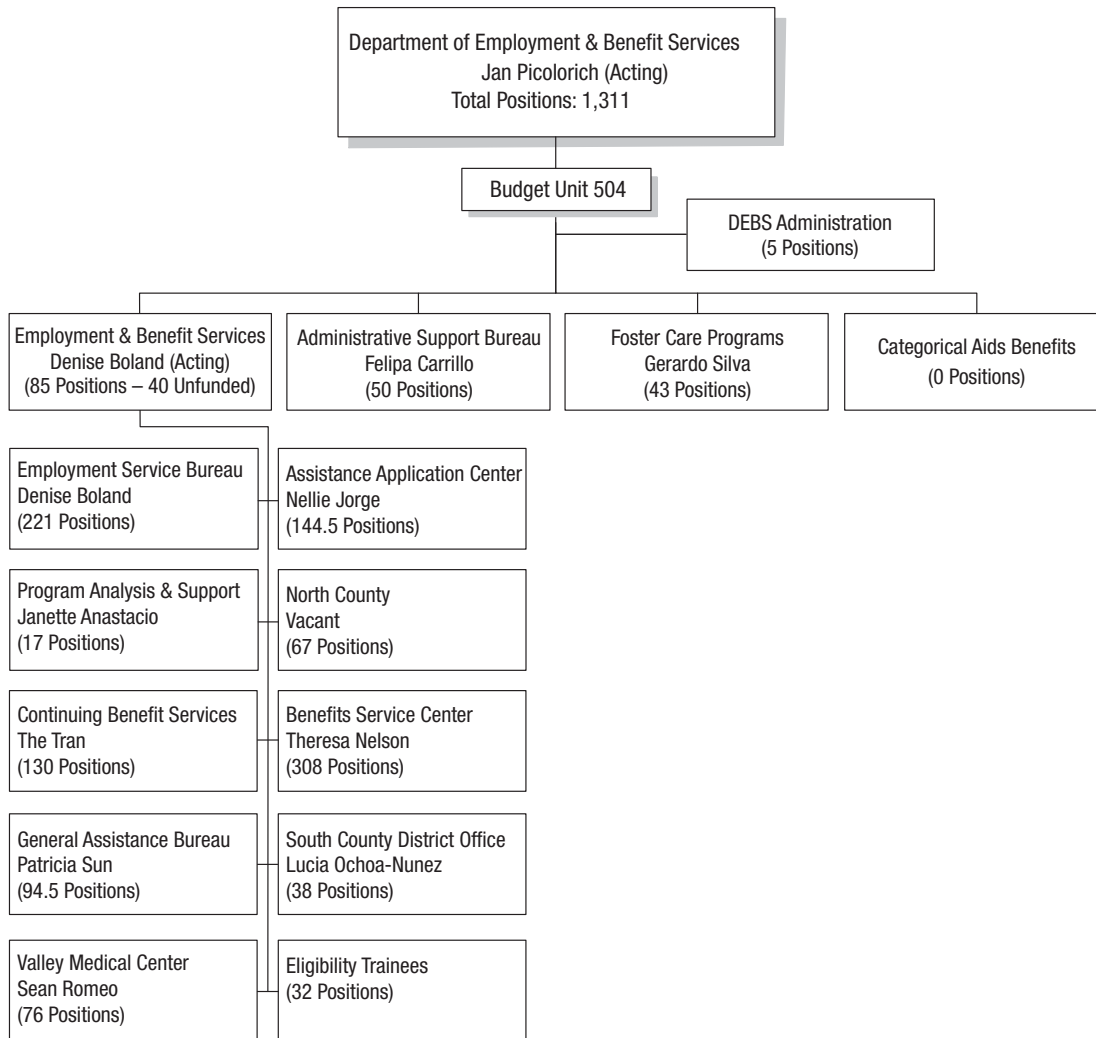
FY 2013 Approved Budget	—	\$ 91,109,990	\$ 109,104,459
Board Approved Adjustments During FY 2013	—	2,718,509	7,742,364
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
IntraCounty Adjustments	—	—	—
Other Adjustments	—	—	7,500
Subtotal (Current Level Budget)	—	\$ 93,828,499	\$ 116,854,323

Recommended Changes for FY 2014

IntraCounty Adjustments	—	\$ —	\$ —	—
Decision Packages				
Reduce Expenditures for Child Placement	—	(400,000)	—	—
Information Technology				
Capital				
Subtotal (Recommended Changes)	—	\$ (400,000)	\$ —	—
Recommended Budget	—	\$ 93,428,499	\$ 116,854,323	



Department of Employment and Benefit Services — Social Services Agency



Section 3: Children, Seniors, and Families



Public Purpose

- **Recipients of cash assistance receive services and support to transition from welfare to work and self-sufficiency.**
- **Eligible individuals and working poor people receive necessary health, nutrition, and vocational services.**



Description of Major Services

The Department of Employment & Benefit Services (DEBS) oversees programs that provide health insurance, employment services, foster care benefits, food assistance and support for basic living costs to low or modest income clients. DEBS works toward meeting the service needs of an increasing number of clients, many of whom are hard-to-serve and low-income working clients, by focusing on employment and transition from welfare toward self-sufficiency.

The overarching goal of DEBS is to move toward a more customer-service oriented service delivery model, one that offers more self-service options, simplifies the process of obtaining and retaining benefits, allows clients to apply for benefits in the manner that is most convenient for them, and gets clients the benefits they need as quickly as possible.

Benefit Services Programs

Benefit services are designed to provide basic needs for eligible families and individuals including cash assistance, CalFresh (formerly called Food Stamps) and Medi-Cal. During the past year, the number of people applying for and receiving public assistance has remained steady over the previous year.

CalFresh

The Food Stamp Program, renamed CalFresh in California, provides food support to low-income households. During the first six months of FY 2013, Santa Clara averaged 42,594 CalFresh cases each month or an increase of nearly 11% from FY 2012. DEBS has recently submitted a participation plan committing to increasing local CalFresh participation by 20% each year for the next three years. To achieve this goal, DEBS will continue working with the Safety Net committee to identify barriers and possible strategies. Also, DEBS partners with Second Harvest Food Bank to conduct CalFresh outreach and to promote CalFresh Restaurant Meals Program to elderly, homeless and disabled CalFresh recipients; and to recruit more restaurants into the program.

The County's CalFresh error rate for FY 2011 was 0.59%. Santa Clara County received an award from the California Department of Social Services (CDSS) for the lowest error rate in California for the second year in a row. CDSS also recognized the County for having the lowest error rate in the country.

DEBS has received a time-limited USDA Innovative Grant to assist seniors, homeless and other eligible members to learn how to have nutritious meals with limited budgets. The program offers nutrition classes,



cookbooks, and other information in a variety of languages and provides unique classes/meetings for both the homeless and seniors.

CalWORKs

CalWORKs is the California program that administers the Federally-funded Temporary Assistance to Needy Families (TANF) program. This program provides temporary cash assistance to families with children by strengthening low-income parents' access to the resources they need to care for their children through employment and other related services. These benefits are time-limited for adults. In the first six months of FY 2013, the County averaged 12,980 CalWORKs cases each month (which generally includes cash assistance, Medi-Cal and CalFresh benefits).

Cash Assistance Program for Immigrants (CAPI)

CAPI is a 100% State-funded program that provides benefits to immigrants who were legal residents prior to August 22, 1996, and who would have qualified for Supplemental Security Income (SSI) if not for their immigrant status. In addition, CAPI benefits are provided to aged, blind and disabled immigrants who became legal residents after this date. During the first six months of FY 2013, the average monthly number of CAPI cases was 713, which represents an increase of 8% compared to the same time period in FY 2012.

Foster Care Eligibility

Foster Care Eligibility is responsible for eligibility determination and out-of-home care activities on behalf of otherwise eligible children removed from the custody of a parent or guardian as a result of a judicial order with requisite findings or a voluntary placement agreement. Legal mandates require completion of eligibility determination within 45 days from the date of client application. The program is also responsible for coordinating foster care provider payments. The KinGAP program works with family members to place children in a familiar environment. During the first six months of FY 2013, the average number of cases was 263. In addition, a monthly average of 370 children on Medi-Cal either transitioned into or out of foster care.

The California Fostering Connections to Success Act (AB 12) created a new program that extends foster care, KinGAP and Adoption Assistance for youths under the age of 21. As of January 1, 2012, eligible youths 18 and 19 years old who opt to enroll in the program must be referred by the Department of Family and Children's

Services and Probation. DEBS partnered with DFCS in the planning and implementation of AB 12 effective January 1, 2012. As of January 1, 2013, eligibility in the program is extended to youths through age 20 when appropriate criteria are met.

General Assistance (GA)

The GA program was established to meet the State-mandated requirement that each county implement a program to assist its indigent population not receiving aid through State and Federal programs. The program is 100% County General-Funded, and provides benefits as a loan to residents who have no other means of support. During the first six months of FY 2013, the average monthly number of GA cases was 4,242 (a decrease of 6.2% compared to the same period in FY 2012).

The Vocational Services Section of the GA Bureau provides employment related services, referring GA applicants/recipients to training/education or work experience at community organizations/agencies to enhance their employability. Vocational Services program operates with the CalFresh Employment and Training (CF E&T) funds received from the State. Based on the most recent CalFresh E&T Plan, Santa Clara County estimates that 5,337 individuals will participate in the CalFresh E&T program during FY 2013.

Health Insurance

DEBS is responsible for ensuring affordable medical coverage for low and modest income clients through the accurate and timely issuance of Medi-Cal benefits. As the dialog regarding affordable health care continues and we begin the transition to this new effort, staff will continue to work closely with community partners and the Santa Clara Valley Health and Hospital System to ensure that children, eligible working poor, and former CalWORKs cash assistance recipients have access to affordable medical care.

Medi-Cal Program

The Medi-Cal Program provides health care coverage to eligible low-income families and individuals. The income and property limits vary according to family size and category of Medi-Cal linkage. Individuals who need medical assistance may go to one of the Social Services offices (which include Santa Clara Valley Medical Center and multiple clinics throughout the County) and apply for Medi-Cal, or can choose to apply

by mail or on-line through Benefits CalWIN. The average monthly number of individuals receiving Medi-Cal was 236,451 for the first six months of FY 2013.

Children's Health Initiative (CHI)

The Children's Health Initiative is a collaborative health insurance program that is overseen by SCVHHS in collaboration with DEBS, the Santa Clara Family Health Plan and community partners. The focus is enrolling children into health insurance programs. DEBS refers applicants who are not eligible for no-cost Medi-Cal to the Healthy Families and Healthy Kids services for potential enrollment into those programs. DEBS' diligent efforts to enroll children under 19 years of age into Medi-Cal continue to be successful, with 112,370 children on the Medi-Cal caseload as of January 2013.

Program Analysis and Support

The Program Analysis and Support Section manages complex projects and assignments for welfare benefits and employment services programs administered by DEBS such as TANF/CalWORKs, CalFresh (formerly known as Food Stamps), Medi-Cal, Welfare-to-Work, General Assistance and Foster Care. Program Analysis and Support analyzes State regulations and develops Agency policies and business processes for implementation, tracks and appraises the Administration of upcoming regulations, and develops recommendations and strategies to maximize client services with minimal workload impact to operations staff. It is also responsible for coordinating, facilitating, managing, and developing mitigation/corrective action plans for all program audits and evaluations performed by County, State and Federal agencies. Program Analysis and Support represents the Agency at various CWDA and CalWIN Consortium program committees. They identify and validate business system requirements, participate in planning, design, testing and implementation of various automated system changes such as CalWIN, Centralized Client Service, Online Benefits Application, Interactive Voice Response and Electronic Benefit Transfer.

Supplemental Security Income Advocacy Services (SSI)

The GA SSI Advocacy Unit performs a non-mandated service for GA clients potentially eligible for Social Security Benefits by assisting them through the Supplemental Security Income (SSI) application process. Successful SSI applications have allowed Santa Clara County to recover General Fund monies as well as

offset the cost of the SSI Advocacy Unit. The SSI Advocacy collaboration between GA SSI Advocacy and the Santa Clara Valley Health and Hospital System (SCVHHS) remains strong. The out-stationed SSI advocates continue to successfully and collaboratively connect SCVHHS clients to benefits through the Valley Homeless Health Program and the Community Wellness and Benefits Center, as well as support Destination Home clients at one-stop homeless centers of the Emergency Housing Consortium and Gloria Travis Center.

The CalWORKs Social Work Unit established an SSI Advocacy Program with the goal of transitioning disabled CalWORKs clients into Federal benefits such as SSI. The Foster Care SSI Advocacy Coordinator submits SSI applications for all foster care children who are determined to be likely eligible for benefits.

Employment and Training Programs

Employment and Training Programs facilitate the transition of current and former cash assistance recipients and working low-income families to successfully transition into self-sufficiency and stability within the 48-month program time parameters.

CalWORKs Employment Services

During the first six months of FY 2013, the CalWORKs Employment Services monthly average caseload has been approximately 6,370. This number includes voluntary clients (parents with children under the age of one), teen parents, and some second parent volunteers in two-parent families. It also includes 1,349 working, off-of-cash-aid participants who receive services for twelve months after securing employment. Despite a high unemployment rate, CalWORKs employment services achieved an average 44.5% work participation rate in 2012. This is one of the highest rates in the State.

A total of 2,500 families were exempted from participating through the state's "young children" exemptions for FY 2012. However, this exemption expired on December 31, 2012. Employment Services staff is currently working on a re-engagement strategy to actively absorb these families over the next year.

The FY 2012 State Budget included other significant policy changes in CalWORKs, including the creation of a new 24-month time clock, and realignment of mandatory hours for families with children under two.



These changes became effective on January 1, 2013, and require case managers to meet with all clients to reassess existing career plans and goals.

Refugee Employment Services Programs

The Refugee Cash Assistance (RCA) program provides cash grants to refugees during their first eight months in the United States if they are not otherwise eligible for other categorical welfare programs.

Refugee Employment Social Services (RESS) are provided to newly arrived refugees through the Social Services Agency and contracting agencies. The services are funded through an annual Federal block grant. The funds are used to provide employment-related services such as employability assessment, on-the-job training, English language training and vocational training.

During the first six months of FY 2013, the average monthly caseload was 89, which reflects a flat caseload change as compared to the same period in FY 2012.

In FY 2013, through concentrated employment and training efforts, a total of 203 refugees actively participated in the Refugee Employment Services program, with 99 refugees obtaining employment at an average hourly wage of \$9.74.

The Elderly Refugee program places its focus on the senior (over 60 years old) refugee population with services to enhance both their quality of life and participation as a member of their new community. Services for the elderly population are directed to aging adults that include citizenship classes, linkage and referral to community services, food and nutrition education, legal workshops and referrals for healthcare.

Current and Emerging Issues

AB 109 Public Safety Realignment

AB109, also referred to as Public Safety Realignment, shifts the responsibility of supervising specified lower level offenders being released from State prisons to the counties. DEBS is partnering with other County stakeholders, including the Department of Correction, Probation Department and Mental Health, on the implementation of AB109 to ensure appropriate benefit services are provided to this population. Eligibility staff are out-stationed at the Re-Entry Resource Center to determine benefit eligibility and issue Electronic Benefit Transfer cards on site to expedite the benefit issuance.

Health Care Reform

The Affordable Care Act (ACA) increases access to health care coverage beginning January 1, 2014. DEBS is actively engaged in the discussions at the State and local level regarding this California initiative and is committed to providing quality services to eligible populations in Santa Clara County. The effort started with the transition of the Healthy Families Program to Medi-Cal starting January 2013. In Santa Clara County, 32,000 children will be moved from Healthy Families to Medi-Cal by December 2013. Also, it is expected that approximately 600 children per month who would have

previously been enrolled in Healthy Families will now be covered under the new Medi-Cal Targeted Low-Income Children's Program.

California's Medicaid Waiver allows counties to receive federal reimbursement for programs that serve low-income childless adults who are not eligible for Medi-Cal or Medicare. This program is referred to as the Low-Income Health Program (LIHP) and is administered locally by the Health and Hospital System (HHS). DEBS and HHS meet regularly to coordinate program activities, and DEBS recently began a LIHP screening and referral process for all individuals applying for benefits at the General Assistance office. The intent is to eventually transfer data from LIHP to the CalWIN eligibility data system to establish a record for the eventual eligibility to Medi-Cal under ACA.

Summary of County Executive's Recommendations

Description	Impact	Impact on Services	Position Impact	FY 2014 Ongoing Net Cost/(Savings)	FY 2014 One-Time Net Cost/(Savings)
Increase General Assistance Reimbursement	↑	The SSA Advocacy Unit will enhance services to expedite assistance to clients eligible for Supplemental Security Income.	—	(\$400,000)	—
Increase Cal-Learn Revenue	●	There will be no impact to service levels as current staffing and expenditure will remain the same.	—	(\$500,000)	—
Increase CalFresh Revenue	●	There will be no impact to service levels as current staffing and expenditure will remain the same.	—	(\$850,000)	—
Increase Medi-Cal Revenue	●	There will be no impact to service levels as current staffing and expenditure will remain the same.	—	(\$1,400,000)	—
Increase CalWORKs Employment Services Revenue	●	There will be no impact to service levels as current staffing and expenditure will remain the same.	—	(\$500,000)	—
Reduce Expenditures for CalWORKs Incentive	↓	This action will potentially reduce services for CalWORKs timed-out clients who receive a 30-day subsidy.	—	—	(\$145,852)
Delete .5 FTE in Clerical Support Unit	●	There will be no impact to service levels as the position is no longer needed and the work has been reallocated.	-0.5	(\$14,043)	—
Increase Reimbursement to Sheriff for Law Enforcement Services	↑	This action will result in supplemental law enforcement services.	—	\$9,374	—
Summary of Fiscal Impacts Affecting DEBS	↑	See Agency Office (BU 502)	—	\$293,799	—
↑ — Enhanced ◆ — Modified ● — No Change ↓ — Reduced ☒ — Eliminated					

County Executive's Recommendation

The four Social Services Agency departments' budget units are inextricably linked and the net cost of the recommended actions may have expenditures and revenues in more than one budget unit. The Social Services Agency budget units are as follows:

- BU 502, Agency Office (AO)
- BU 503, Department of Family and Children's Services (DFCS)
- BU 504, Department of Employment and Benefit Services (DEBS)

- BU 505, Department of Aging and Adult Services (DAAS)

↑ Increase General Assistance Reimbursement

Recommended Action: Increase reimbursement to General Assistance (GA).

Service Impact: The GA Program provides monthly benefits to individuals potentially eligible for Supplemental Security Income (SSI). If these clients



receive SSI benefits, this will result in increased monthly benefits for clients and reduce County General Fund costs for GA payments. The SSI Advocacy Unit will enhance services to expedite assistance to clients eligible for the Social Security Administration's Supplemental Security Income.

Ongoing Savings: \$400,000

● Increase Cal-Learn Revenue

Recommended Action: Increase Cal-Learn revenue.

Service Impact: There is no impact to service levels as the current staffing and expenditure levels will remain the same for the Cal-Learn Program. In FY 2012, the State eliminated funding for Cal-Learn and in FY 2013 the State partially restored Cal-Learn funding. During the past two years, the Department identified alternative service options for some of the Cal-Learn services to prevent rapid service deceleration to clients. In FY 2014, the State will fully restore Cal-Learn funding, resulting in increased revenue and reducing the level of General Fund support necessary to maintain the current level of service.

Background: Cal-Learn (a Title IV-A federally funded program through CalWORKs) provides assistance to needy families, ends dependency by promoting job preparation, prevents and reduces out-of-wedlock births, and promotes 2-parent families. This program provides services to teen parents to promote and encourage continuation of education, refer clients to social and health services, and coordinates child care and education plans. Program clients must participate in a full-time educational program to be eligible for financial and support services (such as child care and transportation). The Department partners with Planned Parenthood to provide comprehensive services including outreach, school-linked and parenting assistance, client ancillary assistance for transportation, child care and incentive bonuses, and transition assistance between Cal-Learn and CalWORKs.

Ongoing Savings: \$500,000

● Increase CalFresh Revenue

Recommended Action: Increase CalFresh revenue.

Service Impact: There is no impact to service levels as the current staffing and expenditure levels for CalFresh eligibility determination and administrative operations will remain the same. The Department has implemented various technology solutions and business practice changes to enhance application processing time and effectiveness including the Call Center, cell phone text messaging, and Interactive Voice Response (IVR). The increased revenue will reduce the level of General Fund support necessary to maintain the current level of service.

Background: The CalFresh Program, formerly known as Food Stamps and federally known as the Supplemental Nutrition Assistance Program (SNAP), provides supplemental assistance for eligible households and individuals to buy healthy and nutritious food. The Social Services Agency is responsible for CalFresh Program eligibility determination and administration. In FY 2011, the Department provided 97,039 clients with CalFresh assistance, and 101,750 clients received assistance in FY 2012, a 4.8% increase.

The Agency receives state and federal funds to perform eligibility determination for the CalFresh Program in the County. Annual funding levels are based on the prior years expenditures and caseload. During the past several years, due to the sluggish economic recovery, the number of CalFresh eligible individuals and households has continued to increase.

Ongoing Savings: \$850,000

● Increase Medi-Cal Revenue

Recommended Action: Increase Medi-Cal revenue.

Service Impact: There is no impact to service levels as the current staffing and expenditure levels for Medi-Cal eligibility determination and administrative support functions will remain the same. During the past two years, the Medi-Cal caseload has remained relatively flat. In FY 2014, the State Budget includes increased funding for Medi-Cal administration activities. The increased revenue will reduce the level of General Fund support necessary to maintain the current level of service. However, relinquishing Medi-Cal funding augmentations rather than enhancing staffing and administrative capacity leaves the Department at a disadvantage to meet new service demands.

Background: The Medi-Cal Program, authorized by WIC Section 14154, provides health care for eligible and needy low-income residents in California. Counties are funded for Medi-Cal eligibility determination and administration for the Medi-Cal Needy Only Program for persons meeting specified criteria. Counties are required to self-report their status toward achieving performance standards with worker/error alerts and county/MEDS System reconciliation.

Ongoing Savings: \$1,400,000

● Increase CalWORKs Employment Services Revenue

Recommended Action: Increase CalWORKs Employment Services revenue.

Service Impact: There is no impact to service levels as the current staffing and expenditure levels for CalWORKs Employment Services will remain the same. In FY 2012, the State reduced funding for CalWORKs Employment Services and in FY 2013 the State provided a partial one-time funding restoration. The FY 2014 State Budget restores and increases CalWORKs Employment Services funding. The increased revenue will reduce the level of General Fund support necessary to maintain the current level of service.

Background: The CalWORKs Employment Services Program is California's version of the Federal Temporary Assistance for Needy Families (TANF) Program. TANF (part of the Federal welfare reform legislation and mandated through Public Law 104-193 and AB 1542, Chapter 270, Statutes of 1997) stipulates that all adults receiving program funds must work as soon as determined ready, or after receiving aid for 24 months. Recent changes in program regulations, SB 1932 Deficit Reduction Act of 2005, require all non-exempt adults to work or participate in work-directed activities within 60 days of receiving program funds. Adults previously exempted from participation are now required to work or participate to the extent possible.

Ongoing Savings: \$500,000

↓ Reduce Expenditures for CalWORKs Incentive

Recommended Action: Reduce appropriation for CalWORKs Incentive.

Service Impact: Reduced appropriations will have minimal impact on service levels. The CalWORKs Incentive Funds are used to provide a matching requirement for Lifeline Second-Cycle Funding for the Outreach and Escort, Inc. Family Transportation Program to draw down additional federal funds to provide transportation for CalWORKs clients participating in Welfare-to-Work activities, and to provide programs and activities to CalWORKs timed-out clients that are not funded through the CalWORKs Single Allocation. The reduction to the CalWORKs Incentive Funds will potentially reduce services for the CalWORKs timed-out clients who receive a 30-day subsidy.

Background: In prior years the State proposed to take back a total of \$40 million in unspent CalWORKs Incentive Funds, or reduce the counties' CalWORKs Single Allocation by the amount of the remaining unspent CalWORKs Incentive Funds. Thus the Department reviewed expenditures previously designed as General Fund programs which may be claimed through CalWORKs Incentive Funds. The Board approved the transfer of appropriate expenditures from the County General Fund to CalWORKs Incentive Funds.

One-time Savings: \$145,852

● Delete .5 FTE in Clerical Support Unit

Recommended Action: Delete vacant .5 FTE Senior Office Specialist in DEBS Clerical Support Unit.

Service Impact: There will be no change to the level of service. The Senior Office Specialist position duties were no longer needed and the work has been reallocated.

Position Deleted: .5 FTE

Ongoing Net Savings: \$14,043

Ongoing saving of \$39,998 offset by revenue loss of \$25,955

↑ Increase Reimbursement to Sheriff for Law Enforcement Services

Recommended Action: Increase reimbursement to the Sheriff's Office for law enforcement services.

Service Impact: SSA is currently paying the Sheriff's Office for the cost of reserve deputies. The Sheriff's Office will be replacing these reserve deputies with



Deputy Sheriff positions to provide supplemental law enforcement services. These positions will provide security for the Receiving, Assessment and Intake Center (RAIC). SSA will increase reimbursement to the Sheriff's Office for the additional cost of replacing the reserve deputies with the Deputy Sheriff positions.

Ongoing Net Cost: \$9,374

See BU230 for the addition of the Deputy Sheriff positions

Summary of Fiscal Impacts Affecting DEBS

The table below is for reconciliation purposes. The recommended actions are in Agency Office (BU 502) but the revenues are in DEBS.

Summary of Impacts

Recommendation	Expense	Revenues	Net Cost/ (Savings)
Reduce Agency Operating Expenses		(\$441,098)	\$441,098
Add 3.0 FTE in FMS		\$98,264	(\$98,264)
Add 1.0 FTE to Support PAGC system		(\$249,795)	\$249,795
Reimburse ESA for Addition of 1.0 FTE Sr HR Analyst		\$68,423	(\$68,423)
Add 1.0 EW Supervisor in Staff Development		\$86,469	(\$86,469)
Adjust Staffing Resources in Director's Office	(\$57,234)	\$86,704	(\$143,938)
DAAS Total	(\$57,234)	(\$351,033)	\$293,799

**Department of Employment & Benefit Svc— Budget Unit 504
Net Expenditures by Cost Center**

CC	Cost Center Name	FY 2012 Actuals	FY 2013 Approved	FY 2014 Base Budget	FY 2014 Recommended	Amount Chg From 2013 Approved	% Chg From 2013 Approved
050401	DEBS Admin Fund 00001	\$ 103,947,601	\$ 9,488,770	\$ 12,447,288	\$ 12,456,662	\$ 2,967,892	31.3%
050402	DEBS Program Svcs Fund 0001	7,535,982	116,647,660	124,446,580	124,243,494	7,595,834	6.5%
050403	DEBS Program Support Fund 0001	24,671,611	14,334,846	14,951,274	14,911,276	576,430	4.0%
050404	DEBS Trainees Fund 0001	1,442,074	1,853,509	2,677,239	2,677,239	823,730	44.4%
050405	DEBS Benefit Payments Fund 0001	93,413,053	99,940,528	101,440,528	101,040,528	1,100,000	1.1%
Total Net Expenditures		\$ 231,010,321	\$ 242,265,313	\$ 255,962,909	\$ 255,329,199	\$ 13,063,886	5.4%

**Department of Employment & Benefit Svc— Budget Unit 504
Gross Expenditures by Cost Center**

CC	Cost Center Name	FY 2012 Actuals	FY 2013 Approved	FY 2014 Base Budget	FY 2014 Recommended	Amount Chg From 2013 Approved	% Chg From 2013 Approved
050401	DEBS Admin Fund 00001	\$ 103,947,601	\$ 9,488,770	\$ 12,447,288	\$ 12,456,662	\$ 2,967,892	31.3%
050402	DEBS Program Svcs Fund 0001	7,535,982	116,647,660	124,446,580	124,243,494	7,595,834	6.5%
050403	DEBS Program Support Fund 0001	24,671,611	14,334,846	14,951,274	14,911,276	576,430	4.0%
050404	DEBS Trainees Fund 0001	1,442,074	1,853,509	2,677,239	2,677,239	823,730	44.4%
050405	DEBS Benefit Payments Fund 0001	93,413,053	99,940,528	101,440,528	101,040,528	1,100,000	1.1%
Total Gross Expenditures		\$ 231,010,321	\$ 242,265,313	\$ 255,962,909	\$ 255,329,199	\$ 13,063,886	5.4%



Department of Employment & Benefit Svc— Budget Unit 504 Expenditures by Object

Object	FY 2012 Actuals	FY 2013 Approved	FY 2014 Base Budget	FY 2014 Recommended	Amount Chg From 2013 Approved	% Chg From 2013 Approved
Salary and Benefits	116,976,119	120,825,471	132,487,173	132,389,941	11,564,470	9.6%
Services And Supplies	114,034,203	121,439,842	123,475,736	122,939,258	1,499,416	1.2%
Total Net Expenditures	\$ 231,010,321	\$ 242,265,313	\$ 255,962,909	\$ 255,329,199	\$ 13,063,886	5.4%

Department of Employment & Benefit Svc— Budget Unit 504 Revenues by Cost Center

CC	Cost Center Name	FY 2012 Actuals	FY 2013 Approved	FY 2014 Base Budget	FY 2014 Recommended	Amount Chg From 2013 Approved	% Chg From 2013 Approved
050401	DEBS Admin Fund 00001	\$ 189,704,226	\$ —	\$ —	\$ —	—	—
050402	DEBS Program Svcs Fund 0001	2,150,104	202,798,098	206,951,228	209,824,240	7,026,142	3.5%
050405	DEBS Benefit Payments Fund 0001	81,882,716	89,837,545	89,837,545	89,837,545	—	—
Total Revenues		\$ 273,737,046	\$ 292,635,643	\$ 296,788,773	\$ 299,661,785	\$ 7,026,142	2.4%

DEBS Admin Fund 00001 — Cost Center 050401 Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
Current Level Budget			
FY 2013 Approved Budget	879.5	\$ 9,488,770	\$ —
Board Approved Adjustments During FY 2013	4.0	705,699	14,039
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	-785.5	2,266,482	—
IntraCounty Adjustments	—	(13,663)	—
Other Adjustments	—	—	(14,039)
Subtotal (Current Level Budget)	98.0	\$ 12,447,288	\$ —
Recommended Changes for FY 2014			
IntraCounty Adjustments	—	\$ —	\$ —
Decision Packages			
Increase Reimbursement to Sheriff	—	9,374	—
Information Technology			
Capital			
Subtotal (Recommended Changes)	—	\$ 9,374	\$ —
Recommended Budget	98.0	\$ 12,456,662	\$ —



DEBS Program Svcs Fund 0001 — Cost Center 050402
Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
Current Level Budget			
FY 2013 Approved Budget	21.0	\$ 116,647,660	\$ 202,798,098
Board Approved Adjustments During FY 2013	17.0	2,435,840	4,048,298
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	891.0	5,063,760	—
IntraCounty Adjustments	—	299,320	—
Other Adjustments	—	—	104,832
Subtotal (Current Level Budget)	929.0	\$ 124,446,580	\$ 206,951,228
Recommended Changes for FY 2014			
IntraCounty Adjustments	—	\$ —	\$ —
Decision Packages			
Reduce Operating Expenses (Revenue loss in BU 503 & 504)	—	—	(441,098)
Add Staff in FMS (Revenue in BU 502, 503, 504, 505)	—	—	98,264
Add IS Staff for PAGC Support (Revenue in BU 504 & 505)	—	—	(249,795)
Reimburse ESA for Sr HR Analyst (Revenue in BU 503 and 504)	—	—	68,423
Add 1.0 FTE EW Sup in Staff Development (Revenue in BU 504)	—	—	86,469
Increase Cal-Learn Revenue	—	—	500,000
Increase CalWORKs Employment Services Revenue	—	—	500,000
Adjust staff in Director's Office (Obj 1 and Rev in BU 504)	—	(57,234)	86,704
Reduce Expenditures for CalWORKs Incentive	—	(145,852)	—
Increase Medi-Cal Revenue	—	—	1,400,000
Delete .5 FTE in Clerical Support Unit	—	—	(25,955)
Increase CalFresh Revenue	—	—	850,000
Information Technology			
Capital			
Subtotal (Recommended Changes)	—	\$ (203,086)	\$ 2,873,012
Recommended Budget	929.0	\$ 124,243,494	\$ 209,824,240

DEBS Program Support Fund 0001 — Cost Center 050403
Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
Current Level Budget			
FY 2013 Approved Budget	304.0	\$ 14,334,846	\$ —
Board Approved Adjustments During FY 2013	4.0	(158,375)	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	-95.5	774,132	—
IntraCounty Adjustments	—	671	—
Other Adjustments	—	—	—



DEBS Program Support Fund 0001 — Cost Center 050403
Major Changes to the Budget

	Positions	Appropriations	Revenues
Subtotal (Current Level Budget)	212.5	\$ 14,951,274	\$ —
Recommended Changes for FY 2014			
IntraCounty Adjustments	—	\$ —	\$ —
Decision Packages			
Delete .5 FTE in Clerical Support Unit	-0.5	(39,998)	—
Information Technology			
Capital			
Subtotal (Recommended Changes)	-0.5	\$ (39,998)	\$ —
Recommended Budget	212.0	\$ 14,911,276	\$ —

DEBS Trainees Fund 0001 — Cost Center 050404
Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
Current Level Budget			
FY 2013 Approved Budget	70.0	\$ 1,853,509	\$ —
Board Approved Adjustments During FY 2013	—	1,107	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	2.0	822,623	—
IntraCounty Adjustments	—	—	—
Other Adjustments	—	—	—
Subtotal (Current Level Budget)	72.0	\$ 2,677,239	\$ —
Recommended Changes for FY 2014			
IntraCounty Adjustments	—	\$ —	\$ —
Decision Packages			
Information Technology			
Capital			
Subtotal (Recommended Changes)	—	\$ —	\$ —
Recommended Budget	72.0	\$ 2,677,239	\$ —

DEBS Benefit Payments Fund 0001 — Cost Center 050405
Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
Current Level Budget			
FY 2013 Approved Budget	—	\$ 99,940,528	\$ 89,837,545
Board Approved Adjustments During FY 2013	—	1,500,000	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
IntraCounty Adjustments	—	—	—

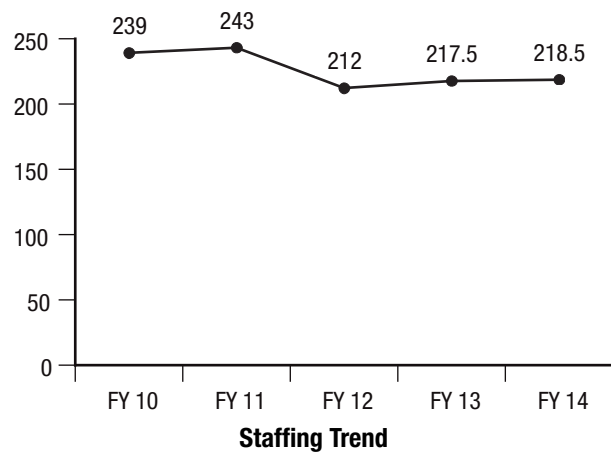
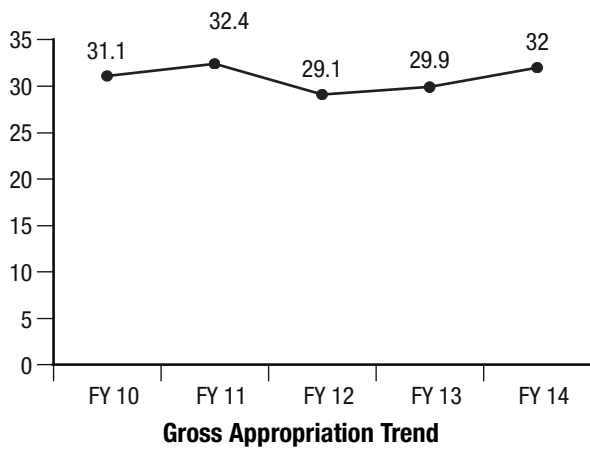
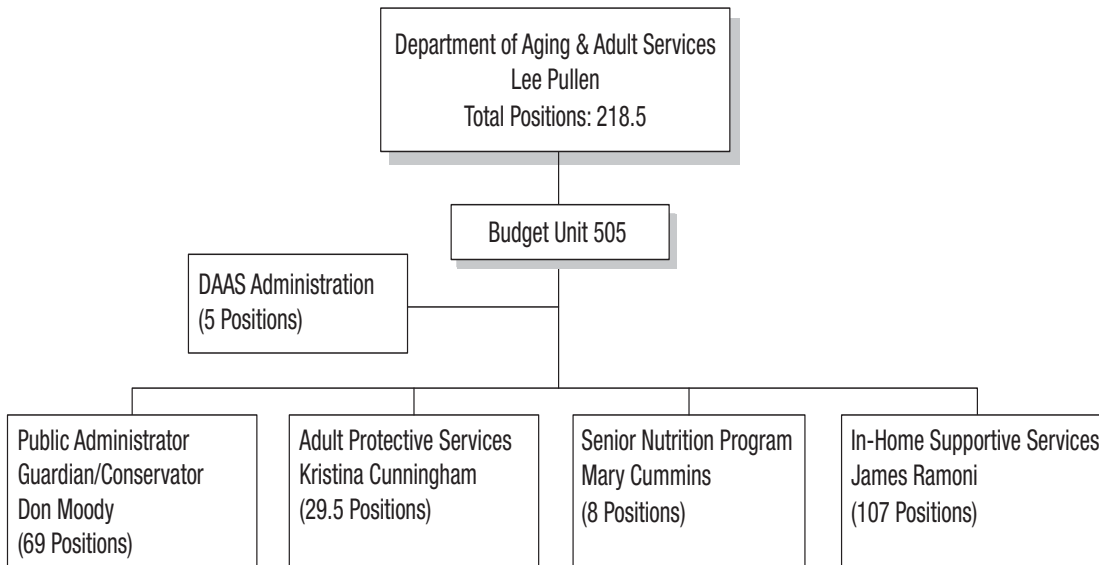


DEBS Benefit Payments Fund 0001 — Cost Center 050405
Major Changes to the Budget

	Positions	Appropriations	Revenues
Other Adjustments	—	—	—
Subtotal (Current Level Budget)	— \$	101,440,528 \$	89,837,545
Recommended Changes for FY 2014			
IntraCounty Adjustments	— \$	— \$	—
Decision Packages			
Increase General Assistance Reimbursement	—	(400,000)	—
Information Technology			
Capital			
Subtotal (Recommended Changes)	— \$	(400,000) \$	—
Recommended Budget	— \$	101,040,528 \$	89,837,545



Department of Aging and Adult Services — Social Services Agency



Public Administrator/Guardian/Conservator Accounting Unit staff are included in the organization chart of BU 502 in Financial Management Services.



Public Purpose

- **Promote a safe, dignified and independent lifestyle for seniors, dependent adults and people with disabilities through timely and responsive protective services, quality nutrition and in-home support.**
- **Evaluate community needs, develop programs and services and advise on matters of policy that concern the welfare of seniors and persons with disabilities.**



Description of Major Services

The mission of the Department of Aging and Adult Services (DAAS) is to promote a safe, dignified and independent lifestyle for seniors, dependent adults and people with disabilities, through timely and responsive protective services, quality nutrition, and in-home support. In addition, DAAS safeguards the property of conservatees and manages the assets of conservatees and decedent estates. Also, DAAS evaluates community needs, develops programs and services, and advises on matters of policy that concern the welfare of seniors and persons with disabilities. The programs in DAAS are Adult Protective Services, In-Home Supportive Services, Public Administrator/Guardian/Conservator, and Senior Nutrition Program.

Adult Protective Services (APS)

APS is mandated by the State of California Welfare and Institutions Code for all counties to receive and investigate reports of abuse or neglect regarding elders (age 65 or older) or dependent adults (ages 18 to 64 who are mentally and/or physically disabled and unable to protect and/or advocate on their own behalf). Adult Protective Services is mandated to respond to urgent situations 24 hours a day, 7 days a week. In Santa Clara County, the Adult Protective Services program is staffed by master's level Social Workers who collaborate with elders, dependent adults, families and care providers to protect and prevent abuse or neglect.

An APS investigation focuses on a comprehensive assessment of the elder or dependent adult. The allegations of abuse or neglect are examined and the

level of risk is assessed. A plan is developed with the elder or dependent adult's participation (if possible), which may include arranging for emergency services, emergency shelter or medical care. APS Social Workers may provide referrals or linkage to community services, public benefits, legal organizations and medical professionals.

APS chairs a multi-disciplinary team known as FAST (Financial Abuse Specialist Team), which investigates allegations of financial abuse perpetrated against elders and dependent adults. The Mental Health Department collaborates with APS to address the unmet mental health needs of elders and dependent adults in their homes. APS also maintains a Master Social Work internship program as well as provides outreach and education to the community.

In FY 2012, APS received over 3,100 abuse reports and responded to more than 1,800 Information and Referral telephone calls where staff provided information, consultation and referrals to other services. APS bilingual staff provides services in English, Spanish, Vietnamese, and Mandarin.

In-Home Supportive Services (IHSS)

IHSS is a Federal, State and County funded program designed to prevent institutionalization of elderly, blind or disabled people when they are no longer able to fully care for themselves or handle routine household tasks.

The purpose of the program is to allow these individuals to live safely at home rather than in costly and less desirable out-of-home institutional placement.

Multi-lingual Social Workers and other staff perform assessments, determine eligibility and calculate the number of authorized monthly service hours for more than 17,000 clients. Tasks covered are categorized into four groups: (1) domestic or household services; (2) personal care services; (3) services directed or provided by a licensed health care professional; and (4) other miscellaneous services. IHSS also collects time sheets twice a month and maintains the payroll for over 17,000 full or part-time independent service providers employed by the recipients.

IHSS is one of the largest social services entitlement programs in California. The number of applications for services is predicted to continue to increase due to the aging of the population and the desire of individuals to remain at home rather than face institutionalization.

Public Administrator/Guardian/Conservator (PAGC)

As the court-ordered surrogate decision maker, the PAGC protects and ensures safe and secure environments for the County's most vulnerable adults by maintaining strong partnerships with community agencies, advocating for the least restrictive living settings that promote dignity and maximum independence, and managing person and estate issues.

The Conservatorship Division is the surrogate decision maker for individuals determined by the Probate Court to be unable to care for themselves. The Conservatorship Division has two sections: Lanterman-Petris-Short (LPS) for those who are gravely mentally ill, and Probate for those frail elderly or other adults who are unable to provide for themselves due to cognitive incapacity. The Conservatorship Division is supported by a team of estate administrators who assist with the management of complex conservatee estates.

Public Administration (PA) is mandated by the California Probate Code to administer the estates of Santa Clara County deceased residents who have no next of kin to represent the client. The PA safeguards decedents' property from waste, loss, theft or misappropriation, makes appropriate burial arrangements, conducts thorough investigations to

discover all assets, notifies and pays decedents' creditors, locates persons legally entitled to inherit and distributes estates.

Senior Nutrition Program (SNP)

SNP promotes better health for seniors over the age of 60 by providing dietitian-approved and ethnically diverse meals at congregate sites for mobile older adults, and home-delivered meals to those seniors who are unable to prepare their own meals due to ill health, other medical reasons, or isolation. The SNP services are provided through the local partnerships with the Council on Aging of Silicon Valley, municipalities including the City of San Jose and a number of non-profit and community-based organizations.

SNP administers the Senior Congregate Meals Program and Santa Clara County Meals on Wheels. Twenty-one contractors provide meals throughout the County for these programs. Staff members monitor all contracts for compliance with Federal, State and County regulations. The Senior Nutrition Program also participates in a Nutrition Screening Initiative to assess the level of nutritional risk and implement strategies to assist seniors in remaining functionally independent.

In FY2012, over 13,000 residents were served approximately 600,000 meals at forty locations (thirty-eight meal sites and two adult day care centers) throughout the County. Approximately 23,000 paratransit rides were provided in the last year by Outreach and Escort Inc. to bring ADA-eligible seniors to these congregate meal sites. Additionally, approximately 600,000 home-delivered Meals on Wheels were served.

The current program is successful in reaching the most at-risk seniors in the County and serves large numbers of low income, living alone and age 75+ seniors. Evaluation surveys indicate that participants are extremely satisfied with the program and believe the services provide a stable resource for nutrition and socialization for seniors at a convenient location.



Current and Emerging Issues

Seniors' Agenda

The Department of Aging and Adult Services continues to lead a wide-spread community effort to create a master plan to improve services for today's seniors and to address the challenge of serving an increasing number of future seniors. Phase II of this effort involved the collaboration of more than 150 individuals from 68 organizations that collectively dedicated more than 1,100 hours of time to create this vision. The resulting Phase II plan contains one-year milestones that lead to three-year strategic goals in seven areas of focus: Transportation/Mobility Management, Senior Volunteer/Civic Engagement, Information and Assistance, Education/Outreach, Policy/Funding, Mental Health and Leadership and Support. The Board of Supervisors approved the recommendations outlined in the Seniors' Agenda in November 2012.

Case Management, Information and Payroll System (CMIPS)

The State provides a statewide database and central processing for In-Home Supportive Services for case management, payroll processing for Personal Care Service Providers, producing statistical and financial reports for counties and the State. The current system is a thirty-year-old Legacy application that is obsolete.

The California Department of Social Services, with technical assistance from the California Office of Systems Integration, has designed and developed CMIPS II to replace CMIPS I. CMIPS II will be hosted at

a central facility operated by the California Department of Technology Services. Implementation was scheduled for 2010 but was postponed due to system development delays. Based on the revised time line, Santa Clara County is scheduled to go-live in the middle of calendar year 2013. The change over to CMIPS II will shift IHSS provider payroll processing responsibility from the counties to the State and provide a user-friendly, web-based system to improve efficiencies for all users.

Coordinated Care Initiative (CCI)

Passage of the CCI in July 2012 marks an important step toward transforming California's Medi-Cal (Medicaid) care delivery system to better serve the state's low-income seniors and persons with disabilities. The CCI will integrate delivery of medical, behavioral, and long-term care services and also provide a demonstration pilot opportunity to integrate Medicare and Medi-Cal for people in both programs, called "dual eligible" beneficiaries. A major component of the CCI will be the In-Home Supportive Services (IHSS) program which will become a managed care benefit, although still administered by the County. Under the CCI, Medi-Cal beneficiaries, including "dual eligible" beneficiaries, will be required to join a Medi-Cal managed care health plan to receive benefits, including IHSS. Implementation of the CCI "dual eligible" demonstration pilot will begin in Santa Clara County in September 2013, along with seven other counties in California.

Summary of County Executive's Recommendations

Description	Impact	Impact on Services	Position Impact	FY 2014 Ongoing Net Cost/(Savings)	FY 2014 One-Time Net Cost/(Savings)
Implement Seniors' Agenda	↑	The Project Manager will perform administrative duties to support the implementation of the Seniors' Agenda.	1.0	\$115,951	\$50,000
Add .5 FTE for South County Adult Protective Services	↑	The Social Worker II will assist older and disabled adults to access services in South County.	0.5	\$44,731	
Augment Senior Nutrition Program Transportation	↑	The allocation in funding will support the implementation of the new Mobility Management transportation model.	—	\$21,000	—
Augment Senior Nutrition Program Congregate Meals	↑	The allocation in funding will improve the nutrition and well-being of older adults.	—	\$367,415	—
Summary of Fiscal Impacts Affecting DAAS	↑	See Agency Office (BU 502)	—	(\$153,507)	—
↑ — Enhanced ◆ — Modified ● — No Change ↓ — Reduced ☒ — Eliminated					

County Executive's Recommendation

The four Social Services Agency departments' budget units are inextricably linked and the net cost of the recommended actions may have expenditures and revenues in more than one budget unit. The Social Services Agency budget units are as follows:

- BU 502, Agency Office (AO)
- BU 503, Department of Family and Children's Services (DFCS)
- BU 504, Department of Employment and Benefit Services (DEBS)
- BU 505, Department of Aging and Adult Services (DAAS)

↑ Implement Seniors' Agenda

Recommended Action: Add 1.0 FTE Project Manager (unclassified) and allocate \$50,000 one-time funds for services and supplies.

Service Impact: The Project Manager will support the implementation of the Seniors' Agenda, perform administrative and operational activities, provide leadership and support to established work groups, and

establish and staff a senior policy council for oversight and direction to complete established goals for older adult services.

The increase in one-time funds for services and supplies will be used to develop and promote a multi-year marketing campaign. The objectives are to create public awareness and provide opportunity for a dialogue in the community about the aging process, informing the public of senior service options and shifting the image of older adults to a more positive one. The awareness will also increase community support to provide more services to older adults.

Background: The Board of Supervisors directed the Department of Aging and Adult Services to create a Seniors' Agenda that will address the current service needs and prepare for the future population growth of older adults in Santa Clara County. In November 2012, the Board of Supervisors adopted the Seniors' Agenda Plan with implementation to occur over the next three to five years. The Seniors' Agenda is a master plan to



improve services for today's seniors and to address the challenge of serving an increasing number of future seniors.

Position Added: 1.0 FTE

Net Cost: \$165,951

Ongoing cost of \$151,682 offset by \$35,731 in revenue
One-time cost of \$50,000 (included in net cost)

↑ Add .5 FTE for South County Adult Protective Services

Recommended Action: Add .5 FTE Social Worker II in Adult Protective Services (APS).

Service Impact: The Social Worker II will work in South County to assist older and disabled adults and their families by coordinating with community centers, adult and aging service providers and other community stakeholders to assist with system navigation to maximize access to services (Medi-Cal, CalFresh, IHSS, Meals on Wheels, SSI, Housing, Transportation, Legal Aid, etc). It is often difficult for older and disabled adults in the South County vicinity to travel to San Jose to receive services. Many are geographically and/or linguistically isolated and experience barriers when trying to access information and community resources. As there is currently no APS staff assigned to community-based casework in South County, this position allows the County to serve a unique population by enhancing their quality of life and self-sufficiency, while reducing adverse health and safety risks.

Background: This position is recommended based on the result of a pilot project that took place from April 2012 to January 2013. The purpose of the pilot project was to evaluate the service needs of older and disabled adults in South County and determine whether there is a need for a permanent community-based casework staff in this region.

At the completion of the pilot project, the department evaluated the results and determined that there is a need for a permanent community-based casework staff in South County. The data used to evaluate the pilot project indicated that during the nine-month period, 158 individual clients were assisted with information and referrals as well as case management. Of these clients, 94 were monolingual Spanish speaking, 63 English speaking and 1 Mandarin. Of the 94 Spanish speaking clients, 17 of them have returned more than twice for additional assistance with information and

resources and continued case management. Of the 63 English speaking clients, 10 have returned for additional assistance with information and resources. The majority of clients are residents of Gilroy and San Martin, with fewer cases from Morgan Hill. Of the 158 total clients, 4 cases resulted in abuse reports to Adult Protective Services.

Position Added: 0.5 FTE

Ongoing Net Cost: \$44,731

Ongoing cost of \$58,566 offset by \$13,835 in revenues

↑ Augment Senior Nutrition Program Transportation

Recommended Action: Increase ongoing funds for Senior Nutrition Program transportation.

Service Impact: The recommended action will assist the Department with its implementation of the Mobility Management model in July 2013. The Senior Nutrition Program (SNP) developed the mobility management transportation plan to redesign the current transportation model in response to rising costs of site-based paratransit/ADA rides (currently the primary transportation method) as well as due to the notification by the current transportation provider that they will be moving to this new Mobility Management model. This model will be means-tested, individual based, coordinating transportation services for clients, and using a range of transportation methods.

Background: One of the policy recommendations approved by the Board for the Seniors' Agenda is to give priority consideration to safety net programs including affordable transportation and senior nutrition. Additionally, the Senior Nutrition Task Forces of 2010 and 2012 recommended that SNP transportation be redesigned to provide improved equity and access to seniors. Mobility Management is a transportation model that is emerging nationwide. The current transportation provider, Outreach, has done extensive work in the development and piloting of Mobility Management locally as an improved transportation program to help manage costs, expand services, and better meet the individual needs of Santa Clara County seniors.

Ongoing Cost: \$21,000

↑ Augment Senior Nutrition Program Congregate Meals

Recommended Action: Increase ongoing funds for Senior Nutrition Program congregate meal services resulting from a change to a flat rate per meal reimbursement.

Service Impact: The recommended action will allow the Senior Nutrition Program contractors to continue providing congregate meal services to improve the nutrition and well-being of older adults by providing access to healthy food, community services, and socialization.

Background: In September 2012, the Board of Supervisors approved the Senior Meal Task Force's recommendation of a flat rate per meal reimbursement plan for non-municipal contractors. The Board approved the flat fee reimbursement structure of a per meal unit cost of \$8.02 for a cook-on-site delivery method and \$9.02 for a catered site delivery method, with a \$.70 per meal contribution from the contractors. The expected number of meals to be served in FY 2014

under this new reimbursement model will be approximately 332,500. Based on the expected number of meals to be served, ongoing funds of \$367,415 will be needed as current funding is available only through June 30, 2013.

Ongoing Cost: \$367,415

↑ Summary of Fiscal Impacts Affecting DAAS

The table below is for reconciliation purposes. The recommended actions are in Agency Office (BU 502) but the revenues are in DAAS.

Summary of Impacts

Recommendation	Expense	Revenues	Net Cost/ (Savings)
Add 3.0 FTE in FMS		\$82,907	(\$82,907)
Add 1.0 FTE to Support PAGIC system		\$70,600	(\$70,600)
DAAS Total		\$153,507	(\$153,507)

Department of Aging and Adult Services Fund 0001— Budget Unit 505 Net Expenditures by Cost Center

CC	Cost Center Name	FY 2012 Actuals	FY 2013 Approved	FY 2014 Base Budget	FY 2014 Recommended	Amount Chg From 2013 Approved	% Chg From 2013 Approved
050501	DAAS Admin Fund 0001	\$ 15,715,921	\$ 5,814,703	\$ 6,161,701	\$ 6,313,383	\$ 498,680	8.6%
050502	DAAS Program Svcs Fund 0001	4,564,030	13,848,063	15,435,958	15,494,524	1,646,461	11.9%
050503	DAAS Program Support Fund 0001	2,652,424	3,096,145	3,015,740	3,065,740	(30,405)	-1.0%
050504	Senior Nutrition Fund 0001	6,492,324	6,538,920	6,775,865	7,164,280	625,360	9.6%
	Total Net Expenditures	\$ 29,424,699	\$ 29,297,831	\$ 31,389,264	\$ 32,037,927	\$ 2,740,096	9.4%



Department of Aging and Adult Services Fund 0001— Budget Unit 505
Gross Expenditures by Cost Center

CC	Cost Center Name	FY 2012 Actuals	FY 2013 Approved	FY 2014 Base Budget	FY 2014 Recommended	Amount Chg From 2013 Approved	% Chg From 2013 Approved
050501	DAAS Admin Fund 0001	\$ 15,735,921	\$ 5,814,703	\$ 6,161,701	\$ 6,313,383	\$ 498,680	8.6%
050502	DAAS Program Svcs Fund 0001	4,564,030	13,848,063	15,435,958	15,494,524	1,646,461	11.9%
050503	DAAS Program Support Fund 0001	2,652,424	3,096,145	3,015,740	3,065,740	(30,405)	-1.0%
050504	Senior Nutrition Fund 0001	6,492,324	6,538,920	6,775,865	7,164,280	625,360	9.6%
Total Gross Expenditures		\$ 29,444,699	\$ 29,297,831	\$ 31,389,264	\$ 32,037,927	\$ 2,740,096	9.4%

Department of Aging and Adult Services Fund 0001— Budget Unit 505
Expenditures by Object

Object	FY 2012 Actuals	FY 2013 Approved	FY 2014 Base Budget	FY 2014 Recommended	Amount Chg From 2013 Approved	% Chg From 2013 Approved
Salary and Benefits	22,545,213	22,267,005	24,435,161	24,645,409	2,378,404	10.7%
Services And Supplies	6,899,485	7,030,826	6,954,103	7,392,518	361,692	5.1%
Total Gross Expenditures	\$ 29,444,699	\$ 29,297,831	\$ 31,389,264	\$ 32,037,927	\$ 2,740,096	9.4%
Expenditure Transfers	(20,000)	—	—	—	—	—
Total Net Expenditures	\$ 29,424,699	\$ 29,297,831	\$ 31,389,264	\$ 32,037,927	\$ 2,740,096	9.4%

Department of Aging and Adult Services Fund 0001— Budget Unit 505
Revenues by Cost Center

CC	Cost Center Name	FY 2012 Actuals	FY 2013 Approved	FY 2014 Base Budget	FY 2014 Recommended	Amount Chg From 2013 Approved	% Chg From 2013 Approved
050501	DAAS Admin Fund 0001	\$ 22,106,753	\$ 543,714	\$ 593,714	\$ 593,714	\$ 50,000	9.2%
050502	DAAS Program Svcs Fund 0001	194,354	22,536,536	22,312,720	22,515,793	(20,743)	-0.1%
050503	DAAS Program Support Fund 0001	730,344	318,536	490,536	490,536	172,000	54.0%
050504	Senior Nutrition Fund 0001	4,283,577	3,782,701	3,600,276	3,600,276	(182,425)	-4.8%
Total Revenues		\$ 27,315,027	\$ 27,181,487	\$ 26,997,246	\$ 27,200,319	\$ 18,832	0.1%



DAAS Admin Fund 0001 — Cost Center 050501
Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
Current Level Budget			
FY 2013 Approved Budget	134.0	\$ 5,814,703	\$ 543,714
Board Approved Adjustments During FY 2013	—	86,096	7,887
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	-85.0	354,504	—
IntraCounty Adjustments	—	(9,581)	—
Other Adjustments	—	(84,021)	42,113
Subtotal (Current Level Budget)	49.0	\$ 6,161,701	\$ 593,714
Recommended Changes for FY 2014			
IntraCounty Adjustments	—	\$ —	\$ —
Decision Packages			
Implement Seniors' Agenda	1.0	151,682	—
Information Technology			
Capital			
Subtotal (Recommended Changes)	1.0	\$ 151,682	\$ —
Recommended Budget	50.0	\$ 6,313,383	\$ 593,714

DAAS Program Svcs Fund 0001 — Cost Center 050502
Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
Current Level Budget			
FY 2013 Approved Budget	38.0	\$ 13,848,063	\$ 22,536,536
Board Approved Adjustments During FY 2013	-0.5	(40,836)	(233,816)
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	85.0	1,620,000	—
IntraCounty Adjustments	—	(134)	—
Other Adjustments	—	8,865	10,000
Subtotal (Current Level Budget)	122.5	\$ 15,435,958	\$ 22,312,720
Recommended Changes for FY 2014			
IntraCounty Adjustments	—	\$ —	\$ —
Decision Packages			
Implement Seniors' Agenda	—	—	35,731
Add .5 FTE for South County Adult Protective Services	0.5	58,566	13,835
Add Staff in FMS (Revenue in BU 502, 503, 504, 505)	—	—	82,907
Add IS Staff for PAGC Support (Revenue in BU 504 & 505)	—	—	70,600
Information Technology			
Capital			
Subtotal (Recommended Changes)	0.5	\$ 58,566	\$ 203,073
Recommended Budget	123.0	\$ 15,494,524	\$ 22,515,793



**DAAS Program Support Fund 0001 — Cost Center 050503
Major Changes to the Budget**

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
Current Level Budget			
FY 2013 Approved Budget	37.5 \$	3,096,145 \$	318,536
Board Approved Adjustments During FY 2013	—	(39,633)	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	163,826	—
IntraCounty Adjustments	—	(204,598)	—
Other Adjustments	—	—	172,000
Subtotal (Current Level Budget)	37.5 \$	3,015,740 \$	490,536
Recommended Changes for FY 2014			
IntraCounty Adjustments	— \$	— \$	—
Decision Packages			
Implement Seniors' Agenda	—	50,000	—
Information Technology			
Capital			
Subtotal (Recommended Changes)	— \$	50,000 \$	—
Recommended Budget	37.5 \$	3,065,740 \$	490,536

**Senior Nutrition Fund 0001 — Cost Center 050504
Major Changes to the Budget**

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
Current Level Budget			
FY 2013 Approved Budget	8.0 \$	6,538,920 \$	3,782,701
Board Approved Adjustments During FY 2013	—	350	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	77,905	—
IntraCounty Adjustments	—	(23,825)	—
Other Adjustments	—	182,515	(182,425)
Subtotal (Current Level Budget)	8.0 \$	6,775,865 \$	3,600,276
Recommended Changes for FY 2014			
IntraCounty Adjustments	— \$	— \$	—
Decision Packages			
Augment Senior Nutrition Program Transportation	—	21,000	—
Augment Senior Nutrition Program Congregate Meals	—	367,415	—
Information Technology			
Capital			
Subtotal (Recommended Changes)	— \$	388,415 \$	—
Recommended Budget	8.0 \$	7,164,280 \$	3,600,276



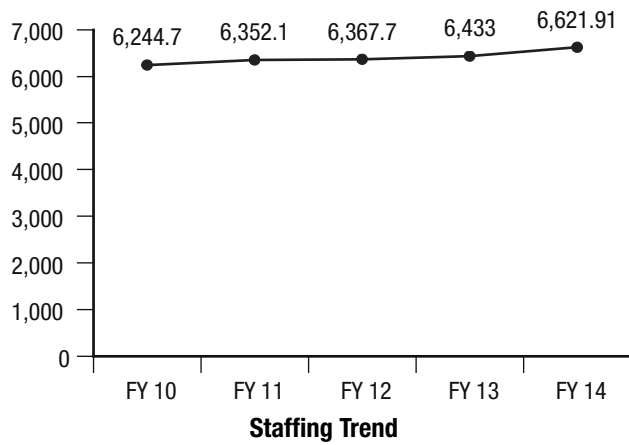
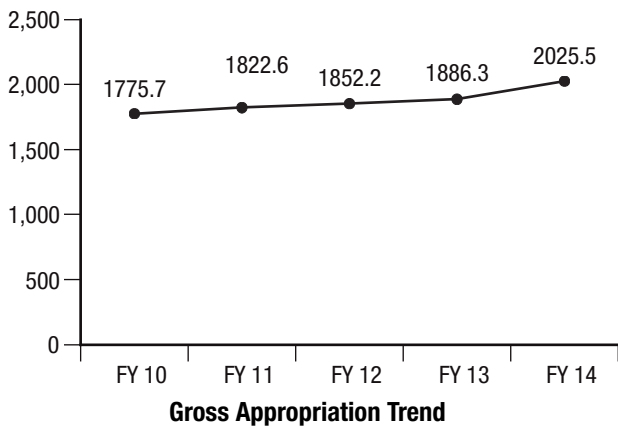
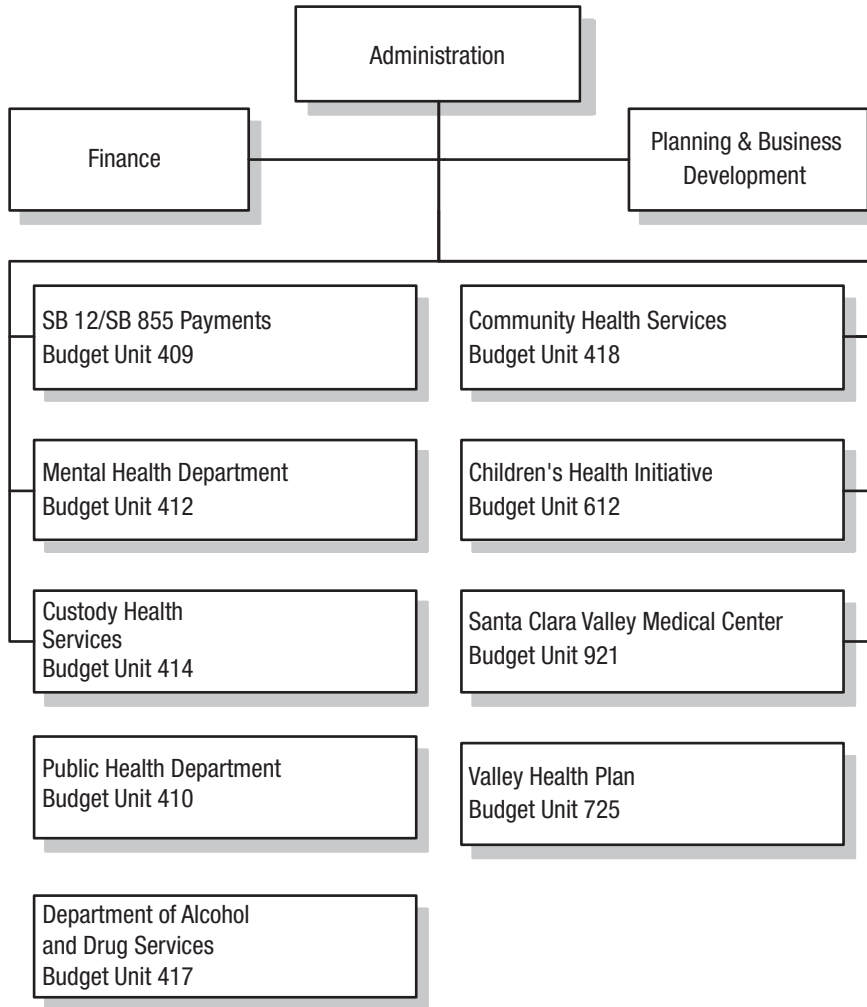


Section 4: Santa Clara Valley Health and Hospital System

Section 4: Santa Clara Valley Health and Hospital System



Santa Clara Valley Health & Hospital System



Santa Clara Valley Health & Hospital System

Mission

The Santa Clara Valley Health and Hospital System is dedicated to the health and well-being of communities in Santa Clara County



Departments

- Health SB 12
- Public Health Department
- Mental Health Department
- Custody Health Services
- Department of Alcohol and Drug Services
- Community Health Services
- Children's Health Initiative
- Valley Health Plan
- Santa Clara Valley Medical Center

Net Expenditures By Department

BU	Department Name	FY 2012 Actuals	FY 2013 Approved	FY 2014 Base Budget	FY 2014 Recommended	Amount Chg From 2013 Approved	% Chg From 2013 Approved
409	SB12/SB855 Funds	\$ 2,656,518	\$ 2,500,000	\$ 2,500,000	\$ 2,500,000	\$ —	—
410	Public Health	76,831,748	87,162,450	89,363,826	89,064,385	1,901,935	2.2%
412	Mental Health Department	270,688,405	303,956,541	317,000,428	322,013,620	18,057,079	5.9%
414	Custody Health Services	1,151,712	2,121,468	3,911,830	3,911,830	1,790,362	84.4%
417	Department Of Alcohol And Drug Programs	37,913,974	43,085,585	43,482,414	45,358,804	2,273,219	5.3%
418	Community Health Services	12,413,309	12,867,338	13,559,979	13,640,262	772,924	6.0%
612	Healthy Children	3,211,092	4,500,000	4,500,000	4,500,000	—	—
725	SCVMC-Valley Health Plan	175,933,097	181,750,079	209,504,716	214,484,817	32,734,738	18.0%
921	Santa Clara Valley Medical Center	1,205,731,343	1,160,064,648	1,190,568,019	1,243,515,835	83,451,187	7.2%
Total Net Expenditures		\$ 1,786,531,198	\$ 1,798,008,109	\$ 1,874,391,212	\$ 1,938,989,553	\$ 140,981,444	7.8%

Gross Expenditures By Department

BU	Department Name	FY 2012 Actuals	FY 2013 Approved	FY 2014 Base Budget	FY 2014 Recommended	Amount Chg From 2013 Approved	% Chg From 2013 Approved
409	SB12/SB855 Funds	\$ 2,656,518	\$ 2,500,000	\$ 2,500,000	\$ 2,500,000	\$ —	—
410	Public Health	79,956,955	89,295,942	91,709,413	91,409,972	2,114,030	2.4%
412	Mental Health Department	273,221,069	307,577,239	320,615,223	325,628,415	18,051,176	5.9%
414	Custody Health Services	43,296,247	46,422,264	49,606,446	49,484,876	3,062,612	6.6%
417	Department Of Alcohol And Drug Programs	39,878,240	44,476,244	44,781,446	46,657,836	2,181,592	4.9%
418	Community Health Services	13,717,319	14,756,897	15,572,670	15,652,953	896,056	6.1%
612	Healthy Children	3,211,092	4,500,000	4,500,000	4,500,000	—	—
725	SCVMC-Valley Health Plan	178,600,357	185,000,422	212,755,059	217,735,160	32,734,738	17.7%
921	Santa Clara Valley Medical Center	1,233,185,176	1,191,760,891	1,218,889,262	1,271,903,823	80,142,932	6.7%
Total Gross Expenditures		\$ 1,867,722,974	\$ 1,886,289,899	\$ 1,960,929,519	\$ 2,025,473,035	\$ 139,183,136	7.4%

Revenues By Department

BU	Department Name	FY 2012 Actuals	FY 2013 Approved	FY 2014 Base Budget	FY 2014 Recommended	Amount Chg From 2013 Approved	% Chg From 2013 Approved
409	SB12/SB855 Funds	\$ 3,270,182	\$ 2,500,000	\$ 2,500,000	\$ 2,500,000	\$ —	—
410	Public Health	53,297,253	58,644,270	58,394,327	59,010,598	366,328	0.6%
412	Mental Health Department	200,475,590	235,362,567	243,583,077	254,096,269	18,733,702	8.0%
414	Custody Health Services	884,707	2,121,468	3,941,830	3,941,830	1,820,362	85.8%
417	Department Of Alcohol And Drug Programs	18,224,661	22,056,130	22,039,609	23,636,393	1,580,263	7.2%



Revenues By Department

BU	Department Name	FY 2012 Actuals	FY 2013 Approved	FY 2014 Base Budget	FY 2014 Recommended	Amount Chg From 2013 Approved	% Chg From 2013 Approved
418	Community Health Services	6,286,543	6,014,615	6,646,605	6,726,888	712,273	11.8%
612	Healthy Children	3,565,030	4,500,000	4,500,000	4,500,000	—	—
725	SCVMC-Valley Health Plan	183,015,012	181,579,240	208,823,505	213,803,606	32,224,366	17.7%
921	Santa Clara Valley Medical Center	1,183,805,989	1,152,187,203	1,182,689,867	1,235,637,683	83,450,480	7.2%
Total Revenues		\$ 1,652,824,968	\$ 1,664,965,493	\$ 1,733,118,820	\$ 1,803,853,267	\$ 138,887,774	8.3%

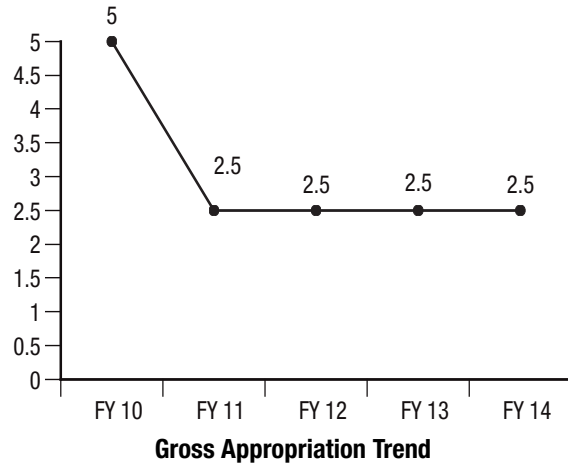


Health SB 12

Overview

The SB 12 Program is funded by an assessment imposed upon fines, penalties and forfeitures assessed by the Court. The fund is utilized to provide partial compensation to physicians, surgeons and hospitals for patients who do not make payment for emergency medical services and for other emergency medical services purposes as determined by the County.

Revenues and expenses for the SB 12 program are budgeted at \$2.5 million for FY 2014.



SB12/SB855 Funds— Budget Unit 409 Net Expenditures by Cost Center

CC	Cost Center Name	FY 2012 Actuals	FY 2013 Approved	FY 2014 Base Budget	FY 2014 Recommended	Amount Chg From 2013 Approved	% Chg From 2013 Approved
4322	SB 12 Payments Fund 0018	\$ 2,656,518	\$ 2,500,000	\$ 2,500,000	\$ 2,500,000	—	—
Total Net Expenditures		\$ 2,656,518	\$ 2,500,000	\$ 2,500,000	\$ 2,500,000	—	—

SB12/SB855 Funds— Budget Unit 409 Gross Expenditures by Cost Center

CC	Cost Center Name	FY 2012 Actuals	FY 2013 Approved	FY 2014 Base Budget	FY 2014 Recommended	Amount Chg From 2013 Approved	% Chg From 2013 Approved
4322	SB 12 Payments Fund 0018	\$ 2,656,518	\$ 2,500,000	\$ 2,500,000	\$ 2,500,000	—	—
Total Gross Expenditures		\$ 2,656,518	\$ 2,500,000	\$ 2,500,000	\$ 2,500,000	—	—



SB12/SB855 Funds— Budget Unit 409
Expenditures by Object

Object	FY 2012 Actuals	FY 2013 Approved	FY 2014 Base Budget	FY 2014 Recommended	Amount Chg From 2013 Approved	% Chg From 2013 Approved
Services And Supplies	2,656,518	2,500,000	2,500,000	2,500,000	—	—
Total Net Expenditures \$	2,656,518 \$	2,500,000 \$	2,500,000 \$	2,500,000 \$	—	—

SB12/SB855 Funds— Budget Unit 409
Revenues by Cost Center

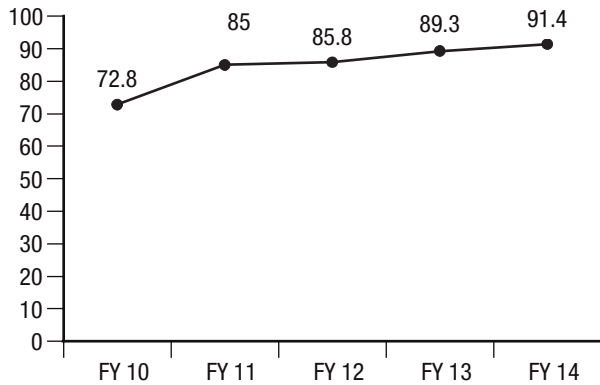
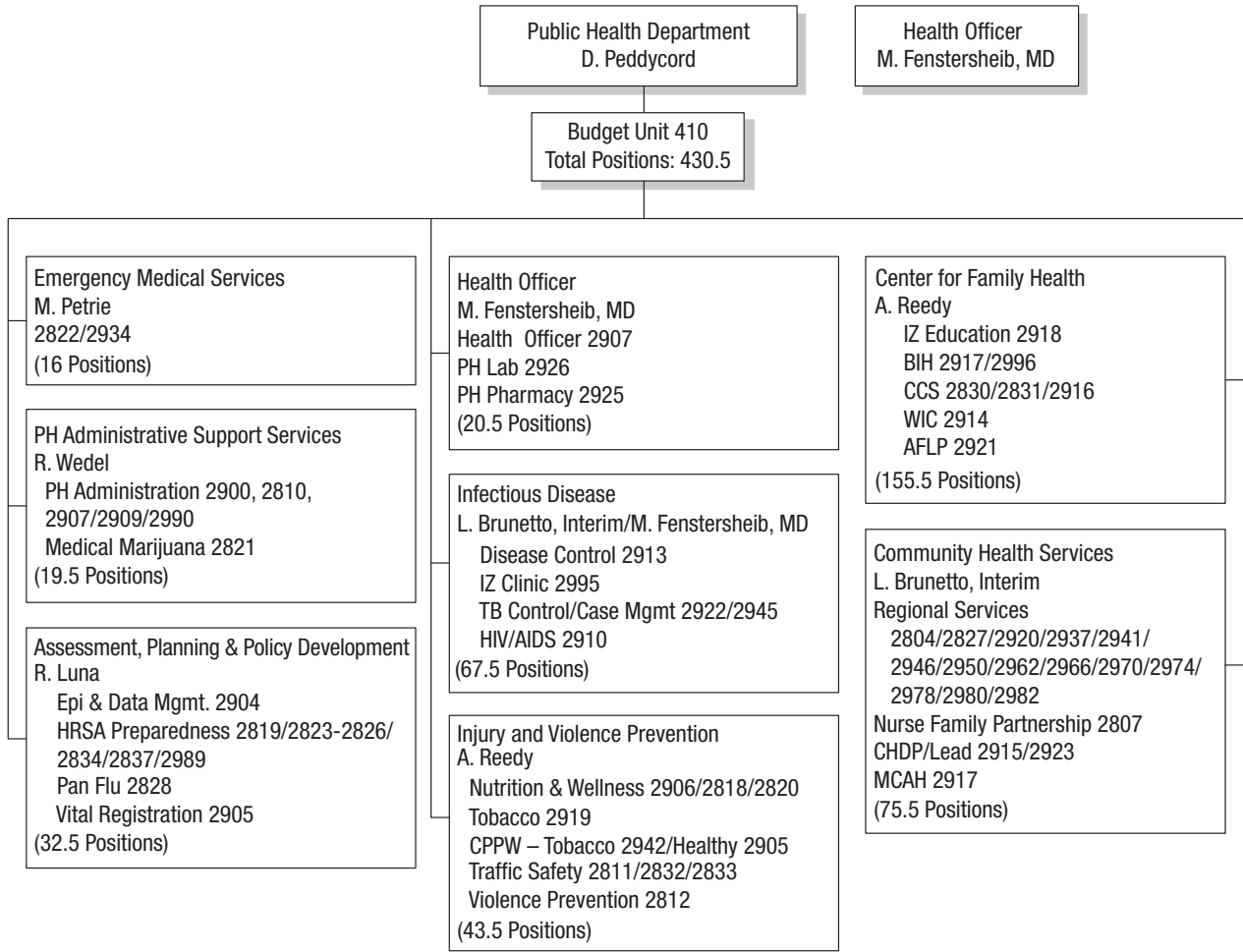
CC	Cost Center Name	FY 2012 Actuals	FY 2013 Approved	FY 2014 Base Budget	FY 2014 Recommended	Amount Chg From 2013 Approved	% Chg From 2013 Approved
4322	SB 12 Payments Fund 0018	\$ 3,270,182	\$ 2,500,000	\$ 2,500,000	\$ 2,500,000	\$ —	—
	Total Revenues \$	3,270,182 \$	2,500,000 \$	2,500,000 \$	2,500,000 \$	—	—

SB 12 Payments Fund 0018 — Cost Center 4322
Major Changes to the Budget

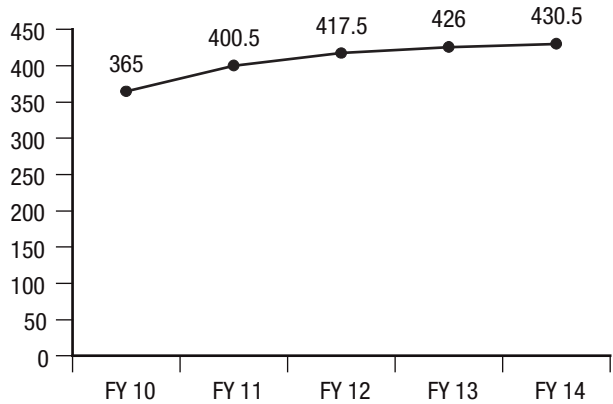
	Positions	Appropriations	Revenues
SB-12 Tobacco Tax Payments (Fund Number 0018)			
Current Level Budget			
FY 2013 Approved Budget		— \$	2,500,000 \$
Board Approved Adjustments During FY 2013		—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments		—	—
IntraCounty Adjustments		—	—
Other Adjustments		—	—
Subtotal (Current Level Budget)		— \$	2,500,000 \$
Recommended Changes for FY 2014			
IntraCounty Adjustments		— \$	— \$
Decision Packages			
Information Technology			
Capital			
Subtotal (Recommended Changes)		— \$	— \$
Recommended Budget		— \$	2,500,000 \$



Public Health Department



Gross Appropriation Trend



Staffing Trend



Public Purpose

- ➔ **The Santa Clara County Public Health Department prevents disease and injury and creates environments that promote and protect the community's health**



Description of Major Services

The Public Health Department has a variety of programs and services with multiple funding streams and legislative mandates. Broadly, the Public Health Department is governed by the California Health and Safety Codes, and specific programs are established and regulated by a number of Federal and State regulations. Few programs are discretionary.

By virtue of both its mandates and mission, the Public Health Department offers services that are very diverse. In turn, these diverse public health services are provided to a wide range of clients and audiences, very purposefully and deliberately strategic, based both on data and proven best practices.

Public Health also develops partnerships with public and private health care providers and institutions, other government agencies engaged in services that affect health (e.g., housing, criminal justice and education), community-based organizations and others to collectively identify, alleviate, and act on the sources of public health problems. Local examples of this type of upstream approach include the recent menu labeling ordinance and the Sugar Savvy/Rethink Your Drink initiative.

The divisions are patterned after the California State Department of Public Health, and include the following seven Divisions and Programs/Services:

Administrative Support Services Division

This division is charged with providing department-wide support to all programs and functions within the Department, as well as coordinating with other County Departments. Services include:

- Contracts & Compliance
- Human Resources
- Facility Management
- Staff Training & Development
- Safety
- Medical Marijuana Identification Card Program
- Public Health Communications

Assessment, Planning & Health Policy Division

This division is comprised of the Planning, Health Policy and Epidemiology & Data unit, along with Vital Records & Registration and the Public Health Preparedness programs. The Health Policy, Planning and Epidemiology & Data unit staff support the Department by providing data for public health surveillance, strategic planning, program evaluation, policy development, program and grant guidance, and community development.

Vital Records and Registration supports the community by efficiently registering birth and death records and issuing certificates. The Public Health Preparedness programs focus on improving the capacity of public health staff and partners to plan, respond, mitigate, and recover from natural or man-made disasters.

Emergency Medical Services Division

The Emergency Medical Services (EMS) Agency plans, regulates, evaluates, and assures quality in the Santa Clara County Emergency Medical Services System. This system includes all medical dispatch centers, fire service-based first responders, all emergency and non-emergency ambulance providers, hospitals, and specialty care facilities. The EMS Agency also supervises the field operations of the EMS System and prepares and responds to coordinating the provision of system-wide medical care at multi-casualty incidents and disasters. The EMS Agency also monitors operational, clinical, contract, and regulatory compliance and certifies, accredits and authorizes pre-hospital personnel and pre-hospital training organizations.

Center for Chronic Disease and Injury Prevention

The Center for Chronic Disease and Injury Prevention is responsible for creating and maintaining healthy, safe and livable communities in Santa Clara County by working with community partners to make organizational, system and environmental changes.

Chronic diseases, such as heart disease, stroke, cancer, and diabetes, are among the most prevalent, costly and preventable of all health problems. Leading a healthy lifestyle (avoiding tobacco use, being physically active, and eating well) greatly reduces a person's risk for developing chronic disease. Services in this Division include:

- Nutrition & Wellness Programs
- Traffic Safe Communities & Safe Routes to School
- Tobacco Prevention & Education
- Violence & Injury Prevention

Center for Family Health

Programs in this Center offer a wide array of direct and indirect services targeted at the County's vulnerable children and families. From programs such as California Children's Services Program that ensure access to care, to programs such as Women, Infants and Children that offers nutritional counseling and vouchers for nutritious

food for pregnant women and their children. Programs in this Division are intended to inform and educate clients and provide linkages to other community services. Services in this Division include:

- Black Infant Health (BIH)
- Adolescent Family Life Program (AFLP)
- Immunization Education
- Women, Infants and Children (WIC)
- California Children's Services (CCS)

Center for Infectious Disease

Programs in this Division provide services to keep the community safe from the spread of disease by collecting and analyzing information and investigating disease outbreaks by linking people to disease prevention services. Services in this Division include:

- Tuberculosis (TB) Prevention, Control and Case Management
- Communicable Disease (CD) Prevention and Control
- Public Health Laboratory
- Public Health Pharmacy
- STD & HIV Prevention and Control

Center for Community Health Services

The Center for Community Health Services includes a variety of programs that offer case management and care coordination services to the community. The population served includes high-risk clients across the age spectrum in need of linkage and referral to services. In addition, care coordination services are offered to children in foster care and to low-income children. Services in this Division are comprised of the following:

- Regional Public Health Nursing services
- Nurse Family Partnership programs
- Child Health and Disability Prevention Program (CHDP)
- Childhood Lead Poisoning Prevention Program
- Maternal, Child & Adolescent Health (MCAH)

Current and Emerging Issues

National Public Health Accreditation

In 2009, the National Public Health Accreditation Program was launched by the Public Health Accreditation Board following years of development and research by the Centers for Disease Control, the Robert Wood Johnson and a myriad of other thought leaders in the practice of public health. National Public Health Accreditation aims to improve and protect the health of the public by advancing the quality and performance of state, tribal and local health departments. Accreditation will drive public health departments to continuously improve the quality of the services they deliver to the community as well as increase accountability and credibility to the public, funders, elected officials and other stakeholders. Also, the accreditation assessment process provides valuable, measurable feedback to health departments about strengths and areas of improvement, so that departments can better protect, promote and preserve the community's health. National Public Health Accreditation allows people across the country to expect the same quality of public health programs and services no matter where people live.

The Santa Clara County Public Health Department formally launched its journey to accreditation in February of 2013 but began laying the foundations of this effort in 2010. It is the Department's goal to submit a letter of intent in January 2014.

Disease Control and Prevention

During FY 2013, the Department successfully completed two Centers for Disease Control and Prevention Federal Community Transformation Grants equaling over \$8 million to address obesity and tobacco prevention using upstream systems, policy and environmental change strategies focused particularly on communities most impacted by obesity and tobacco use and their associated chronic conditions. Working in partnership with other County departments, cities, healthcare organizations, and community-based organizations Public Health implemented the following:

- Nutrition standards in jurisdictions, child care, and the faith community;
- Active transportation and safe routes to school policies to facilitate walking and biking;

- Tobacco retail policies aimed at reducing tobacco use among youth;
- Environmental change strategies to reduce exposure to second-hand smoke at college campuses, health care settings, outdoor dining, and in public places; and
- Education and promotion related to limiting consumption of sugar-loaded beverages and increasing consumption of water.

In October 2013, Public Health was granted a two-year \$1 million Community Transformation Grant - Small Communities to address chronic disease and social-emotional health disparities through upstream systems and environmental changes in South County, with an emphasis on school environments.

Mandatory Influenza Vaccine

On July 24, 2012, the County Health Officer issued a Health Officer order mandating that all health care facilities in Santa Clara County require their health care workers to receive an annual influenza vaccination or, if they decline, to wear a mask during the influenza season. The order requires each facility to develop and implement a flu vaccine and masking program which will require that all health care workers who do not receive the influenza vaccine wear a mask for the duration of the influenza season. The order is ongoing and applies to each influenza season unless the order is rescinded. The influenza season is defined as November 1 to March 31 of the following year.

EMS Strategic Plan

The EMS System Strategic Plan will chart the course of the Santa Clara County EMS System for the next five to seven years. This process, started in July 2012 and concluding in June 2013, was driven by anticipated changes in healthcare economics, including federal health reform. This stakeholder-based collaborative process will lead to the development of an EMS System that produces clinically superior care, high levels of patient and stakeholder satisfaction, and is cost effective.

Development of Health Indicators

Staff from Public Health, Santa Clara Valley Medical Center, Department of Alcohol and Drug Services, Mental Health, and Santa Clara Valley Health & Hospital System (SCVHHS) Finance, are developing a system-level dashboard of health indicators and performance benchmarks. This team is reviewing the

organizational and human capacity needs for the County Health System to become a strategic decision support unit for population health improvement and health resource utilization. The goal is to drive strategy and examine progress in meeting population health goals and system performance goals tied to the triple aim of Health Care Reform.

Summary of County Executive's Recommendations

Description	Impact	Impact on Services	Position Impact	FY 2014 Ongoing Net Cost/(Savings)	FY 2014 One-Time Net Cost/(Savings)
Assessment & Policy – Vital Records Program and Policy Analysis	↑	Improve processing of birth and death certificates and advance Public Health's Strategic Priorities.	1.0	\$159,495	(\$15,458)
Chronic Disease & Injury Prevention – Older Adult Program	↑	Improve health education and preventive efforts for older adults.	1.0	\$121,076	(\$20,179)
Emergency Medical Services – Trust Fund Reallocation	◆	Recognizing Trust Fund revenue and transfer of a position to EMS allows the Department to reallocate funds to other critical proposals.	—	(\$750,000)	—
Infectious Disease Reduction	●	No impact on client services.	-1.0	(\$175,583)	—
Family Health Reduction	●	No impact on client services.	-0.5	(\$200,015)	—
Community Health Services Reduction	●	No impact on client services.	-1.0	(\$159,352)	—
Public Health Administration Reduction	●	No impact on client services.	—	(\$105,537)	—
Chronic Disease and Injury Prevention Reduction	◆	General Fund resources will replace State Grant to avoid deletion of positions and reduction in services.	—	\$229,841	—

↑ — Enhanced ◆ — Modified ● — No Change ↓ — Reduced ☒ — Eliminated

County Executive's Recommendation

↑ Assessment & Policy – Vital Records Program and Policy Analysis

Recommended Action: Add 1.0 FTE Health Care Program Analyst in the Vital Records Program and fund half the cost of a Health Program Specialist position in SCVHHS Administration.

Service Impact: The Vital Records and Registration Program (VRR) provides over 133,000 legal documents per year. Public Health is experiencing a severe backlog and delay in meeting the statutory requirements for the processing of both birth and death certificates. The

recommended Health Care Program Analyst position will assist the Chief Registrar of VRR in meeting mandates and reporting requirements to the State.

Recommendations for Santa Clara Valley Medical Center include the addition of one new Health Program Specialist position to assist SCVHHS in advancing the strategic priorities of system integration, integrating care and transforming communities. The Public Health Department also has a need for additional resources to provide research and policy analysis, and will fund half of the new position in order to avoid duplication of efforts within SCVHHS.



The new position will work as researcher, coordinator and advisor for pending and promising health policies across SCVHHS. The position will conduct policy analysis; track State, local and national health policy that is of strategic interest; advise SCVHHS leadership of opportunities and strategies for alignment of efforts and collective impact; and research the impact of Health Care Reform on the SCVHHS system.

Net Position Added: 1.0 FTE

Net Ongoing Cost: \$159,495

1.0 FTE Health Care Program Analyst: \$92,750
Transfer to SCVMC: \$66,745

One-time Savings: \$15,458

Salary savings reflecting time for recruitment

↑ Chronic Disease & Injury Prevention - Older Adult Program

Recommended Action: Add 1.0 FTE Health Education Specialist to support older adult health promotion and disease prevention.

Service Impact: The older adult population is the fastest growing demographic in the County. Falls are the leading causes of death and nonfatal hospitalizations among those 65 years and older in Santa Clara County. Additionally, approximately 85% of all adults age 65 and older have at least one chronic condition. This position will work across the Department and in the community to provide health education expertise in the area of older adult health. This position will work on specific prevention initiatives including falls prevention, preventive screening and immunization campaigns, and collaborative projects with the Health and Hospital System and the Social Services Agency, such as hospital to home and senior nutrition services.

Position Added: 1.0 FTE

Ongoing Cost: \$121,076

One-time Savings: \$20,179

Salary savings reflecting time for recruitment

◆ Emergency Medical Services - Trust Fund Reallocation

Recommended Action: Transfer \$750,000 from the EMS Fines & Penalties Trust Fund to Public Health Department Operations and transfer 1.0 FTE vacant Health Services Representative from the WIC Program to EMS Program.

Service Impact: The balance and continuing revenue in the Trust Fund exceed budgeted expectations, providing the ability to transfer these funds with no operational impact on the EMS Agency. Additionally, the EMS Agency will reduce \$79,860 in contract services to fund a Health Services Representative position transferred from the Woman, Infants & Children (WIC) program. This position will improve customer services in EMS since this position will provide full-time receptionist services and process EMT certification, recertification, and paramedic accreditation applications.

Background: The EMS Trust Fund receives revenue from liquidated damages incurred by the County's 911 emergency ambulance provider and contracted fire departments when performance variances occur. When this service contract was rebid, the amount of the liquidated damages was increased in order to disincentivize performance variances. The new agreement added new damages for variances not related to response times but for various administrative requirements such as report submission, vehicle failures, use of external services, etc. The County anticipated increased revenue operating under the new agreement, however the exact amount was not initially estimated due to the significant EMS System changes that accompanied the implementation of the new service provider. Current revenues have exceeded the initial estimates and are not a direct reflection of the quality of services provided.

Ongoing Savings: \$750,000

● Infectious Disease Reduction

Recommended Action: Reduce services and supplies and staffing as follows:

Summary of Recommended Reductions

Description	Cost/ (Savings)
Delete 1.0 FTE Public Health Community Specialist	(\$100,583)
Reduce Public Health Pharmacy Medical Supplies	(\$50,000)
Reduce Public Health Lab Contract Services	(\$12,500)
Increase Public Health Lab Revenue	(\$12,500)
Total Cost/(Savings)	(\$175,583)

Service Impact: The deletion of 1.0 FTE vacant Community Specialist will have no impact on current client services, since existing staff has absorbed the

entire workload by creating efficiency in work routines. Reducing \$50,000 in pharmaceutical expenses will have no service impact, since the Public Health Pharmacy has implemented aggressive drug cost savings initiatives such as the surplus drug collection and distribution program and a perpetual inventory management system.

Additionally, the Public Health Laboratory will increase revenues by \$12,500 and decrease the services and supplies budget by \$12,500, resulting in a net savings of \$25,000.

Position Deleted: 1.0 FTE
Ongoing Net Savings: \$175,583
 Ongoing Revenue: \$12,500
 Ongoing Expenditure Reduction: \$163,083

● Family Health Reduction

Recommended Action: Reduce services and supplies and staffing as follows:

Summary of Recommended Reductions

Description	Cost/ (Savings)
Delete 0.5 FTE Public Health Nutritionist	(\$47,109)
Reduce Services & Supplies in California Children Services Program	(\$114,470)
Transfer Health Services Representative Position to EMS	(\$74,767)
Reduce California Children Services Program Revenue	\$36,331
Total Cost/(Savings)	(\$200,015)

Service Impact: The deletion of one half-time Nutritionist will have no impact on current client services. Reducing \$114,470 in services and supplies will minimally decrease staff opportunities to attend California Children Services (CCS) related trainings, decrease in-house training for CCS staff and providers in the County, and reduce professional service resources for agreements with expert consultation to the program.

The transfer of the vacant Health Services Representative position will result in a savings of \$74,767 in the Woman, Infants & Children (WIC) program and will provide EMS much needed additional administrative support. This transfer will have no

impact on current client services since WIC will absorb the duties such as reception and data entry into the State system.

Position Deleted: 0.5 FTE
Ongoing Savings: \$200,015

● Community Health Services Reduction

Recommended Action: Reduce services and supplies and staffing as follows:

Summary of Recommended Reductions

Description	Cost/ (Savings)
Delete 1.0 FTE Public Health Assistant	(\$91,756)
Reduce External Printing Expense in Nurse-Family Partnership	(\$2,474)
Increase Maternal Child & Adolescent Health (MCAH) Revenue	(\$65,122)
Total Cost/(Savings)	(\$159,352)

Service Impact: The workload associated with the vacant Public Health Assistant position has already been absorbed by the existing Public Health staff with no adverse consequences. In addition, Community Health Services has been spending less than the budgeted amount for services and supplies, particularly for external printing services. Public Health will assign an existing Public Health Nursing Manager I to the MCAH program to conduct grant claiming work for the Health Care Program for Children in Foster Care. This action will allow Public Health to leverage an additional \$65,122 in State/Federal MCAH revenue.

Position Deleted: 1.0 FTE
Ongoing Net Savings: \$159,352

● Public Health Administration Reduction

Recommended Action: Reduce appropriations for services and supplies in Public Health Administration.

Service Impact: Reducing \$105,537 in Computer Software and Building Improvements will have a positive impact on clients as it allows a reallocation of these funds to the Department's other critical needs.

There will not be an impact to Public Health Administration since this unit has adequate funding to meet its needs.

Ongoing Savings: \$105,537

◆ Chronic Disease & Injury Prevention Reduction

Recommended Action: Reduce budgeted revenue related to the State of California Tobacco Control Program by \$229,841 and transfer one-time funds of \$54,821 from the Joe Camel trust fund to support public outreach efforts.

Service Impact: The State of California reduced approximately 40% in Tobacco Control funding for Santa Clara County during the four-year contract period starting in FY 2014, reducing the annual grant amount to \$269,985 in FY 2014, a \$229,841 reduction from the \$499,826 assumed in the base budget. Over the subsequent three years, this amount will be reduced further to the eventual level of \$150,000 in FY 2017.

The \$229,841 revenue reduction jeopardizes funding for 1.0 FTE Health Education Associate, 0.5 FTE Health Planning Specialist II, and ongoing services and supplies.

Deleting these filled positions in order to balance expenditures to the State funding level could have the unintended consequence of an increase in tobacco use and exposure to children, youth and their families. Therefore, while budgeted revenue must be reduced to match State funding, no expenditure reduction is recommended. These resources will continue the efforts in Public Health's work on four core strategies: youth development and support; decreased exposure to second-hand smoke in multi-unit housing; community outreach and education on the negative health impact of tobacco; and support of the FDA on national policies at the local level.

Additionally, the transfer of \$54,821 (one-time) from the Joe Camel trust fund will support the placement of social media messages and print/radio ads in three languages that focus on the dangers of second-hand smoke and counter-marketing campaigns focused on preventing youth from smoking.

Ongoing Cost: \$229,841

One-time Net Cost: \$0

One-time Revenue: \$54,821

One-time Cost: \$54,821

Public Health— Budget Unit 410 Net Expenditures by Cost Center

CC	Cost Center Name	FY 2012 Actuals	FY 2013 Approved	FY 2014 Base Budget	FY 2014 Recommended	Amount Chg From 2013 Approved	% Chg From 2013 Approved
2903	Vital Reg Fund 0022	\$ 144,250	\$ 144,250	\$ 144,250	\$ 144,250	\$ —	—
041011	Administration Fund 0001	17,545,272	18,468,530	18,282,535	18,321,035	(147,495)	-0.8%
041012	Central Services Fund 0001	37,729,217	43,229,023	46,705,971	46,522,286	3,293,263	7.6%
041013	Support Services Fund 0001	7,041,166	7,576,125	7,227,887	7,165,387	(410,738)	-5.4%
041014	Ambulatory Care Fund 0001	6,816	—	—	—	—	—
041015	Emergency Medical Services Fund 0001	4,011,022	7,289,995	6,151,298	6,151,298	(1,138,697)	-15.6%
041016	Region #1 Fund 0001	3,409,647	3,319,912	3,382,393	3,382,393	62,481	1.9%
041017	Region #2 Fund 0001	6,620,582	6,803,498	7,136,026	7,044,270	240,772	3.5%
041018	Region #3 Fund 0001	327	—	—	—	—	—
041019	Region #4 Fund 0001	658	38	176	176	138	363.2%
041020	Region #5 Fund 0001	320,729	330,985	332,399	332,399	1,414	0.4%
041021	Region #6 Fund 0001	2,062	94	891	891	797	847.9%
Total Net Expenditures		\$ 76,831,748	\$ 87,162,450	\$ 89,363,826	\$ 89,064,385	\$ 1,901,935	2.2%



Public Health— Budget Unit 410 Gross Expenditures by Cost Center

CC	Cost Center Name	FY 2012 Actuals	FY 2013 Approved	FY 2014 Base Budget	FY 2014 Recommended	Amount Chg From 2013 Approved	% Chg From 2013 Approved
2903	Vital Reg Fund 0022	\$ 144,250	\$ 144,250	\$ 144,250	\$ 144,250	\$ —	—
041011	Administration Fund 0001	18,237,692	18,754,911	18,551,630	18,590,130	(164,781)	-0.9%
041012	Central Services Fund 0001	39,496,120	44,599,547	48,411,328	48,227,643	3,628,096	8.1%
041013	Support Services Fund 0001	7,511,170	7,902,065	7,448,375	7,385,875	(516,190)	-6.5%
041014	Ambulatory Care Fund 0001	6,816	—	—	—	—	—
041015	Emergency Medical Services Fund 0001	4,145,779	7,440,642	6,301,945	6,301,945	(1,138,697)	-15.3%
041016	Region #1 Fund 0001	3,470,770	3,319,912	3,382,393	3,382,393	62,481	1.9%
041017	Region #2 Fund 0001	6,620,582	6,803,498	7,136,026	7,044,270	240,772	3.5%
041018	Region #3 Fund 0001	327	—	—	—	—	—
041019	Region #4 Fund 0001	658	38	176	176	138	363.2%
041020	Region #5 Fund 0001	320,729	330,985	332,399	332,399	1,414	0.4%
041021	Region #6 Fund 0001	2,062	94	891	891	797	847.9%
Total Gross Expenditures \$		79,956,955	89,295,942	91,709,413	91,409,972	2,114,030	2.4%

Public Health— Budget Unit 410 Expenditures by Object

Object	FY 2012 Actuals	FY 2013 Approved	FY 2014 Base Budget	FY 2014 Recommended	Amount Chg From 2013 Approved	% Chg From 2013 Approved
Salary and Benefits	47,689,645	51,847,124	54,725,100	54,668,934	2,821,810	5.4%
Services And Supplies	31,922,952	37,304,568	36,840,063	36,596,788	(707,780)	-1.9%
Fixed Assets	50,108	—	—	—	—	—
Operating/Equity Transfers	294,250	144,250	144,250	144,250	—	—
Total Gross Expenditures \$	79,956,955	89,295,942	91,709,413	91,409,972	2,114,030	2.4%
Expenditure Transfers	(3,125,208)	(2,133,492)	(2,345,587)	(2,345,587)	(212,095)	9.9%
Total Net Expenditures \$	76,831,748	87,162,450	89,363,826	89,064,385	1,901,935	2.2%

Public Health— Budget Unit 410 Revenues by Cost Center

CC	Cost Center Name	FY 2012 Actuals	FY 2013 Approved	FY 2014 Base Budget	FY 2014 Recommended	Amount Chg From 2013 Approved	% Chg From 2013 Approved
2903	Vital Reg Fund 0022	\$ 163,213	\$ 144,250	\$ 144,250	\$ 144,250	\$ —	—
041011	Administration Fund 0001	6,014,529	6,674,674	6,706,018	6,706,018	31,344	0.5%
041012	Central Services Fund 0001	31,350,784	34,764,301	36,226,054	36,079,825	1,315,524	3.8%



Public Health— Budget Unit 410 Revenues by Cost Center

CC	Cost Center Name	FY 2012 Actuals	FY 2013 Approved	FY 2014 Base Budget	FY 2014 Recommended	Amount Chg From 2013 Approved	% Chg From 2013 Approved
041013	Support Services Fund 0001	7,877,603	7,591,655	7,291,655	7,304,155	(287,500)	-3.8%
041015	Emergency Medical Services Fund 0001	4,654,826	6,305,838	4,862,798	5,612,798	(693,040)	-11.0%
041016	Region #1 Fund 0001	3,236,298	3,061,552	3,061,552	3,061,552	—	—
041017	Region #2 Fund 0001	—	102,000	102,000	102,000	—	—
Total Revenues \$		53,297,253 \$	58,644,270 \$	58,394,327 \$	59,010,598 \$	366,328	0.6%

Vital Reg Fund 0022 — Cost Center 2903 Major Changes to the Budget

	Positions	Appropriations	Revenues
Vital Registration Fund (Fund Number 0022)			
Current Level Budget			
FY 2013 Approved Budget	—	\$ 144,250	\$ 144,250
Board Approved Adjustments During FY 2013	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
IntraCounty Adjustments	—	—	—
Other Adjustments	—	—	—
Subtotal (Current Level Budget)	—	\$ 144,250	\$ 144,250
Recommended Changes for FY 2014			
IntraCounty Adjustments	—	\$ —	\$ —
Decision Packages			
Information Technology			
Capital			
Subtotal (Recommended Changes)	—	\$ —	\$ —
Recommended Budget	—	\$ 144,250	\$ 144,250

Administration Fund 0001 — Cost Center 041011 Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
Current Level Budget			
FY 2013 Approved Budget	54.5	\$ 18,468,530	\$ 6,674,674
Board Approved Adjustments During FY 2013	—	(176,814)	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	-1.5	115,904	—
IntraCounty Adjustments	—	(87,113)	(63,656)
Other Adjustments	—	(37,972)	95,000



Administration Fund 0001 — Cost Center 041011
Major Changes to the Budget

	Positions	Appropriations	Revenues
Subtotal (Current Level Budget)	53.0	\$ 18,282,535	\$ 6,706,018
Recommended Changes for FY 2014			
IntraCounty Adjustments	—	\$ —	\$ —
Decision Packages			
Public Health Administration Reduction	—	(105,537)	—
Assessment & Policy-Vital Records Program & Policy Analysis	1.0	144,037	—
Information Technology			
Capital			
Subtotal (Recommended Changes)	1.0	\$ 38,500	\$ —
Recommended Budget	54.0	\$ 18,321,035	\$ 6,706,018

Central Services Fund 0001 — Cost Center 041012
Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
Current Level Budget			
FY 2013 Approved Budget	269.0	\$ 43,229,023	\$ 34,764,301
Board Approved Adjustments During FY 2013	5.0	2,126,849	1,437,303
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	-1.0	1,458,389	—
IntraCounty Adjustments	—	(416,767)	—
Other Adjustments	—	308,477	24,450
Subtotal (Current Level Budget)	273.0	\$ 46,705,971	\$ 36,226,054
Recommended Changes for FY 2014			
IntraCounty Adjustments	—	\$ —	\$ —
Decision Packages			
Community Health Services Reduction	—	(2,474)	65,122
Chronic Disease and Injury Prevention - Older Adult Program	1.0	155,718	54,821
Infectious Disease Reduction	-1.0	(100,583)	—
Family Health Reduction	-0.5	(236,346)	(36,331)
Chronic Disease and Injury Prevention Reduction	—	—	(229,841)
Information Technology			
Capital			
Subtotal (Recommended Changes)	-0.5	\$ (183,685)	\$ (146,229)
Recommended Budget	272.5	\$ 46,522,286	\$ 36,079,825



Support Services Fund 0001 — Cost Center 041013 Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
Current Level Budget			
FY 2013 Approved Budget	20.5	\$ 7,576,125	\$ 7,591,655
Board Approved Adjustments During FY 2013	—	(247,846)	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	96,848	—
IntraCounty Adjustments	—	102,760	—
Other Adjustments	—	(300,000)	(300,000)
Subtotal (Current Level Budget)	20.5	\$ 7,227,887	\$ 7,291,655
Recommended Changes for FY 2014			
IntraCounty Adjustments	—	\$ —	\$ —
Decision Packages			
Infectious Disease Reduction	—	(62,500)	12,500
Information Technology			
Capital			
Subtotal (Recommended Changes)	—	\$ (62,500)	\$ 12,500
Recommended Budget	20.5	\$ 7,165,387	\$ 7,304,155

Emergency Medical Services Fund 0001 — Cost Center 041015 Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
Current Level Budget			
FY 2013 Approved Budget	22.0	\$ 7,289,995	\$ 6,305,838
Board Approved Adjustments During FY 2013	—	(1,336,603)	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	1.0	289,724	—
IntraCounty Adjustments	—	(63,778)	(3,020,824)
Other Adjustments	—	(28,040)	1,577,784
Subtotal (Current Level Budget)	23.0	\$ 6,151,298	\$ 4,862,798
Recommended Changes for FY 2014			
IntraCounty Adjustments	—	\$ —	\$ —
Decision Packages			
Emergency Medical Services Trust Fund Reallocation	—	—	750,000
Information Technology			
Capital			
Subtotal (Recommended Changes)	—	\$ —	\$ 750,000
Recommended Budget	23.0	\$ 6,151,298	\$ 5,612,798



Region #1 Fund 0001 — Cost Center 041016
Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
Current Level Budget			
FY 2013 Approved Budget	10.0	\$ 3,319,912	\$ 3,061,552
Board Approved Adjustments During FY 2013	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	67,416	—
IntraCounty Adjustments	—	(4,935)	—
Other Adjustments	—	—	—
Subtotal (Current Level Budget)	10.0	\$ 3,382,393	\$ 3,061,552
Recommended Changes for FY 2014			
IntraCounty Adjustments	—	\$ —	\$ —
Decision Packages			
Information Technology			
Capital			
Subtotal (Recommended Changes)	—	\$ —	\$ —
Recommended Budget	10.0	\$ 3,382,393	\$ 3,061,552

Region #2 Fund 0001 — Cost Center 041017
Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
Current Level Budget			
FY 2013 Approved Budget	50.0	\$ 6,803,498	\$ 102,000
Board Approved Adjustments During FY 2013	—	24,410	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	1.5	264,777	—
IntraCounty Adjustments	—	43,341	—
Other Adjustments	—	—	—
Subtotal (Current Level Budget)	51.5	\$ 7,136,026	\$ 102,000
Recommended Changes for FY 2014			
IntraCounty Adjustments	—	\$ —	\$ —
Decision Packages			
Community Health Services Reduction	-1.0	(91,756)	—
Information Technology			
Capital			
Subtotal (Recommended Changes)	-1.0	\$ (91,756)	\$ —
Recommended Budget	50.5	\$ 7,044,270	\$ 102,000



Region #4 Fund 0001 — Cost Center 041019
Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
Current Level Budget			
FY 2013 Approved Budget	— \$	38 \$	—
Board Approved Adjustments During FY 2013	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
IntraCounty Adjustments	—	138	—
Other Adjustments	—	—	—
Subtotal (Current Level Budget)	— \$	176 \$	—
Recommended Changes for FY 2014			
IntraCounty Adjustments	— \$	— \$	—
Decision Packages			
Information Technology			
Capital			
Subtotal (Recommended Changes)	— \$	— \$	—
Recommended Budget	— \$	176 \$	—

Region #5 Fund 0001 — Cost Center 041020
Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
Current Level Budget			
FY 2013 Approved Budget	— \$	330,985 \$	—
Board Approved Adjustments During FY 2013	—	1,067	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
IntraCounty Adjustments	—	347	—
Other Adjustments	—	—	—
Subtotal (Current Level Budget)	— \$	332,399 \$	—
Recommended Changes for FY 2014			
IntraCounty Adjustments	— \$	— \$	—
Decision Packages			
Information Technology			
Capital			
Subtotal (Recommended Changes)	— \$	— \$	—
Recommended Budget	— \$	332,399 \$	—

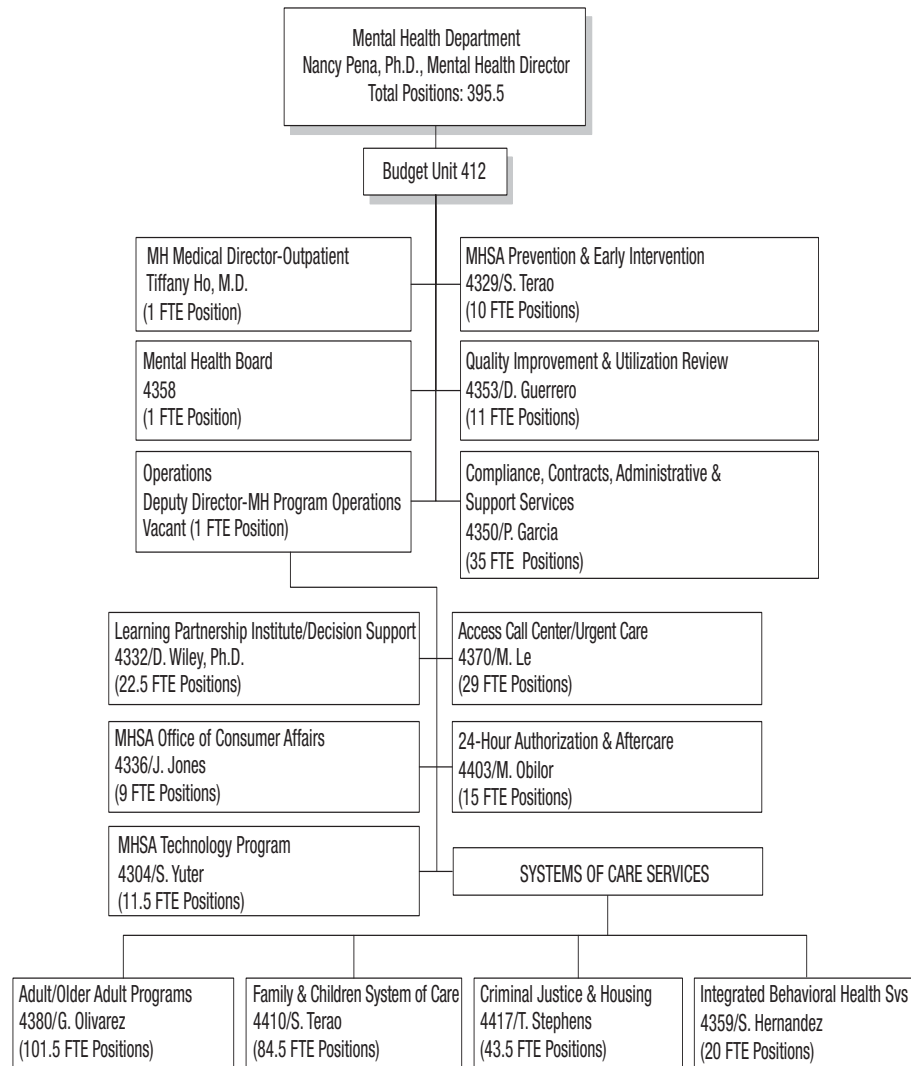


Region #6 Fund 0001 — Cost Center 041021
Major Changes to the Budget

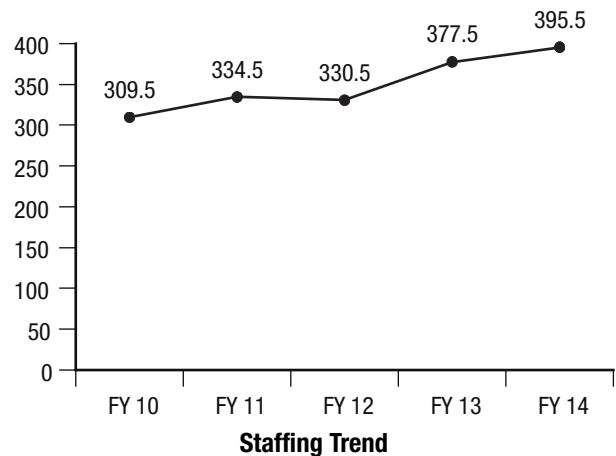
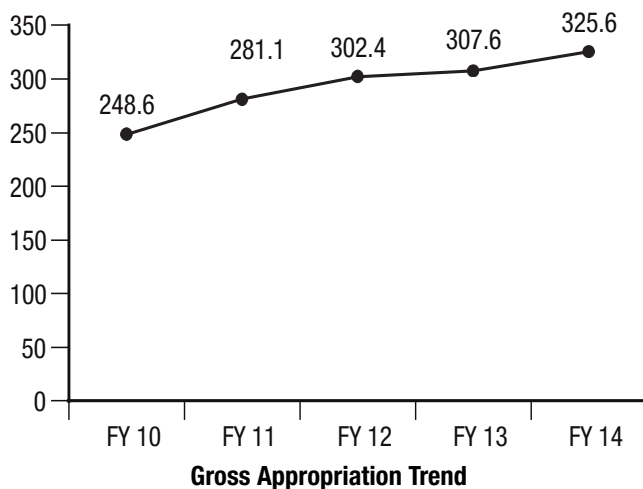
	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
Current Level Budget			
FY 2013 Approved Budget	—	\$ 94	\$ —
Board Approved Adjustments During FY 2013	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
IntraCounty Adjustments	—	797	—
Other Adjustments	—	—	—
Subtotal (Current Level Budget)	—	\$ 891	\$ —
Recommended Changes for FY 2014			
IntraCounty Adjustments	—	\$ —	\$ —
Decision Packages			
Information Technology			
Capital			
Subtotal (Recommended Changes)	—	\$ —	\$ —
Recommended Budget	—	\$ 891	\$ —



Mental Health Department



Section 4: Santa Clara Valley Health and Hospital System



Public Purpose

- **Healthy Community**
- **Individual Well-being and Achievement of Personal Goals**
- **Safe Community**



Description of Major Services

The Mental Health Department (MHD) currently serves an estimated 24,000 residents per year through a network of County-operated and contracted services located throughout the County. Those eligible for services include: child and adult Santa Clara County Medi-Cal beneficiaries in need of specialty mental health services, child and adult county residents who are provided involuntary psychiatric treatment through the County operated Emergency Psychiatric Services (EPS) and inpatient psychiatric services, adults and children in County-operated custody settings, and low income County residents without mental health insurance who experience serious psychiatric conditions.

The MHD is funded through several sources of Federal, State and local funds. As the managed care plan administrator for Medi-Cal mental health services, a significant proportion of funding comes from Federal Medicaid reimbursement for services provided to Medi-Cal beneficiaries, which is reimbursed at approximately 50% of costs. The second major source of funding generates from State Realignment funds, which are tax revenues distributed to counties by the State specifically for public mental health services. A third source of funding is tax revenues from the Mental Health Services Act (MHSA, formerly known as Proposition 63), which was passed in November 2004.

Finally, the last major source of funding is County discretionary general funds approved by the Board of Supervisors.

Services are organized by four major divisions: Family and Children's Services; Adult and Older Adult Services; Integrated Behavioral Health; and Acute Psychiatric Services. Each division provides an array of services for specific populations.

Family & Children's Services

The Family and Children Services Division (F&C) serves children, adolescents, young adults and their families, ages 0-25 who are experiencing social-emotional and behavioral concerns. Services are provided at five (5) County sites and by nineteen (19) contract agency programs. The Family & Children Services Division provides outpatient care and programs specific to the unique needs of children and their families. Services that are provided respect cultural values and the natural support systems of youth and families and address children and family behavioral health problems in the least restrictive, most family-like context possible. Services in the F&C Division include:

- Prevention and Early Intervention
- FIRST 5 System of Care – Developmental screening, assessment, home visitation, therapy

- Outpatient assessment, treatment and case management
- School-based and classroom-based mental health services and consultation
- School-based and residential day treatment
- Community-based Wraparound and Therapeutic Behavioral Services (alternatives to residential treatment)
- Full Service Partnership
- Juvenile Hall and Ranch mental health services
- Emergency evaluation
- Mobile Crisis
- Psychiatric hospitalization

Every effort is made by the F&C Division to ensure that children and families most in need receive services. Priority is given to children and youth with Medi-Cal, Healthy Families and Healthy Kids insurance and for those children identified as seriously emotionally disturbed (SED).

Prevention and Early Intervention (PEI)

On November 2, 2004, California voters passed Proposition 63, now referred to as the Mental Health Services Act or MHSA, establishing new tax revenues to expand and improve local public mental health systems. The following services and supports were made available in Fiscal Years 2012 and 2013 to address the social-emotional/behavioral needs of children and families:

- Outreach and Education to Ethnically and Culturally Underserved Communities
- “Reach Out and Read” age appropriate books to support young child development
- Nurse Family Partnership
- Positive Parenting Program (Triple P)
- Raising Early Awareness Creating Hope (REACH) Program
- Prevention and Early Intervention Services for New Refugees

The County’s PEI plan allocates approximately \$6 million annually for services to children and youth in four geographic areas of high risk. In FY 2012, the MHD completed detailed plans for the four “Investment

Communities” and released four Requests for Proposal (RFP) for services that were implemented in January 2013. In addition, the MHD implemented several one-time projects and planning processes that were consistent with and complimentary to the County’s PEI plan:

- Completion and implementation of a Suicide Prevention Strategic Plan
- Supported a countywide initiative to revitalize the School linked Services program
- Implemented pilot programs in the East Side Union High School and the San Jose Unified School Districts
- Expanded school-wide academic and behavioral supports

Child and Youth Community Behavioral Health Programs

Outpatient and school-based services are provided by both County and contract agencies in all regions of the County for children, youth, and young adults ages 0-25. In partnership with FIRST 5 Santa Clara County, the KidConnections Network is available to families with children ages 0-5 and provides developmental screening, comprehensive social-emotional/behavioral assessments, home visitation, and therapeutic services. School-based and day treatment services are available for children ages 6 and older and provided in several school or clinic settings. Mental Health providers coordinate services offered in cooperation with the Social Services Agency and the Juvenile Division in the Probation Department.

Children’s System of Care

Santa Clara County is a Children’s System of Care County. Intensive Wraparound services are provided to Medi-Cal eligible court wards and dependents. The goals of service are to reduce out-of-home placements, maintain family and foster care stability, and eliminate the return to Juvenile Hall or psychiatric hospitalization. In addition, Full Service Partnership (FSP), a comprehensive program that combines critical core services within a Wraparound model is available to children and youth ages 0-25. The FSP program incorporates elements from the Transition to Independence Model (TIP) and includes family-centered services, mental health, and other services/supports to support the youth and family.

Intensive Services Program

Intensive Services include liaison to emergency and hospital services, services provided to institutionalized youth in the Child Welfare System, Juvenile Hall, and to youth in residential group homes and to youth receiving intensive case management services. These services also include the multi-agency Resources and Intensive Services Committee (RISC), which reviews requests for, and monitors youth placed in the intensive residential care system. Wraparound services are provided to court wards, dependents at risk of, or returning from out-of-home placement.

Mobile Crisis

The Child and Adolescent Mobile Crisis Program (CACP) provided by EMQ Families First provides multilingual, multicultural, community-based crisis assessment and intervention to children and adolescents who are suicidal, in acute psychological crisis, or who are acting out dangerous behaviors toward themselves or others. CACP is a 24-hour, 7-day a week mobile crisis intervention resource and ensures language capability around the clock.

Adult & Older Adult Services

The Adult & Older Adult Services Division provides outpatient care and an array of specialized programs specific to the needs of Adults and older Adults with serious mental illness. Services in the Adult and Older Adult System of Care include:

- Services for Seriously Mentally Ill Adults and Older Adults
- Inpatient Services facilitated by the 24-Hour Care Unit
- Urgent Care
- Custody Specific
- Specialized Older Adult Services
- Services for Homeless Individuals

The Division strives to provide high quality, all inclusive mental health services to adult/older adult residents of Santa Clara County from multiple cultural and ethnic backgrounds that address issues of languages, values and beliefs.

Services for Seriously Mentally Ill Adults and Older Adults

County and contract Outpatient Providers offer crisis intervention, psychosocial assessments, Psychiatric evaluations, case management, and treatment services; group, individual and family therapy; as well as medication management services. These services are provided through a variety of community counseling agencies throughout Santa Clara County.

The Full Service Partnership Program serves adults 26 to 59 years of age and older adults 60 years and above. This program provides AB 34-type services that employ “whatever it takes” recovery models, and methods and interventions that are person-centered and strength-based.

24-Hour Care

The 24-Hour Care Unit is a residential continuum of care program that facilitates the access to crisis residential services, Institutes for Mental Disease (IMD) and State hospitalization services. Additionally, the 24-Hour Care Unit is responsible for the coordination of intakes and discharges, as well as assisting those individuals who are in the process of being discharged from residential care settings with transition into a community placement setting.

Institutes for Mental Disease provide locked skilled nursing care for residents requiring a longer-term program which is aimed at assisting the individual regain stability. All residents in IMDs are placed under conservatorship and their progress is followed by a designated 24-Hour Care Service Team Member.

State Hospital Placement is comprised of care provided within a locked facility and is reserved for individuals displaying severe mental health symptoms that would more appropriately be managed within an IMD setting.

Crisis Residential services are designed for individuals in crisis who are in need of short-term, round-the-clock care. In addition, crisis residential services offer an alternative to hospitalization.

Older Adult Services

To help older adults with mental illness live successfully within the community, the Older Adult Team works with seniors and their families in assisting them to gain the tools to cope with typical problems that arise with aging such as depression, anxiety, relationship conflicts, and difficulties coping with loss and other life changes.

Housing and Homelessness

The Office of Housing Homeless Support Services (OHHSS) coordinates, develops and implements strategies to end and prevent homelessness in Santa Clara County, with a focus on chronic homelessness and other high users of County services. The OHHSS: (1) develops and implements plans, programs and resources to meet the needs of chronically homeless individuals and families; (2) assists County departments in meeting their clients' affordable housing needs; (3) implements the MHSA Housing Program and other MHD housing programs; and (4) coordinates or implements homeless programs and planning efforts in collaboration with cities, Destination: Home, service providers, and other community partners.

Integrated Behavioral Health Services

For the past two years, the MHD has been developing outpatient mental health services within Santa Clara Valley Medical Center ambulatory clinics. Currently services are provided to patients of Sunnyvale, East Valley, Milpitas, and Gilroy clinics. In FY 2013, this new model of service was expanded to several community-based Federally Qualified Health Centers (FQHCs). Services include psychiatric consultation, evaluation, medication management, and clinical therapy services. The purpose of this new line of behavioral health service is to provide mental health care within the context of primary care medical settings to those patients who have episodic depression and anxiety, or other mental health symptoms that are conducive to treatment in primary care medical care settings.

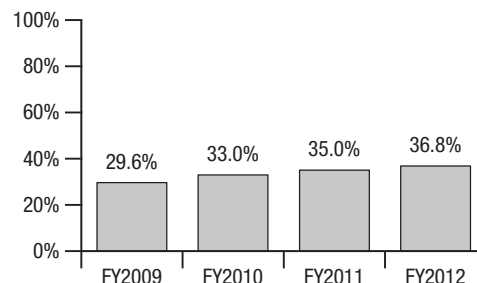
Urgent Care and Central Wellness and Benefits Clinic (CWBC)

The new Integrated Behavioral Health Services (IBHS) Division also manages the Mental Health Urgent Care, a service that offers walk-in outpatient services for Santa Clara County residents who are experiencing a mental health crisis, in order to reduce involuntary hospitalization, psychiatric emergency room visits and incarceration. Also, the CWBC is a Mental Health Services Act-funded program in Santa Clara County that provides short-term, ongoing medication, mental health services, limited case management, and benefit assistance services to individuals that are uninsured and/or who do not have insurance or the financial means to pay for services. The goal of the CWBC is to

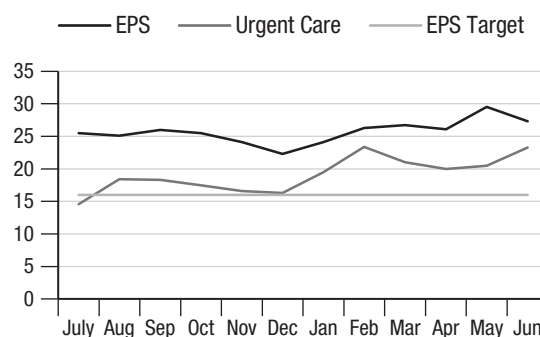
assist residents with obtaining benefits in order to link them to more extensive mental health outpatient services within Santa Clara County.

Acute Psychiatric Services

Acute Psychiatric Services includes inpatient and emergency psychiatric services provided through Santa Clara Medical Center (SCVMC), including Emergency Psychiatric Services (EPS) and the Barbara Arons Pavilion (BAP, the locked acute psychiatric unit) as well as State and private hospital placements.



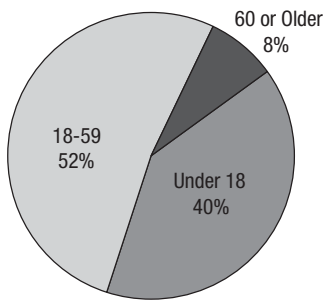
Percent of EPS Readmission Per Fiscal Year



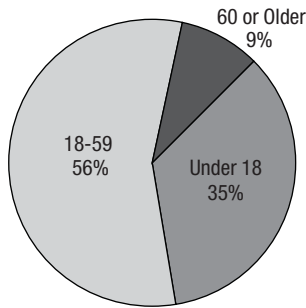
FY 2012 Emergency Psychiatric Services & Urgent Care Average Daily Census

System Capacities

In FY 2012, the MHD served approximately 24,000 consumers. Of the total, 35% were under the age of 18, 56% were between 18 and 59, and 9% were 60 or older. The number of consumers seen in community-based services continues to increase as a result of changes in capacity related to the implementation of MHSA funded programs.

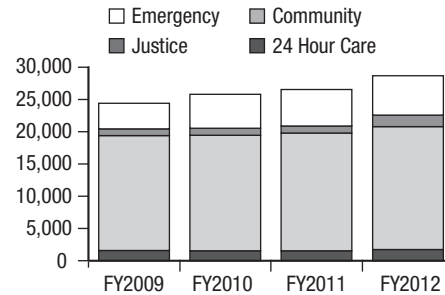


FY 2012 Consumers by Age Group



FY 2012 Consumers with FQHC by Age Group

Some of the residents served by the Mental Health Department are served through multiple programs during the course of a year. For example, a client could visit EPS, have an inpatient stay, and receive outpatient services in one year. The following chart depicts the services within the Department (EPS, 24-Hour Care, justice and community services) and the number of clients within those areas who received multiple treatments:



Consumers Receiving Multiple Treatments

Current and Emerging Issues

Several emerging areas of system of development are planned for the current and next fiscal year:

Health Care Reform

FY 2014 will bring significant changes in how public health plans administer and deliver mental health and substance abuse services. In October 2013, eight counties, including Santa Clara County, will implement Medi-Cal/Medicare Dual Eligibles Demonstration projects intended to integrate and better coordinate the health and behavioral health of those beneficiaries who are covered by both Medi-Cal and Medicare. SCVHHS departments, including MHD and DADS will be negotiating agreements with Family Health Plan and Blue Cross for the delivery of services to this population. In addition, in January 2014, the Medi-Cal program will expand to serve low income individuals. This new benefit will be available to those who are currently enrolled in the local Low Income Health Plan (LIHP) known as Valley Care, and to all others who meet the new eligibility requirements. Mental Health anticipates that up to 6,000 individuals may seek mental health and substance abuse treatment services with this new

benefit. Mental Health is assessing the system for these new changes and will be coming forward in the future regarding necessary changes to meet the demand.

Planning Process for Development of Behavioral Health and Recovery Services

To position the current Mental Health and DADS systems to respond to the changes related to Health Care Reform, and to maximize the current resources of both departments, Mental Health and DADS have embarked on a planning process to integrate the two systems into a new Department of Behavioral Health and Recovery Services. The new structure will be implemented over the next fiscal year and involve input from a wide range of stakeholders in the process.

Over the past year, DADS and Mental Health have been actively engaged in planning efforts, with the goal of developing a treatment system responsive to co-occurring mental health and substance use disorders. Over the next sixteen months, both departments will be actively involved in re-engineering current service models into an integrated service delivery model.



Electronic Health Record Implementation

The SCVHHS departments are involved in planning for the implementation of new electronic health record (EHR) systems that will greatly improve the delivery of care to our patients and clients. Mental Health and DADS will be involved in the implementation of both a primary care focused application (HealthLink) and a specialized behavioral health application (CoCentrix).

These two systems will be closely interrelated, with functions and features that allow sharing of patient information for the coordination and delivery of care. Mental Health is actively involved in the implementation of both applications and will focus significant efforts on ensuring successful implementation of both in the coming fiscal year.

Summary of County Executive's Recommendations

Description	Impact	Impact on Services	Position Impact	FY 2014 Ongoing Net Cost/(Savings)	FY 2014 One-Time Net Cost/(Savings)
Increase Resources for Emergency Psychiatric Services and Community-Based Organizations	↑	Increase Medi-Cal revenue allows for investment in resources to improve client outcomes and system performances.	—	(\$5,500,000)	—
Adjust Mental Health Services Act (MHSA) Revenue	↑	Continue services with MHSA funding and improved outcome performances and productivity.	—	—	—
Public Safety Realignment (AB 109) Mental Health Services	↑	Expand mental health services to adults reentering the community.	—	—	—
↑ — Enhanced ◆ — Modified ● — No Change ↓ — Reduced ☒ — Eliminated					

County Executive's Recommendation

↑ Increase Resources for Emergency Psychiatric Services and CBOs

Recommended Action: Recognize increased Medi-Cal revenue and increase expenditures for Acute Psychiatry Services and Community-Based Organizations (CBOs).

Summary of Recommended Adjustments

Description	Cost/(Savings)
Increase Medi-Cal revenue	(\$8,500,000)
Emergency Psychiatric Services Resources	\$2,500,000
Mental Health Community-Based Organizations	\$500,000
Subtotal Cost/(Savings) in Mental Health	(\$5,500,000)
DADS Community-Based Organizations	\$500,000 ^a
Total Cost/(Savings)	(\$5,000,000)

a. See recommendations in Department of Alcohol and Drug Services

Background: The State Department of Health Care Services/Mental Health has eliminated the Medi-Cal maximum payment rates that had been in place in prior years. Because Santa Clara County's actual costs are

significantly in excess of the prior maximum payment rates, this change results in increased Mental Health Medi-Cal revenue of approximately \$10 million per year, based on the most recently filed Medi-Cal cost report data.

Of this amount, \$1.5 million has already been accounted for in the FY 2014 base budget for the Mental Health Department, to fund the ongoing cost of the Children's Crisis Services adjustment approved by the Board during the Mid-year budget review. The remaining \$8.5 million is recognized here, providing both a General Fund deficit solution and a source of funding for critical needs in Mental Health and DADS.

Service Impact: Allocation of \$3.5 million of the increased revenue is focused on improving client outcomes and system performance and is specifically designed to:

- Implement person-centered recovery oriented service alternatives to hospital and institutional based care for children and adults;



- Continue development of integrated primary care based behavioral health services; and
- Continue implementation of specialized behavioral health services to support the County criminal justice reentry initiative.

Each of the recommended allocations is directly tied to one or more of the SCVHHS Strategic Priorities for the coming year. The Children's Crisis Services and Acute Psychiatry Services all relate to System Integration, Accountability and Transparency, and Staff Engagement and Development by establishing more seamless and accountable services to child and adult clients with the most acute and persistent mental health and substance use conditions. The CBO augmentation will establish critical provider-based competency in the area of benefit enrollment assistance. Each of the recommendations is intended to further the ability of the SCVHHS Behavioral Health service to achieve the triple aim of improved customer experience, better outcomes and lower cost.

Emergency Psychiatric Services Resources

Allocation of \$2,500,000 for increased Emergency Psychiatric Services (EPS) resources will fund 12.5 FTE Psychiatric Nurse II positions in order to better align staffing with the EPS census. Additional Registered Nursing staffing is required due to compliance with State mandated staffing ratios. The new Child and Adolescent Crisis Receiving Program is expected to reduce the daily census by an average of 2-3 patients. In addition, Mental Health will partner with SCVMC staff to put in place improvement strategies to reduce additional projected over spending by \$2.2 million through implementation of process improvements to decrease the length of stay of EPS patients by increasing access to discharge support and Full-Service Partnership Services.

The Mental Health Department reimburses the SCVMC budget for all costs associated with EPS. The new positions will be added to SCVMC and the increased appropriation in the Mental Health Department will allow the Department to reimburse SCVMC for the increased staffing cost.

Community-Based Organizations

Allocation of \$1.0 million will provide augmented resources for Community-Based Organization partners working with both Mental Health and DADS, specifically aimed at establishing benefit assistance and related training for providers to maximize enrollment of eligible residents into health insurance programs. This new provider competency will be critical to ensuring that those with mental health and substance abuse disorders are assisted in obtaining insurance coverage for current and new clients.

The budget for each department is increased by \$500,000. This new resource will increase the number of mental health clients who are enrolled in health plans and will address the core objectives of improved customer experience; improved coordination of care; and reduced redundancies and costs.

Ongoing Net Savings: \$5,000,000

Increased Revenue: \$8,500,000

Increased Expense in Mental Health Department: \$3,000,000

Increased Expense in Department of Alcohol & Drug Services: \$500,000

↑ Adjust Mental Health Services Act (MHSA) Revenue

Recommended Action: Adjust revenues for Adult Day and FQHC Services by utilizing ongoing MHSA funding by \$4 million.

Service Impact: Mental Health funds several Day Rehabilitation programs that provide day services to mentally ill adults. A recent State Department of Health Care Services (DHCS) audit resulted in a significant denial of Medi-Cal payment due to alleged program compliance problems. Mental Health is challenging the DHCS findings, but has curtailed Medi-Cal billing pending resolution of the issue. The estimated revenue loss is approximately \$1.5 million, on an annualized basis. Mental Health will mitigate the loss of revenues and avoid disruption to current services through use of ongoing MHSA Community Services & Support funds pending resolution of the situation, at which time the program will either return to the previous model of delivery or will modify the program using existing departmental resources.

In addition, there is a revenue shortfall in the FQHC Behavioral Health clinics due to lower than budgeted visit volume produced by Licensed Clinical Social

Worker and M.D. Mental Health staff. Mental Health expects an increased productivity as staff become competent in the evidenced-based Improving Mood Promoting Access to Collaborative Treatment (IMPACT) and Problem Solving Therapy practice models. Mental Health will mitigate the revenue shortfall and avoid disruption to current services through use of ongoing MHSA Prevention and Early Intervention funds of \$2.5 million.

Ongoing Net Cost: \$0

Reduce Medi-Cal Revenue related to Day Rehab Services: \$1,500,000

Reduce FQHC Revenue: \$2,500,000

Increase MHSA Revenue: \$4,000,000

↑ Public Safety Realignment (AB 109) Mental Health Services

Recommended Action: Increase ongoing funding for faith-based services by \$266,667 and increase one-time funding for rental assistance by \$325,000.

Service Impact: Faith-based services and housing are critical needs to improve outcomes for the clients that request service within the community and from the Multi-Agency Program at the County Reentry Resource Center. In order to provide culturally competent, faith-based services, a faith-based resource center targeted to Latino and Spanish speaking individuals, particularly of the Catholic faith is needed. This will be the County's fourth faith-based reentry resource center providing faith-focused services and support to reentry clients. Approximately 50% of reentry clients are Hispanic, the large majority of those were raised in the Catholic tradition and many attend one of the 52 Catholic churches in the Diocese of San Jose. Mental Health currently contracts with three organizations to provide faith-focused services which were established as an Innovation project of the Mental Health Services Act. The inclusion of faith and pro-social supports has proven successful in overcoming challenges related to reentry.

In FY 2013, Mental Health, in collaboration with the Probation Department, developed the AB 109 Rental Assistance Program (RAP) to meet the housing needs of specific AB 109 clients. The RAP provides scattered-site, tenant-based, temporary rental assistance for High Risk Offenders for whom economic self-sufficiency, primarily through employment, is the long-term goal. For each participating household, rental assistance is provided

for six to twelve months. RAP has a static capacity of approximately 25 clients/households. Temporary increases (or decreases) are authorized based on the availability of funds. Clients receive housing location and case management services from the AB 109 Housing Support Liaison who operates under Mental Health's Office of Housing and Homeless Support Services. Continuing RAP will provide 25 clients/households with stable housing.

Ongoing Cost: \$266,667

One-time Cost: \$325,000

All costs are offset by a Transfer-in from AB 109

Recommended Action: Increase funding for County and community-based treatment as depicted below:

Treatment Services

Description	Amount
Evans Lane Outpatient Services	\$664,300
Protective Services Officer for Evans Lane	\$138,308
Crisis Residential Beds	\$518,917
Parole Reentry Court - Dual-Diagnoses Service	\$100,000
Total	\$1,421,525

Service Impact: Currently, the California Department of Corrections and Rehabilitation (CDCR) contracts with Mental Health to provide mental health services to mentally ill offenders at Mental Health's Evans Lane Outpatient Clinic (10 slots) and with Community-Based Organizations through a Full Service Partnership treatment program (30 slots). The funding for these services will expire on July 31, 2013. Eliminating these services to the mentally ill criminal justice clients will negatively impact community safety and ultimately lead to higher utilization of County criminal justice and health care services. Funding the ten slots at Evans Lane Outpatient Clinic by \$664,300 will allow Mental Health to continue providing treatment services to a smaller population referred by CDCR as part of the State Realignment Program.

The Evans Lane Wellness & Recovery Center is experiencing an increase number of Realignment clients being referred to this program that requires the addition of a Protective Service Officer position. This position will closely monitor the campus, identify suspicious activity, screen for unauthorized items or individuals, conduct safety check, and help de-escalate threats during the 11:00 p.m. - 7:30 a.m. shift. This additional position will assist in creating a safer environment for clients and staff.

On September 25, 2012, the Board of Supervisors approved a one-time allocation of \$542,108 from AB 109 funding to acquire five Crisis Residential beds for re-entry clients for a period of nine months. This provided a needed level of care for reentry clients who require intensive short-term crisis stabilization to avoid hospital or other long-term locked care. Funding to partially continue this service by \$518,917 will allow Mental Health to provide therapeutic treatment in a community setting and group living experience. Mental Health expects this service will be used by 75 clients annually.

Currently, Gardner Family Care Corporation provides treatment services to 100 individuals annually with dual-diagnoses mental health service referred by the Parole Reentry Court program. Funding for these

services ended in February 2013; however, the County continued the program on a one-time basis as approved by the Board of Supervisors at the FY 2013 Mid-year Budget Review. These services are specifically targeted to inmates that have prior violent and/or sexual abuse convictions to reintegrate back into the communities by using Cognitive Behavioral Treatment strategies and case management and peer mentor services. Providing \$100,000 in ongoing funding to Gardner will allow the Parole Reentry Court program to continue and expand to meet the increased census as a result of Public Safety Realignment.

Ongoing Cost: \$1,421,525

All costs are offset by a Transfer-in from AB 109

Mental Health Department— Budget Unit 412 Net Expenditures by Cost Center

CC	Cost Center Name	FY 2012 Actuals	FY 2013 Approved	FY 2014 Base Budget	FY 2014 Recommended	Amount Chg From 2013 Approved	% Chg From 2013 Approved
041201	MH Department Admin Fund 0001	29,376,466	42,367,752	42,095,097	42,595,097	227,345	0.5%
041202	Crisis Outreach Referral & Educ Div Fund 0001	2,554,690	3,340,438	3,276,899	3,276,899	(63,539)	-1.9%
041203	Adult/Older Adult Div Fund 0001	104,085,278	110,432,767	116,201,566	118,214,758	7,781,991	7.0%
041204	Family & Children's Svcs Div Fund 0001	81,418,464	94,316,932	101,440,908	101,440,908	7,123,976	7.6%
041205	Other Mental Health Svcs Fund 0001	48,467,768	47,263,584	47,566,707	50,066,707	2,803,123	5.9%
041213	MHSA - Fund 0001	4,785,739	6,235,068	6,419,251	6,419,251	184,183	3.0%
Total Net Expenditures \$		270,688,405	\$ 303,956,541	\$ 317,000,428	\$ 322,013,620	\$ 18,057,079	5.9%



Mental Health Department— Budget Unit 412 Gross Expenditures by Cost Center

CC	Cost Center Name	FY 2012 Actuals	FY 2013 Approved	FY 2014 Base Budget	FY 2014 Recommended	Amount Chg From 2013 Approved	% Chg From 2013 Approved
041201	MH Department Admin Fund 0001	29,376,466	42,494,159	42,221,504	42,721,504	227,345	0.5%
041202	Crisis Outreach Referral & Educ Div Fund 0001	2,554,690	3,340,438	3,276,899	3,276,899	(63,539)	-1.9%
041203	Adult/Older Adult Div Fund 0001	105,181,369	112,214,602	117,983,401	119,996,593	7,781,991	6.9%
041204	Family & Children's Svcs Div Fund 0001	82,855,038	96,029,388	103,147,461	103,147,461	7,118,073	7.4%
041205	Other Mental Health Svcs Fund 0001	48,467,768	47,263,584	47,566,707	50,066,707	2,803,123	5.9%
041213	MHSA - Fund 0001	4,785,739	6,235,068	6,419,251	6,419,251	184,183	3.0%
Total Gross Expenditures		\$ 273,221,069	\$ 307,577,239	\$ 320,615,223	\$ 325,628,415	\$ 18,051,176	5.9%

Mental Health Department— Budget Unit 412 Expenditures by Object

Object	FY 2012 Actuals	FY 2013 Approved	FY 2014 Base Budget	FY 2014 Recommended	Amount Chg From 2013 Approved	% Chg From 2013 Approved
Salary and Benefits	39,021,101	44,663,326	48,558,015	48,696,323	4,032,997	9.0%
Services And Supplies	234,199,968	262,913,913	272,057,208	274,432,092	11,518,179	4.4%
Operating/Equity Transfers	—	—	—	2,500,000	2,500,000	NA
Total Gross Expenditures	\$ 273,221,069	\$ 307,577,239	\$ 320,615,223	\$ 325,628,415	\$ 18,051,176	5.9%
Expenditure Transfers	(2,532,665)	(3,620,698)	(3,614,795)	(3,614,795)	5,903	-0.2%
Total Net Expenditures	\$ 270,688,405	\$ 303,956,541	\$ 317,000,428	\$ 322,013,620	\$ 18,057,079	5.9%

Mental Health Department— Budget Unit 412 Revenues by Cost Center

CC	Cost Center Name	FY 2012 Actuals	FY 2013 Approved	FY 2014 Base Budget	FY 2014 Recommended	Amount Chg From 2013 Approved	% Chg From 2013 Approved
041201	MH Department Admin Fund 0001	200,496,779	235,362,567	243,583,077	254,096,269	18,733,702	8.0%
041203	Adult/Older Adult Div Fund 0001	(22,667)	—	—	—	—	—
041204	Family & Children's Svcs Div Fund 0001	899	—	—	—	—	—
041205	Other Mental Health Svcs Fund 0001	580	—	—	—	—	—
Total Revenues		\$ 200,475,590	\$ 235,362,567	\$ 243,583,077	\$ 254,096,269	\$ 18,733,702	8.0%



MH Department Admin Fund 0001 — Cost Center 041201 Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
Current Level Budget			
FY 2013 Approved Budget	57.0	\$ 42,367,752	\$ 235,362,567
Board Approved Adjustments During FY 2013	1.5	3,522,370	(22,202,200)
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	316,006	—
IntraCounty Adjustments	—	(4,068,387)	31,936,145
Other Adjustments	—	(42,644)	(1,513,435)
Subtotal (Current Level Budget)	58.5	\$ 42,095,097	\$ 243,583,077
Recommended Changes for FY 2014			
IntraCounty Adjustments	—	\$ —	\$ —
Decision Packages			
Recognize MediCal Revenue	—	500,000	8,500,000
Adjust Mental Health Services Act (MHSA) Revenue	—	—	—
Public Safety Realignment (AB 109) - Mental Health Services	—	—	2,013,192
Information Technology			
Capital			
Subtotal (Recommended Changes)	—	\$ 500,000	\$ 10,513,192
Recommended Budget	58.5	\$ 42,595,097	\$ 254,096,269

Crisis Outreach Referral & Educ Div Fund 0001 — Cost Center 041202 Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
Current Level Budget			
FY 2013 Approved Budget	20.5	\$ 3,340,438	\$ —
Board Approved Adjustments During FY 2013	1.0	134,532	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	-4.0	(270,880)	—
IntraCounty Adjustments	—	—	—
Other Adjustments	—	72,809	—
Subtotal (Current Level Budget)	17.5	\$ 3,276,899	\$ —
Recommended Changes for FY 2014			
IntraCounty Adjustments	—	\$ —	\$ —
Decision Packages			
Information Technology			
Capital			
Subtotal (Recommended Changes)	—	\$ —	\$ —
Recommended Budget	17.5	\$ 3,276,899	\$ —



Adult/Older Adult Div Fund 0001 — Cost Center 041203
Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
Current Level Budget			
FY 2013 Approved Budget	201.5	\$ 110,432,767	\$ —
Board Approved Adjustments During FY 2013	10.5	4,410,732	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	5.5	1,566,588	—
IntraCounty Adjustments	—	7,669	—
Other Adjustments	—	(216,190)	—
Subtotal (Current Level Budget)	217.5	\$ 116,201,566	\$ —
Recommended Changes for FY 2014			
IntraCounty Adjustments	—	\$ —	\$ —
Decision Packages			
Public Safety Realignment (AB 109) - Mental Health Services	—	2,013,192	—
Information Technology			
Capital			
Subtotal (Recommended Changes)	—	\$ 2,013,192	\$ —
Recommended Budget	217.5	\$ 118,214,758	\$ —

Family & Children's Svcs Div Fund 0001 — Cost Center 041204
Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
Current Level Budget			
FY 2013 Approved Budget	82.0	\$ 94,316,932	\$ —
Board Approved Adjustments During FY 2013	—	8,393,627	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	-1.5	53,219	—
IntraCounty Adjustments	—	(4,557)	—
Other Adjustments	—	(1,318,313)	—
Subtotal (Current Level Budget)	80.5	\$ 101,440,908	\$ —
Recommended Changes for FY 2014			
IntraCounty Adjustments	—	\$ —	\$ —
Decision Packages			
Information Technology			
Capital			
Subtotal (Recommended Changes)	—	\$ —	\$ —
Recommended Budget	80.5	\$ 101,440,908	\$ —



Other Mental Health Svcs Fund 0001 — Cost Center 041205
Major Changes to the Budget

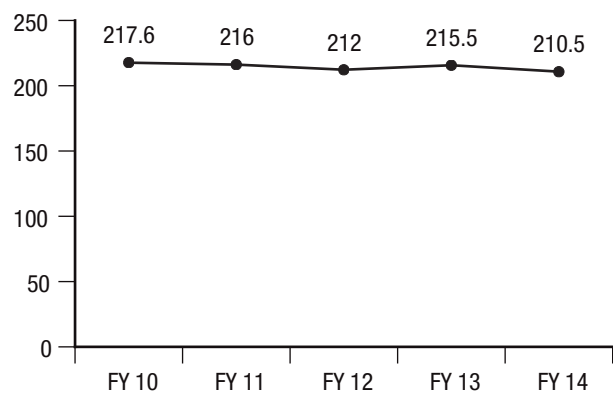
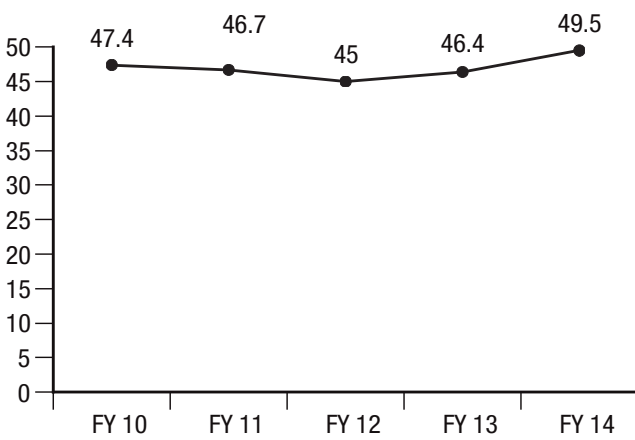
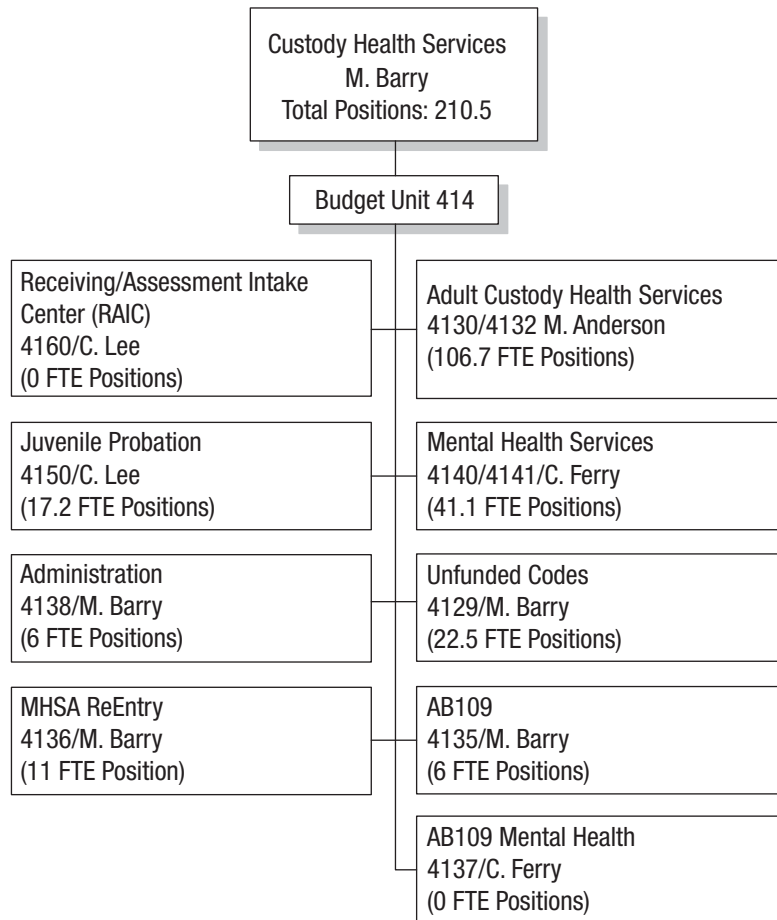
	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
Current Level Budget			
FY 2013 Approved Budget	—	\$ 47,263,584	\$ —
Board Approved Adjustments During FY 2013	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
IntraCounty Adjustments	—	303,123	—
Other Adjustments	—	—	—
Subtotal (Current Level Budget)	—	\$ 47,566,707	\$ —
Recommended Changes for FY 2014			
IntraCounty Adjustments	—	\$ —	\$ —
Decision Packages			
Recognize MediCal Revenue	—	2,500,000	—
Information Technology			
Capital			
Subtotal (Recommended Changes)	—	\$ 2,500,000	\$ —
Recommended Budget	—	\$ 50,066,707	\$ —

MHSA - Fund 0001 — Cost Center 041213
Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
Current Level Budget			
FY 2013 Approved Budget	16.5	\$ 6,235,068	\$ —
Board Approved Adjustments During FY 2013	5.0	112,163	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	66,058	—
IntraCounty Adjustments	—	5,962	—
Other Adjustments	—	—	—
Subtotal (Current Level Budget)	21.5	\$ 6,419,251	\$ —
Recommended Changes for FY 2014			
IntraCounty Adjustments	—	\$ —	\$ —
Decision Packages			
Information Technology			
Capital			
Subtotal (Recommended Changes)	—	\$ —	\$ —
Recommended Budget	21.5	\$ 6,419,251	\$ —



Custody Health Services



Expenditures in this budget are 100% offset by reimbursements from the Social Services Agency, Probation Department, Mental Health Department, and Department of Correction.



Public Purpose

- **Compliance with Health Care Mandates**
- **Prevention of Disease Transmission**
- **Continuity of Care**



Description of Major Services

Custody Health Service (Custody) is a General Fund Department of the Santa Clara Valley Health and Hospital System. Health services are provided by a professional multidisciplinary staff inclusive of physicians, registered nurses, licensed vocational nurses, marriage and family therapists, licensed social workers, clinical psychologists, nurse practitioners, and a variety of ancillary support personnel.

Medical, Mental Health, Pharmacy and Dental Services

Comprehensive medical, mental health and pharmacy services are provided to the residents/detainees of the Receiving/Assessment Intake Center, Juvenile Hall, the James Ranch, Main Jail, and the Elmwood complex.

Medical and mental health services also provide court evaluations and other types of reports/evaluations to County organizations such as the County court system, District Attorney, Department of Probation, and the Department of Correction.

Limited pharmacy services are provided to the Medical and Mental Health clinics at Juvenile Hall, the James Ranch, and the Receiving/Assessment Intake Center.

Dental services are provided to the detainees of the Main Jail and Elmwood Facility.

Department Support Services

Comprehensive support services are provided to staff of Custody at Receiving/Assessment Intake Center, Juvenile Hall, James Ranch, Main Jail, and the Elmwood Facility. These support services are:

- Medical records administration
- Performance-based budgeting
- Performance improvement
- Regulatory affairs
- Risk management
- Staff development
- Strategic planning
- Policy and procedure development
- Technology infrastructure design and support

In addition, Department Support Services collaborates with, and acts as a conduit for, other County agencies in support of county-wide goals and initiatives directly impacting Custody Health.

Services Provided to Residents/Detainees

Medical Services	Mental Health Services	Pharmacy Services	Dental Services
Medical assessment	Mental health assessment	Pharmacy Assessment	Dental assessment
Medication administration	Medication administration	Self administration of medication	Emergency Dental Services
Immunizations	Suicide assessments	Patient education	Limited service at Juvenile Hall
Patient education	Crisis intervention	Inventory/inspection	
Testing	Brief situational counseling	Drug information services	
In-house treatment	Acute psychiatric unit admissions	Pharmacist interventions	
Screening	Psychiatric medication monitoring	Pharmacist chart reviews	
MD evaluation and treatment	MD evaluation and treatment	Integrated pharmaceutical care services	
Specialized consultation	Court evaluations	Modified unit dose medication delivery system	
Referral treatment	Case management	On-site methadone program	
Court evaluations	Discharge planning		
Discharge planning	Referral to the community		
Hospice care	Interagency mental health education		
Infection control			

Custody Health Computerized Electronic Medical Records Management System

The Electronic Medical Records System (ELMR) is designed to meet the business and clinical needs of Custody Health. The medical clinics within the adult facilities moved to the ELMR in early 2009. Implementation for nursing services is still underway. Since all services are not fully functioning in the ELMR, a hybrid chart system is in effect until all aspects of services are moved to the electronic system. Custody Health is continuing to collaborate with Ambulatory Services to fully implement the ELMR.

The Health and Hospital system has begun conversion to an integrated inpatient and outpatient system HealthLink, which will eventually replace ELMR.

Public Safety Realignment AB109 Program

As a result of the Public Safety Realignment AB109 Plan that became effective in October, 2011, inmates who previously were sentenced to the State Prison system

are now sentenced to local County jail facilities to serve their period of incarceration. Due to the length of time to which these inmates are sentenced, the Custody Health Services Department has had to reassess clinical operations and develop reasonable plans that insure inmates receive all necessary preventive, episodic and chronic care services that are due over long periods of time. Health screenings such as routine breast examinations, which were not previously provided to the inmate population due to their short lengths of stay in County jail facilities, are now required to be provided to AB109 inmates due to their protracted length of stay within the jail. All other routine health screenings and non-urgent surgeries which previously could be postponed until inmates were released from custody, are now provided to this population of inmates. The Department works closely with County Counsel and SCVMC in establishing guidelines and standards for the provision of these services.

Current and Emerging Issues

The Department has been challenged to find means of providing health care services (to the inmate population) that meet regulatory and accreditation standards due to the increased census that has resulted from the implementation of the Public Safety

Realignment AB 109 Program (AB 109). Additionally, the AB 109 inmate population has created the need for the Department to identify means of providing

preventative health care services as well as long term, chronic care services to inmates sentenced to the Main Jail under the AB 109 program.

The mental health population in the County’s Jail Facilities has swelled to approximately 25% of the population which has created strains on both the Sheriff’s Office Custody Bureau and the Custody Health Service Department’s ability to provide safe housing for the mentally ill inmates’ needs. The Special Management beds within the Main Jail facility have periodically been exhausted, necessitating the opening of unused housing areas for the mentally fragile inmates.

Due to the increase of inmates who are older than 55 years of age and the increased number of inmates with several medical pathologies and physical disabilities,

there has been a strain on the number of Infirmery and Special Housing beds available for the inmates who require such treatment and beds. The Medical Infirmery as well as the Special Housing Units must be triaged every shift to accommodate inmates who have need for these beds. The AB109 inmates have placed a further strain on the availability of these beds as they may need a specialty housing unit for the entire period of their lengthy incarcerations.

There continues to be an increased demand for comprehensive discharge planning for inmates released from Custody Facilities to insure that both the medically fragile inmates as well as the mentally ill inmates are provided continuity of care upon their release into the community.

Summary of County Executive’s Recommendations

Description	Impact	Impact on Services	Position Impact	FY 2014 Ongoing Net Cost/(Savings)	FY 2014 One-Time Net Cost/(Savings)
Enhance Services at Children’s Receiving & Assessment Center	↑	Improves services provided to children at the RAIC related to medical screenings.	-2.0	(\$121,570)	\$40,356
↑ — Enhanced ◆ — Modified ● — No Change ↓ — Reduced ☒ — Eliminated					

County Executive’s Recommendation

↑ Enhance Services at Children’s Receiving & Assessment Center

Recommended Action: Delete 2.0 FTE Hospital Service Assistant positions in Custody Health Services and add 1.0 FTE Nurse Practitioner position in the Santa Clara Valley Medical Center.

Service Impact: Services provided to the Children’s Receiving & Assessment Center (RAIC) will be improved as medical screenings will be directly performed by a Nurse Practitioner. The Nurse Practitioner will insure the provision of immediate care of the children, if needed, and ongoing follow-up services. The provision of this initial screening by the Nurse Practitioner will reduce the need for follow-up visits by a medical provider and/or a Psychiatrist. In order to assure proper transition, the Hospital Service Assistant (HSA) positions will not be deleted until

October 2013, allowing time to recruit and hire the Nurse Practitioner position. Therefore a one-time cost of \$40,356 has been allocated to cover the salary and benefits of these HSA position from July 2013 through October 2013.

Background: The Custody Health Department provides an initial medical screening for children brought to the RAIC. The screening is currently provided through a videoconferencing system that connects the RAIC to Juvenile Hall. Due to the need to provide on-site screening of the children, the videoconferencing system has become ineffective, resulting in nurses leaving Juvenile Hall to travel to the RAIC to perform the screenings. In the interest of safety of the children at Juvenile Hall, an alternative way to conduct the medical screenings was developed.



The Nurse Practitioner will possess specific mental health training. In conducting the screenings, the Nurse Practitioner will initiate care for the children based on

standardized procedures and/or seek consultation for further treatment by contacting the Pediatrician on-call.

Positions Deleted: 2.0 FTE

see SCVMC in Section 4 for addition of 1.0 FTE

Ongoing Net Savings: \$121,570

Ongoing Savings: \$161,926

One-time Cost: \$40,356

Positions proposed for deletion in Oct. 2013 to allow for seamless transition.

**Custody Health Services— Budget Unit 414
Net Expenditures by Cost Center**

CC	Cost Center Name	FY 2012 Actuals	FY 2013 Approved	FY 2014 Base Budget	FY 2014 Recommended	Amount Chg From 2013 Approved	% Chg From 2013 Approved
4138	CSCHS Administrative Services -Fund 0001	\$ 19,147	\$ —	\$ —	\$ —	—	—
4150	Juvenile Probation Med Svcs Fund 0001	20,865	—	—	—	—	—
4160	Children's Shelter Med Svcs Fund 0001	(60,121)	—	—	4,134	4,134	NA
041401	Adult Custody Med Svcs Fund 0001	747,634	255,736	255,736	251,602	(4,134)	-1.6%
041402	Adult Custody Mental Health Svcs Fund 0001	424,187	1,865,732	3,656,094	3,656,094	1,790,362	96.0%
Total Net Expenditures		\$ 1,151,712	\$ 2,121,468	\$ 3,911,830	\$ 3,911,830	\$ 1,790,362	84.4%

**Custody Health Services— Budget Unit 414
Gross Expenditures by Cost Center**

CC	Cost Center Name	FY 2012 Actuals	FY 2013 Approved	FY 2014 Base Budget	FY 2014 Recommended	Amount Chg From 2013 Approved	% Chg From 2013 Approved
4138	CSCHS Administrative Services -Fund 0001	\$ 31,925	\$ 1,098,868	\$ 1,171,768	\$ 1,171,768	\$ 72,900	6.6%
4150	Juvenile Probation Med Svcs Fund 0001	3,488,164	4,073,521	4,227,530	4,227,530	154,009	3.8%
4160	Children's Shelter Med Svcs Fund 0001	236,134	203,987	116,722	60,071	(143,916)	-70.6%
041401	Adult Custody Med Svcs Fund 0001	31,190,286	30,050,283	31,001,376	30,936,457	886,174	2.9%
041402	Adult Custody Mental Health Svcs Fund 0001	8,349,739	10,995,605	13,089,050	13,089,050	2,093,445	19.0%
Total Gross Expenditures		\$ 43,296,247	\$ 46,422,264	\$ 49,606,446	\$ 49,484,876	\$ 3,062,612	6.6%



Custody Health Services— Budget Unit 414 Expenditures by Object

Object	FY 2012 Actuals	FY 2013 Approved	FY 2014 Base Budget	FY 2014 Recommended	Amount Chg From 2013 Approved	% Chg From 2013 Approved
Salary and Benefits	33,526,390	35,368,495	36,779,846	36,658,276	1,289,781	3.6%
Services And Supplies	9,769,857	11,053,769	12,826,600	12,826,600	1,772,831	16.0%
Total Gross Expenditures \$	43,296,247 \$	46,422,264 \$	49,606,446 \$	49,484,876 \$	3,062,612	6.6%
Expenditure Transfers	(42,144,535)	(44,300,796)	(45,694,616)	(45,573,046)	(1,272,250)	2.9%
Total Net Expenditures \$	1,151,712 \$	2,121,468 \$	3,911,830 \$	3,911,830 \$	1,790,362	84.4%

Custody Health Services— Budget Unit 414 Revenues by Cost Center

CC	Cost Center Name	FY 2012 Actuals	FY 2013 Approved	FY 2014 Base Budget	FY 2014 Recommended	Amount Chg From 2013 Approved	% Chg From 2013 Approved
4138	CSCHS Administrative Services -Fund 0001	\$ 855,926	\$ —	\$ —	\$ —	—	—
4150	Juvenile Probation Med Svcs Fund 0001	1,000	—	—	—	—	—
041401	Adult Custody Med Svcs Fund 0001	27,781	255,736	255,736	255,736	—	—
041402	Adult Custody Mental Health Svcs Fund 0001	0	1,865,732	3,686,094	3,686,094	1,820,362	97.6%
Total Revenues \$		884,707 \$	2,121,468 \$	3,941,830 \$	3,941,830 \$	1,820,362	85.8%

CSCHS Administrative Services -Fund 0001 — Cost Center 4138 Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
Current Level Budget			
FY 2013 Approved Budget	6.0	\$ —	\$ —
Board Approved Adjustments During FY 2013	—	75,059	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	(2,159)	—
IntraCounty Adjustments	—	(72,900)	—
Other Adjustments	—	—	—
Subtotal (Current Level Budget)	6.0	\$ —	\$ —
Recommended Changes for FY 2014			
IntraCounty Adjustments	—	\$ —	\$ —



CSCHS Administrative Services -Fund 0001 — Cost Center 4138
Major Changes to the Budget

	Positions	Appropriations	Revenues
Decision Packages			
Information Technology			
Capital			
Subtotal (Recommended Changes)	—	\$ —	\$ —
Recommended Budget	6.0	\$ —	\$ —

Juvenile Probation Med Svcs Fund 0001 — Cost Center 4150
Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
Current Level Budget			
FY 2013 Approved Budget	17.2	\$ —	\$ —
Board Approved Adjustments During FY 2013	—	10,003	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	54,120	—
IntraCounty Adjustments	—	(154,009)	—
Other Adjustments	—	89,886	—
Subtotal (Current Level Budget)	17.2	\$ —	\$ —
Recommended Changes for FY 2014			
IntraCounty Adjustments	—	\$ —	\$ —
Decision Packages			
Information Technology			
Capital			
Subtotal (Recommended Changes)	—	\$ —	\$ —
Recommended Budget	17.2	\$ —	\$ —

Children's Shelter Med Svcs Fund 0001 — Cost Center 4160
Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
Current Level Budget			
FY 2013 Approved Budget	2.0	\$ —	\$ —
Board Approved Adjustments During FY 2013	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	-1.0	(87,265)	—
IntraCounty Adjustments	—	87,265	—
Other Adjustments	—	—	—
Subtotal (Current Level Budget)	1.0	\$ —	\$ —
Recommended Changes for FY 2014			
IntraCounty Adjustments	—	\$ —	\$ —



Children's Shelter Med Svcs Fund 0001 — Cost Center 4160 Major Changes to the Budget

	Positions	Appropriations	Revenues
Decision Packages			
Enhance Services at Children's Receiving & Assessment Center	-1.0	4,134	—
Information Technology			
Capital			
Subtotal (Recommended Changes)	-1.0	\$ 4,134	\$ —
Recommended Budget	—	\$ 4,134	\$ —

Adult Custody Med Svcs Fund 0001 — Cost Center 041401 Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
Current Level Budget			
FY 2013 Approved Budget	116.2	\$ 255,736	\$ 255,736
Board Approved Adjustments During FY 2013	-11.0	(885,418)	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	2.5	283,866	—
IntraCounty Adjustments	—	(18,839)	—
Other Adjustments	—	620,391	—
Subtotal (Current Level Budget)	107.7	\$ 255,736	\$ 255,736
Recommended Changes for FY 2014			
IntraCounty Adjustments	—	\$ —	\$ —
Decision Packages			
Enhance Services at Children's Receiving & Assessment Center	-1.0	(4,134)	—
Information Technology			
Capital			
Subtotal (Recommended Changes)	-1.0	\$ (4,134)	\$ —
Recommended Budget	106.7	\$ 251,602	\$ 255,736

Adult Custody Mental Health Svcs Fund 0001 — Cost Center 041402 Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
Current Level Budget			
FY 2013 Approved Budget	74.1	\$ 1,865,732	\$ 1,865,732
Board Approved Adjustments During FY 2013	8.0	976,815	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	-1.5	148,162	—
IntraCounty Adjustments	—	592,618	1,820,362
Other Adjustments	—	72,767	—

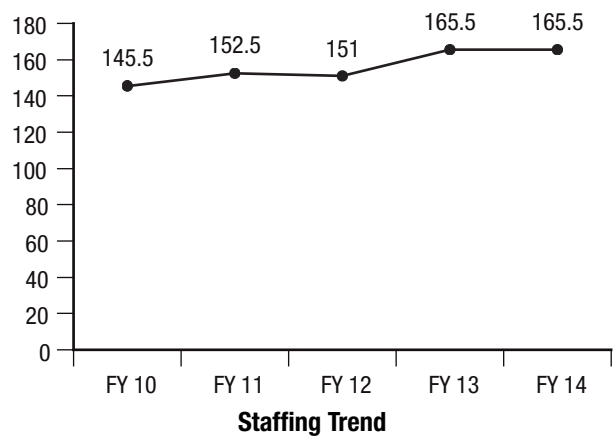
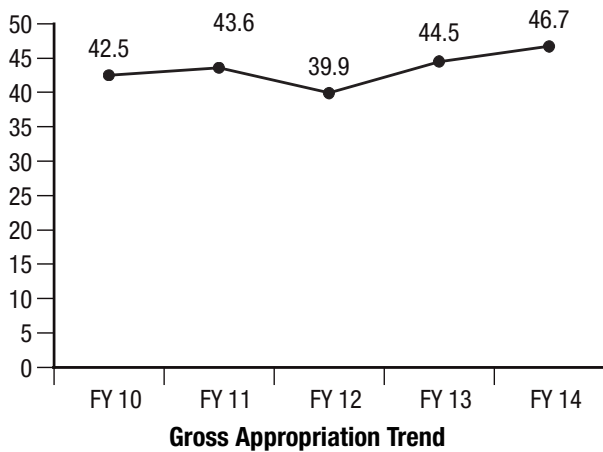
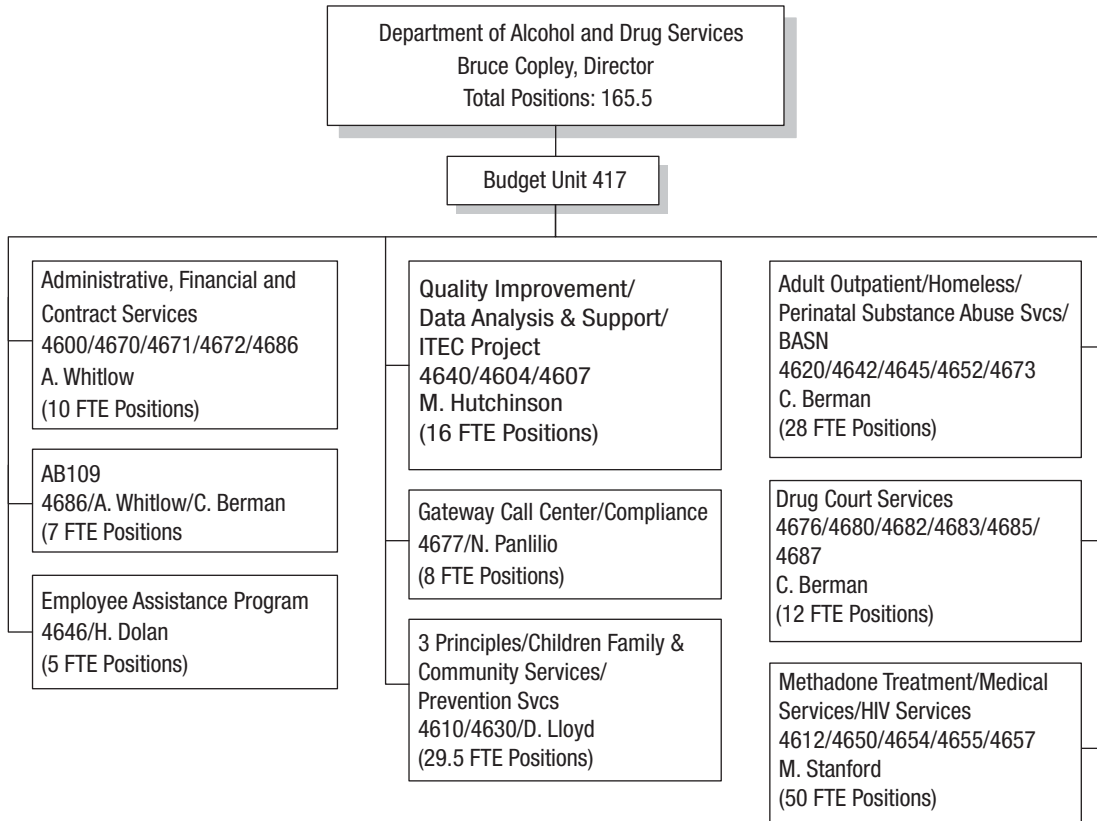


Adult Custody Mental Health Svcs Fund 0001 — Cost Center 041402
Major Changes to the Budget

	Positions	Appropriations	Revenues
Subtotal (Current Level Budget)	80.6	\$ 3,656,094	\$ 3,686,094
Recommended Changes for FY 2014			
IntraCounty Adjustments	—	\$ —	\$ —
Decision Packages			
Information Technology			
Capital			
Subtotal (Recommended Changes)	—	\$ —	\$ —
Recommended Budget	80.6	\$ 3,656,094	\$ 3,686,094



Department of Alcohol and Drug Services



Public Purpose

- ➔ Reduce the impact of alcohol and other drugs on individuals and the community



Description of Major Services

The mission of the Department of Alcohol & Drug Services (DADS) is to operate a seamless Continuum of Care for the prevention and treatment of substance abuse problems in Santa Clara County that is appropriate for its diverse population and one that is accountable for its services.

In FY2012, there were 7,700 admissions to DADS treatment services-detoxification services, outpatient, residential, and addiction medication services. DADS operates its System of Care under Managed Care principles, which refers to a planned, comprehensive approach to providing health services. Clients and treatment providers benefit from this combination of administrative and clinical services that operate in an integrated, coordinated manner to provide clients timely, cost-effective and high quality care. A standardized assessment is used to place clients in the appropriate level (intensity) of treatment, based on their treatment need. DADS staff manages all phases of treatment as clients move through the continuum of services with the goal of returning clients to stable life in the community.

Substance abuse treatment is provided through a DADS network of over 20 County and community-based treatment providers. Community-based providers offer detox, residential & outpatient treatment, and transitional housing services to DADS clients. Transitional housing provides a vital component for

recovery by offering clients stable, recovery-oriented housing support during outpatient treatment. DADS serves a diverse client population with special programs for pregnant and parenting women, parolees and other criminal justice-referred clients, homeless, opiate-addicted clients, students, and criminal justice-involved youth.

The treatment system is organized into two distinctive though related systems – the Adult System of Care (ASOC) and the Youth System of Care (YSOC). Adult clients enter substance abuse treatment voluntarily or by referral from criminal justice agencies, social services, mental health and the larger health care system. Most referrals are coordinated through the main portal into the Adult System of Care-Gateway, which screens and refers clients to appropriate treatment providers for comprehensive assessment and treatment. Specialized entry services are operated for certain criminal justice populations, such as those entering services under the rubric of AB 109 and related legislation.

YSOC is underfunded through Medi-Cal to cover the actual cost of treatment. For FY 2013, the state has capped Minor Consent Drug Medi-Cal funding, the result of which will be to prevent future expansion of services. YSOC has recently developed a brief therapy model to youth and families for Valley Health Plan

members that will provide another means to provide much needed services to youth and bring much-needed additional revenues to DADS.

The YSOC provides treatment to adolescents through programs based in schools, the Juvenile Hall, the ranches, and community-based organizations that provide outpatient and residential treatment.

In addition to substance abuse treatment, DADS also offers substance abuse prevention services. Prevention services programs focus on building coalitions, offering substance abuse and health promotion classes through the Learning Institute and the 3-Principles Services Division and disseminating information through community-based organizations.

Current and Emerging Issues

Health Care Reform

As with all agencies involved in providing health services, DADS' direction in the next few years will be shaped by Health Care Reform, which will affect its reimbursement streams, integration with mental health and primary health care systems, electronic health record keeping, and mainstreaming of substance abuse clients under the broader health care rubric.

The Santa Clara Valley Health and Hospital System (SCVHHS) is charged with responding to mandates of federal health care legislation—specifically the Affordable Care Act (ACA), Health Information Technology for Economic & Clinical Health (HITECH) and the Mental Health Parity and Addiction Equity Act (MHPAEA). The Parity Act has not been fully implemented, as its provisions will be eventually rolled into ACA.

DADS and the Mental Health Department (MHD) are involved in overhauling and implementing the existing electronic health record (EHR) system. Information technology funding has been allocated to create an interface to ensure accurate and timely data gathering from community-based organization (CBO) partners, as well as implementing a business intelligence tool that meets the ACA goals of improving service through efficient use of client data.

Changes in Medicaid rules will have a major impact on reimbursement for services, as the changes will render large segments of the currently ineligible population eligible for public insurance plans, like Medi-Cal.

Santa Clara County is participating in the Medi-Cal Waiver project. DADS has actively pursued enrolling eligible clients into the LIHP (Low Income Health Plan) as treatment for substance abuse disorders will become part of the essential benefits package in ACA. Almost all

LIHP members will be transitioned to Medi-Cal beginning on January 1, 2014. DADS is currently developing an utilization management team, in anticipation of the influx of new Medi-Cal eligible clients in 2014. Under Medi-Cal, patients will have ten hospitalization days available each year to be used for substance abuse services. DADS will monitor the utilization of services and obtain authorizations for additional days through this utilization management team.

Planning Process for Development of Behavioral Health and Recovery Services

To position the current Mental Health and DADS systems to respond to the changes related to Health Care Reform, and to maximize the current resources of both departments, Mental Health and DADS have embarked on a planning process to integrate the two systems into a new Department of Behavioral Health and Recovery Services. The new structure will be implemented over the next fiscal year and involves input from a wide range of stakeholders in the process.

Over the past year, DADS and Mental Health have been actively engaged in planning efforts, with the goal of developing a treatment system responsive to co-occurring mental health and substance use disorders. Over the next sixteen months, both departments will be actively involved in re-engineering current service models into an integrated service delivery model.

Public Safety Realignment Program (AB 109)

California's Realignment Program as described in AB 109 and companion legislation, has brought new funding for treatment and other services for reentry clients, parolees and others diverted from state prisons. Special funding was made available for specific criminal justice populations such as those released under



California's AB 109 Realignment Program for FY 2011 through FY 2013. DADS has used Realignment funds to place assessment staff at the Reentry Resource Center, residential treatment beds, outpatient slots, and transitional housing units. At the Reentry Center, DADS partners with several County criminal justice agencies and the Mental Health Department under the rubric of the Multi-agency Plan (MAP), and in the Resource Center created specifically for realignment clients.

Innovative Initiatives and Current Data

In spite of a challenging funding landscape, DADS has pursued a number of innovative initiatives that hold great promise for the future. DADS has been involved in developing linkages with the County's clinics and the hospital, with a view to greater integration of behavioral health and primary health care systems in the future. DADS will be co-locating addiction medicine staff at the Heart Failure Program, as 35% of patients have a co-occurring substance abuse disorder (methamphetamine abuse). Addiction Medicine is also involved in the Pain Management Initiative involving several ambulatory care clinics and the Healthcare for the Homeless program. Addiction Medicine staff are also available for consultation to primary care physicians throughout the Health & Hospital System. DADS continues to support recovery approaches such as the continuous monitoring plan for adult clients with a view to early

detection and treatment of relapse, client directed clinical practice and data-driven management of the treatment system.

Highlights of the DADS System of Care in FY 2012

Admissions	7,711
Discharges	7,539
Percent of admissions with a diagnosis of co-occurring mental illness.	34%
Percent of clients who are homeless	33%
Percent of clients who are disabled	31%
Percent of clients diagnosed with communicable diseases	19%
Percent of clients who are parents of minor children	42%
Clients who received tests for HIV services	5,328
Number of calls fielded by DADS call center	9,000+

DADS Client Characteristics Compared to State of California for FY 2012

	DADS	California
Percent of clients who completed treatment	37%	38.3%
Percent of all admissions who were minorities	64%	49%
Percent of admissions that were amphetamine addicted	40.4%	25.6%
Percent of clients referred from the Criminal Justice System	63.7%	27.4%
Percent of clients who were health & drug free for 1 year or longer in the Medication-Assisted treatment program	49%	30% (US)

Summary of County Executive's Recommendations

Description	Impact	Impact on Services	Position Impact	FY 2014	FY 2014
				Ongoing Net Cost/(Savings)	One-Time Net Cost/(Savings)
Increase Resources for Community-Based Organizations	↑	Resources will help establish critical provider-based competency in the area of benefit enrollment assistance	—	\$500,000	—
Transfer Management Analyst to SCVHHS Administration	●	Transfer of this position will provide a key staff resource of the development of analytical studies and surveys at the system-wide level	-1.0	(\$131,879)	—
Public Safety Realignment Request (AB109) – Alcohol and Drug Services	↑	Enhanced Reentry related services and programs for clients	4.0	(\$497,265)	—
Information Technology Projects	↑	Increased ability of CBOs to develop EHR solutions and improved medication reporting.	—	\$3,750	\$405,000
↑ — Enhanced ◆ — Modified ● — No Change ↓ — Reduced ☒ — Eliminated					



County Executive's Recommendation

↑ Increase Resources for Community Based Organizations

Recommended Action: Increase ongoing funding for contract services to provide additional resources for community-based organizations (CBOs).

Service Impact: The recommended augmentation will help CBOs establish critical provider-based competency in the area of benefit enrollment assistance. Funding will support training for providers to maximize enrollment of eligible residents into health insurance programs. This new provider competency will be critical to insuring that those with mental health and substance abuse disorders are assisted in obtaining insurance coverage for current and new clients.

This recommendation is expected to result in improved customer experience, better outcomes and lower cost.

Ongoing Cost: \$500,000

● Transfer Management Analyst to SCVHHS

Recommended Action: Transfer 1.0 FTE vacant Management Analyst to Santa Clara Valley Health and Hospital System.

Service Impact: This position will provide SCVHHS Administration with a staff resource focused on advancing the strategic priorities of system integration, accountability and integrating care. The position will conduct analytical studies and surveys, gather and analyze information, and prepare reports and recommendations to assist in the implementation of projects related to the SCVHHS strategic road map.

Ongoing Savings: \$131,879

Savings in DADS is offset by increased cost in SCVMC

↑ Public Safety Realignment Program (AB 109) – Alcohol and Drug Services

Recommended Action: Increase funding for client services as reflected in the following table:

Increased Funding for Client Services

Service Category	Amount
Extended Transitional Housing Units	\$500,000
Motel Vouchers	\$35,000
Vehicle for Transportation of Clients	\$20,000
Bus Passes	\$30,000
Office Supplies and Personal Items for Clients	\$22,000
Total	\$607,000

Service Impact: Treatment is the most cost-effective service for the criminal justice system clients re-entering society and will have the most impact on outcomes, specifically to reduce recidivism. DADS will increase contract services by \$500,000 to acquire 35 extended Transitional Housing Units (THU) for the criminal justice system clients. The Public Safety Realignment expansion will be primarily for outpatient counseling services. Currently, the THU stay is limited to ninety days or less. However, the three month stay may not be adequate for some clients to establish their benefits or obtain a job that will pay for housing. As clients complete outpatient services they are required to vacate the THU that is tied to a treatment service. Most clients often leave without having stable housing. These clients may need between six and nine months of case management support and housing to gain enough support and income to seek independent housing.

Housing, transportation and basic personal items are critical needs to improve outcomes for the clients that request service from the Multi-Agency Program at the Reentry Resource Center. It may take several days for staff to link clients to services. Temporary motel vouchers will house reentry clients who would otherwise be homeless on the street. A County vehicle will allow staff to provide transportation of clients to a variety of community programs including the temporary housing units. Additionally, staff will distribute bus tokens and bus passes as needed to clients using the Reentry Center who have no other means of transportation to get to and from services in the community. Finally, office supplies and computers

for the staff and personal items for clients such as personal hygiene items, socks, underwear, jackets, and blankets are needed.

Ongoing Cost: \$500,000

One-time Cost: \$107,000

Total cost offset by a Transfer-in from AB 109

Recommended Action: Increase support staff as reflected in the following table:

Staffing Changes

Classification	FTE	Cost
Health Care Program Manager II	1.0	\$139,048
Rehabilitation Counselor	2.0	\$216,997
Management Information System Analyst	1.0	\$136,474
Total	4.0	\$492,519

Service Impact: The Health Care Program Manager position will manage Criminal Justice services including the DADS Offender Treatment Program, which provides case management services to criminal justice clients receiving substance abuse treatment services. This position will work closely with Superior Court Judges to ensure that services are provided in a seamless service framework and provide administrative support for the development of the Parole Revocation process that will be implemented in July 2013.

The two Rehabilitation Counselor positions will staff the Reentry Resource Center and provide evidence-based case management services to increase positive reentry outcomes for defendants. The Reentry Resource Center is experiencing an increase of clients referred from Pretrial Services, Criminal Justice System (CJS) Court, Probation, and State Parole. Additional staff is required to provide short-term linkage for a variety of services such as housing, general assistance, and initial employment.

Data analysis and collection is critical to the success of the Program. The Management Information System Analyst position will gather and analyze data required for the AB 109 services provided throughout the DADS System of Care and at the Reentry Center. This position will assist in improving the coordination of care and detailed outcome data on the reentry client's reintegration into the community.

Positions Added: 4.0 FTE

Ongoing Cost: \$492,519

Total cost offset by a Transfer-in from AB 109

Recommended Action: Re-focus the existing Offender Treatment Program on AB 109 related services and recognize AB 109 funding to fund the cost of the existing Offender Treatment Program staff (three Community Workers and two Licensed Marriage & Family Therapists).

Service Impact: The Offender Treatment Program provides case management services to clients with links to community services such as primary medical care, vocational training and housing. In addition, Community Workers act as advocates for clients and frequently accompany them to Court appearances. The client population has a very high recidivism rate and a history of failing in treatment attempts. Re-focusing this program on AB 109 services supports the goal of linking clients to appropriate treatment and community support services, avoids duplication of effort, and allows the use of AB 109 funds to offset the cost of existing staff.

Ongoing Savings: \$497,265

Existing costs offset by a Transfer-in from AB 109

↑ Information Technology Projects

Electronic Health Record (EHR) for the Department of Alcohol and Drug Services' (DADS) Contract Service Providers

Recommended Action: Allocate one-time funds to assist contract providers in the effort to implement electronic health record (EHR) solutions.

Service Impact: While some large contract providers have the financial means to fund their own EHR solutions, it is not feasible for all providers. The Mental Health Department has provided nearly \$2 million to Mental Health contract service providers by leveraging Mental Health Service Act (MHSA) funds. This funding is not available for DADS' contract service providers, resulting in the need for General Fund support to supplement the providers' budgets for their EHR implementation efforts. If the providers do not have an EHR solution, they will not be able to contract with the County and the County risks losing its community treatment partners. This would jeopardize the County's ability to deliver critical services.

Contract service providers will submit applications to DADS for funding and will be required to provide status reports on their EHR efforts and how funding is being spent. The providers will need to provide ongoing maintenance and support of their own EHR solutions.

Background: In May 2009, the Mental Health Department and DADS determined that their contract service providers would select and implement their own EHR solutions. In order to support billing and reporting for providers, data exchange interfaces will be required between the providers' EHR solutions and the County. The interface will provide the data exchange necessary to support State and Federal reporting, financial analysis, utilization management, quality improvement, and clinical measures and outcomes.

One-time Cost: \$375,000

Methadone Clinic Avatar Interfaces

Recommended Action: Allocate funds to create necessary system interfaces for the Methadone Clinic Avatar application.

One-time Cost: \$30,000
Ongoing Cost: \$3,750

Service Impact: The Avatar application is used by the DADS' addiction medicine clinics. Avatar software provides inventory management, dispensing, administration and regulatory agency reporting for methadone dispensing in the County. Methadone doses are closely monitored by federal regulation. Avatar software decreases the risk of mismanaging doses and being out of compliance.

Currently, Avatar is a stand-alone system that does not interface into any other clinical application. Data is taken from Avatar and manually uploaded into CoCentrix Pro-Filer for reporting and billing. In 2013, DADS will be introducing computerized provider order entry to the physicians. To computerize order entry, interfaces between Avatar and CoCentrix Pro-Filer will be required. The project scope is for interfacing Admission Discharge Transfer (ADT) and medication orders from Avatar to CoCentrix Pro-Filer. HHS ITGC approved a formal project request form and it considers this a burning platform.

Department Of Alcohol And Drug Programs— Budget Unit 417 Net Expenditures by Cost Center

CC	Cost Center Name	FY 2012 Actuals	FY 2013 Approved	FY 2014 Base Budget	FY 2014 Recommended	Amount Chg From 2013 Approved	% Chg From 2013 Approved
4600	Administration Fund 0001	\$ 5,315,507	\$ 5,168,312	\$ 5,067,719	\$ 5,435,840	\$ 267,528	5.2%
4604	ITEC Projects Fund 0001	303,059	310,210	325,638	734,388	424,178	136.7%
4606	3 Principles Services Division -Fund 0001	620,536	647,240	663,980	663,980	16,740	2.6%
4607	Data Analysis & Evaluation Fund 0001	338,023	296,416	314,443	314,443	18,027	6.1%
4610	Children, Family & Community Svcs -F0001	3,352,271	3,697,404	3,774,723	3,774,723	77,319	2.1%
4612	HIV Svcs Fund 0001	264,267	236,904	243,386	243,386	6,482	2.7%
4620	Perinatal Substance Abuse Fund 0001	1,589,032	2,008,694	1,904,726	1,904,726	(103,968)	-5.2%
4630	Prevention Svcs Fund 0001	1,342,525	1,756,427	1,750,014	1,750,014	(6,413)	-0.4%
4640	Quality Improvement Fund 0001	985,646	1,150,297	1,180,745	1,180,745	30,448	2.6%
4642	Shelter Plus Care - Fund 0001	200,223	202,540	235,826	235,826	33,286	16.4%
4645	Adult Services Fund 0001	567,014	657,691	693,316	693,316	35,625	5.4%
4646	Employee Assist Prog Fund 0001	662,603	644,380	667,844	667,844	23,464	3.6%



Department Of Alcohol And Drug Programs— Budget Unit 417
Net Expenditures by Cost Center

CC	Cost Center Name	FY 2012 Actuals	FY 2013 Approved	FY 2014 Base Budget	FY 2014 Recommended	Amount Chg From 2013 Approved	% Chg From 2013 Approved
4650	Medical Services Fund 0001	2,703,486	2,610,485	2,790,594	2,790,594	180,109	6.9%
4652	Central Treatment & Recovery - Fund 0001	941,103	1,383,690	1,248,847	1,248,847	(134,843)	-9.7%
4654	East Valley Clinic Fund 0001	786,922	822,356	788,727	788,727	(33,629)	-4.1%
4655	Central Valley Clinic Fund 0001	1,453,704	1,353,327	1,886,126	1,886,126	532,799	39.4%
4656	North County Ctr Fund 0001	862	—	—	—	—	—
4657	South County Clinic Fund 0001	744,908	791,267	692,172	692,172	(99,095)	-12.5%
4658	East Valley Ctr Fund 0001	1,687	—	—	—	—	—
4659	West Valley Ctr Fund 0001	7,807	—	—	—	—	—
4670	Justice Svcs Fund 0001	1,262,092	1,054,801	1,054,682	1,054,682	(119)	0.0%
4671	Contract Svcs Fund 0001	7,981,741	10,427,449	10,434,041	10,434,041	6,592	0.1%
4672	SACPA Svcs Fund 0001	2,150,470	—	—	—	—	—
4673	Basn Svcs Fund 0001	439,480	1,174,292	1,185,888	1,185,888	11,596	1.0%
4676	Dependency Drug Treatment Ct Fund 0001	1,226,073	1,057,652	1,086,675	1,086,675	29,023	2.7%
4677	Gateway Assessment Fund 0001	645,861	723,234	773,484	773,484	50,250	6.9%
4678	Offender Treatment Program Fund 0001	2,166	—	—	—	—	—
4680	Offender Treatment Program III - Fund 0001	396,484	376,374	328,961	328,961	(47,413)	-12.6%
4682	Veterans Drug Court -F0001	380,231	169,027	131,293	131,293	(37,734)	-22.3%
4683	Comp Drug Court Imp-DDC Fund 0001	249,467	243,591	232,166	232,166	(11,425)	-4.7%
4684	Parolee Reentry Court Grant Fund 0001	145,658	144,000	—	—	(144,000)	-100.0%
4685	SAMSHA Treatment for Homeless Fund 0001	295,958	336,560	358,460	358,460	21,900	6.5%
4686	Criminal Justice Realignment -F0001	489,584	3,349,779	3,387,112	4,486,631	1,136,852	33.9%
4687	SAMHSA-Aftercare - F0001	67,525	291,186	280,826	280,826	(10,360)	-3.6%
Total Net Expenditures \$		37,913,974 \$	43,085,585 \$	43,482,414 \$	45,358,804 \$	2,273,219	5.3%



Department Of Alcohol And Drug Programs— Budget Unit 417
Gross Expenditures by Cost Center

CC	Cost Center Name	FY 2012 Actuals	FY 2013 Approved	FY 2014 Base Budget	FY 2014 Recommended	Amount Chg From 2013 Approved	% Chg From 2013 Approved
4600	Administration Fund 0001	\$ 5,729,580	\$ 5,534,426	\$ 5,433,833	\$ 5,801,954	\$ 267,528	4.8%
4604	ITEC Projects Fund 0001	303,059	310,210	325,638	734,388	424,178	136.7%
4606	3 Principles Services Division -Fund 0001	620,536	647,240	663,980	663,980	16,740	2.6%
4607	Data Analysis & Evaluation Fund 0001	338,023	296,416	314,443	314,443	18,027	6.1%
4610	Children, Family & Community Svcs -F0001	3,360,867	3,697,404	3,774,723	3,774,723	77,319	2.1%
4612	HIV Svcs Fund 0001	264,267	236,904	243,386	243,386	6,482	2.7%
4620	Perinatal Substance Abuse Fund 0001	2,269,932	2,689,594	2,621,464	2,621,464	(68,130)	-2.5%
4630	Prevention Svcs Fund 0001	1,342,525	1,756,427	1,750,014	1,750,014	(6,413)	-0.4%
4640	Quality Improvement Fund 0001	985,646	1,150,297	1,180,745	1,180,745	30,448	2.6%
4642	Shelter Plus Care - Fund 0001	200,223	202,540	235,826	235,826	33,286	16.4%
4645	Adult Services Fund 0001	590,091	790,871	826,496	826,496	35,625	4.5%
4646	Employee Assist Prog Fund 0001	662,603	644,380	667,844	667,844	23,464	3.6%
4650	Medical Services Fund 0001	2,716,410	2,631,485	2,811,594	2,811,594	180,109	6.8%
4652	Central Treatment & Recovery - Fund 0001	941,103	1,383,690	1,248,847	1,248,847	(134,843)	-9.7%
4654	East Valley Clinic Fund 0001	786,922	822,356	788,727	788,727	(33,629)	-4.1%
4655	Central Valley Clinic Fund 0001	1,453,704	1,355,827	1,886,126	1,886,126	530,299	39.1%
4656	North County Ctr Fund 0001	862	—	—	—	—	—
4657	South County Clinic Fund 0001	744,908	791,267	692,172	692,172	(99,095)	-12.5%
4658	East Valley Ctr Fund 0001	1,687	—	—	—	—	—
4659	West Valley Ctr Fund 0001	7,807	—	—	—	—	—
4670	Justice Svcs Fund 0001	1,262,092	1,054,801	1,054,682	1,054,682	(119)	0.0%
4671	Contract Svcs Fund 0001	7,981,741	10,427,449	10,434,041	10,434,041	6,592	0.1%
4672	SACPA Svcs Fund 0001	2,150,470	—	—	—	—	—
4673	Basn Svcs Fund 0001	439,480	1,174,292	1,185,888	1,185,888	11,596	1.0%
4675	Calworks Prog Fund 0001	641,813	62,000	62,000	62,000	—	—
4676	Dependency Drug Treatment Ct Fund 0001	1,328,874	1,071,551	1,086,675	1,086,675	15,124	1.4%
4677	Gateway Assessment Fund 0001	645,861	723,234	773,484	773,484	50,250	6.9%
4678	Offender Treatment Program Fund 0001	2,166	—	—	—	—	—
4680	Offender Treatment Program III - Fund 0001	476,567	487,440	328,961	328,961	(158,479)	-32.5%
4682	Veterans Drug Court -F0001	380,231	169,027	131,293	131,293	(37,734)	-22.3%
4683	Comp Drug Court Imp-DDC Fund 0001	249,467	243,591	232,166	232,166	(11,425)	-4.7%



Department Of Alcohol And Drug Programs— Budget Unit 417 Gross Expenditures by Cost Center

CC	Cost Center Name	FY 2012 Actuals	FY 2013 Approved	FY 2014 Base Budget	FY 2014 Recommended	Amount Chg From 2013 Approved	% Chg From 2013 Approved
4684	Parolee Reentry Court Grant Fund 0001	145,658	144,000	—	—	(144,000)	-100.0%
4685	SAMSHA Treatment for Homeless Fund 0001	295,958	336,560	358,460	358,460	21,900	6.5%
4686	Criminal Justice Realignment -F0001	489,584	3,349,779	3,387,112	4,486,631	1,136,852	33.9%
4687	SAMHSA-Aftercare - F0001	67,525	291,186	280,826	280,826	(10,360)	-3.6%
Total Gross Expenditures \$		39,878,240 \$	44,476,244 \$	44,781,446 \$	46,657,836 \$	2,181,592	4.9%

Department Of Alcohol And Drug Programs— Budget Unit 417 Expenditures by Object

Object	FY 2012 Actuals	FY 2013 Approved	FY 2014 Base Budget	FY 2014 Recommended	Amount Chg From 2013 Approved	% Chg From 2013 Approved
Salary and Benefits	16,862,994	18,247,978	18,815,325	19,175,965	927,987	5.1%
Services And Supplies	22,997,355	26,228,266	25,966,121	27,481,871	1,253,605	4.8%
Fixed Assets	17,891	—	—	—	—	—
Total Gross Expenditures \$	39,878,240 \$	44,476,244 \$	44,781,446 \$	46,657,836 \$	2,181,592	4.9%
Expenditure Transfers	(1,964,266)	(1,390,659)	(1,299,032)	(1,299,032)	91,627	-6.6%
Total Net Expenditures \$	37,913,974 \$	43,085,585 \$	43,482,414 \$	45,358,804 \$	2,273,219	5.3%

Department Of Alcohol And Drug Programs— Budget Unit 417 Revenues by Cost Center

CC	Cost Center Name	FY 2012 Actuals	FY 2013 Approved	FY 2014 Base Budget	FY 2014 Recommended	Amount Chg From 2013 Approved	% Chg From 2013 Approved
4600	Administration Fund 0001	\$ 9,729,827	\$ 9,736,417	\$ 9,900,929	\$ 9,900,929	\$ 164,512	1.7%
4606	3 Principles Services Division -Fund 0001	2,743	1,200	1,200	1,200	—	—
4610	Children, Family & Community Svcs -F0001	1,042,623	1,167,623	1,167,721	1,167,721	98	0.0%
4612	HIV Svcs Fund 0001	327,898	327,898	360,955	360,955	33,057	10.1%
4620	Perinatal Substance Abuse Fund 0001	1,206,195	1,215,673	1,215,673	1,215,673	—	—
4630	Prevention Svcs Fund 0001	2,104,660	2,440,385	2,431,954	2,431,954	(8,431)	-0.3%
4652	Central Treatment & Recovery - Fund 0001	4,966	9,713	9,713	9,713	—	—
4654	East Valley Clinic Fund 0001	42,165	37,000	41,200	41,200	4,200	11.4%
4655	Central Valley Clinic Fund 0001	95,404	85,000	82,000	82,000	(3,000)	-3.5%



Department Of Alcohol And Drug Programs— Budget Unit 417 Revenues by Cost Center

CC	Cost Center Name	FY 2012 Actuals	FY 2013 Approved	FY 2014 Base Budget	FY 2014 Recommended	Amount Chg From 2013 Approved	% Chg From 2013 Approved
4657	South County Clinic Fund 0001	62,521	50,300	30,150	30,150	(20,150)	-40.1%
4670	Justice Svcs Fund 0001	1,695,980	1,372,158	1,372,158	1,372,158	—	—
4671	Contract Svcs Fund 0001	4,305	—	—	—	—	—
4672	SACPA Svcs Fund 0001	57,083	—	—	—	—	—
4673	Basn Svcs Fund 0001	426,891	1,174,292	1,174,292	1,174,292	—	—
4682	Veterans Drug Court -F0001	308,897	75,064	—	—	(75,064)	-100.0%
4683	Comp Drug Court Imp-DDC Fund 0001	249,181	249,181	249,181	249,181	—	—
4684	Parolee Reentry Court Grant Fund 0001	161,850	144,000	—	—	(144,000)	-100.0%
4685	SAMSHA Treatment for Homeless Fund 0001	317,921	350,000	350,000	350,000	—	—
4686	Criminal Justice Realignment -F0001	348,588	3,349,779	3,382,036	4,978,820	1,629,041	48.6%
4687	SAMHSA-Aftercare - F0001	34,963	270,447	270,447	270,447	—	—
Total Revenues \$		18,224,661 \$	22,056,130 \$	22,039,609 \$	23,636,393 \$	1,580,263	7.2%

Administration Fund 0001 — Cost Center 4600 Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
Current Level Budget			
FY 2013 Approved Budget	11.0	\$ 5,168,312	\$ 9,736,417
Board Approved Adjustments During FY 2013	—	(6,247)	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	80,806	—
IntraCounty Adjustments	—	(28,019)	197,153
Other Adjustments	—	(147,133)	(32,641)
Subtotal (Current Level Budget)	11.0	\$ 5,067,719	\$ 9,900,929
Recommended Changes for FY 2014			
IntraCounty Adjustments	—	\$ —	\$ —
Decision Packages			
Transfer Management Analyst to SCVHHS	-1.0	(131,879)	—
Recognize MediCal Revenue to Increase Resources for CBOs	—	500,000	—
Information Technology			
Capital			
Subtotal (Recommended Changes)	-1.0	\$ 368,121	\$ —
Recommended Budget	10.0	\$ 5,435,840	\$ 9,900,929



ITEC Projects Fund 0001 — Cost Center 4604
Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
Current Level Budget			
FY 2013 Approved Budget	4.0	\$ 310,210	\$ —
Board Approved Adjustments During FY 2013	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	15,428	—
IntraCounty Adjustments	—	—	—
Other Adjustments	—	—	—
Subtotal (Current Level Budget)	4.0	\$ 325,638	\$ —
Recommended Changes for FY 2014			
IntraCounty Adjustments	—	\$ —	\$ —
Decision Packages			
Information Technology			
Methadone Clinic Avatar Interfaces	—	33,750	—
Electronic Health Record DADS' Contract Service Providers	—	375,000	—
Capital			
Subtotal (Recommended Changes)	—	\$ 408,750	\$ —
Recommended Budget	4.0	\$ 734,388	\$ —

3 Principles Services Division -Fund 0001 — Cost Center 4606
Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
Current Level Budget			
FY 2013 Approved Budget	4.0	\$ 647,240	\$ 1,200
Board Approved Adjustments During FY 2013	—	(66)	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	16,415	—
IntraCounty Adjustments	—	391	—
Other Adjustments	—	—	—
Subtotal (Current Level Budget)	4.0	\$ 663,980	\$ 1,200
Recommended Changes for FY 2014			
IntraCounty Adjustments	—	\$ —	\$ —
Decision Packages			
Information Technology			
Capital			
Subtotal (Recommended Changes)	—	\$ —	\$ —
Recommended Budget	4.0	\$ 663,980	\$ 1,200



Data Analysis & Evaluation Fund 0001 — Cost Center 4607 Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
Current Level Budget			
FY 2013 Approved Budget	3.0	\$ 296,416	\$ —
Board Approved Adjustments During FY 2013	—	4,873	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	13,154	—
IntraCounty Adjustments	—	—	—
Other Adjustments	—	—	—
Subtotal (Current Level Budget)	3.0	\$ 314,443	\$ —
Recommended Changes for FY 2014			
IntraCounty Adjustments	—	\$ —	\$ —
Decision Packages			
Information Technology			
Capital			
Subtotal (Recommended Changes)	—	\$ —	\$ —
Recommended Budget	3.0	\$ 314,443	\$ —

Children, Family & Community Svcs -F0001 — Cost Center 4610 Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
Current Level Budget			
FY 2013 Approved Budget	17.5	\$ 3,697,404	\$ 1,167,623
Board Approved Adjustments During FY 2013	—	(3,450)	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	75,753	—
IntraCounty Adjustments	—	5,016	—
Other Adjustments	—	—	98
Subtotal (Current Level Budget)	17.5	\$ 3,774,723	\$ 1,167,721
Recommended Changes for FY 2014			
IntraCounty Adjustments	—	\$ —	\$ —
Decision Packages			
Information Technology			
Capital			
Subtotal (Recommended Changes)	—	\$ —	\$ —
Recommended Budget	17.5	\$ 3,774,723	\$ 1,167,721



HIV Svcs Fund 0001 — Cost Center 4612

Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
Current Level Budget			
FY 2013 Approved Budget	2.0	\$ 236,904	\$ 327,898
Board Approved Adjustments During FY 2013	—	(114)	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	6,596	—
IntraCounty Adjustments	—	—	—
Other Adjustments	—	—	33,057
Subtotal (Current Level Budget)	2.0	\$ 243,386	\$ 360,955
Recommended Changes for FY 2014			
IntraCounty Adjustments	—	\$ —	\$ —
Decision Packages			
Information Technology			
Capital			
Subtotal (Recommended Changes)	—	\$ —	\$ —
Recommended Budget	2.0	\$ 243,386	\$ 360,955

Perinatal Substance Abuse Fund 0001 — Cost Center 4620

Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
Current Level Budget			
FY 2013 Approved Budget	7.5	\$ 2,008,694	\$ 1,215,673
Board Approved Adjustments During FY 2013	—	(8,904)	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	-1.0	(109,484)	—
IntraCounty Adjustments	—	(21,418)	—
Other Adjustments	—	35,838	—
Subtotal (Current Level Budget)	6.5	\$ 1,904,726	\$ 1,215,673
Recommended Changes for FY 2014			
IntraCounty Adjustments	—	\$ —	\$ —
Decision Packages			
Information Technology			
Capital			
Subtotal (Recommended Changes)	—	\$ —	\$ —
Recommended Budget	6.5	\$ 1,904,726	\$ 1,215,673



Prevention Svcs Fund 0001 — Cost Center 4630
Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
Current Level Budget			
FY 2013 Approved Budget	8.0	\$ 1,756,427	\$ 2,440,385
Board Approved Adjustments During FY 2013	—	(3,874)	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	(4,462)	—
IntraCounty Adjustments	—	1,923	—
Other Adjustments	—	—	(8,431)
Subtotal (Current Level Budget)	8.0	\$ 1,750,014	\$ 2,431,954
Recommended Changes for FY 2014			
IntraCounty Adjustments	—	\$ —	\$ —
Decision Packages			
Information Technology			
Capital			
Subtotal (Recommended Changes)	—	\$ —	\$ —
Recommended Budget	8.0	\$ 1,750,014	\$ 2,431,954

Quality Improvement Fund 0001 — Cost Center 4640
Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
Current Level Budget			
FY 2013 Approved Budget	9.0	\$ 1,150,297	\$ —
Board Approved Adjustments During FY 2013	—	(12,836)	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	40,972	—
IntraCounty Adjustments	—	2,312	—
Other Adjustments	—	—	—
Subtotal (Current Level Budget)	9.0	\$ 1,180,745	\$ —
Recommended Changes for FY 2014			
IntraCounty Adjustments	—	\$ —	\$ —
Decision Packages			
Information Technology			
Capital			
Subtotal (Recommended Changes)	—	\$ —	\$ —
Recommended Budget	9.0	\$ 1,180,745	\$ —



Shelter Plus Care - Fund 0001 — Cost Center 4642 Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
Current Level Budget			
FY 2013 Approved Budget	2.0	\$ 202,540	\$ —
Board Approved Adjustments During FY 2013	—	(959)	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	32,120	—
IntraCounty Adjustments	—	2,125	—
Other Adjustments	—	—	—
Subtotal (Current Level Budget)	2.0	\$ 235,826	\$ —
Recommended Changes for FY 2014			
IntraCounty Adjustments	—	\$ —	\$ —
Decision Packages			
Information Technology			
Capital			
Subtotal (Recommended Changes)	—	\$ —	\$ —
Recommended Budget	2.0	\$ 235,826	\$ —

Adult Services Fund 0001 — Cost Center 4645 Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
Current Level Budget			
FY 2013 Approved Budget	6.0	\$ 657,691	\$ —
Board Approved Adjustments During FY 2013	—	(4,811)	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	39,493	—
IntraCounty Adjustments	—	943	—
Other Adjustments	—	—	—
Subtotal (Current Level Budget)	6.0	\$ 693,316	\$ —
Recommended Changes for FY 2014			
IntraCounty Adjustments	—	\$ —	\$ —
Decision Packages			
Information Technology			
Capital			
Subtotal (Recommended Changes)	—	\$ —	\$ —
Recommended Budget	6.0	\$ 693,316	\$ —



Employee Assist Prog Fund 0001 — Cost Center 4646
Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
Current Level Budget			
FY 2013 Approved Budget	5.0	\$ 644,380	\$ —
Board Approved Adjustments During FY 2013	—	(346)	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	22,724	—
IntraCounty Adjustments	—	1,086	—
Other Adjustments	—	—	—
Subtotal (Current Level Budget)	5.0	\$ 667,844	\$ —
Recommended Changes for FY 2014			
IntraCounty Adjustments	—	\$ —	\$ —
Decision Packages			
Information Technology			
Capital			
Subtotal (Recommended Changes)	—	\$ —	\$ —
Recommended Budget	5.0	\$ 667,844	\$ —

Medical Services Fund 0001 — Cost Center 4650
Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
Current Level Budget			
FY 2013 Approved Budget	19.0	\$ 2,610,485	\$ —
Board Approved Adjustments During FY 2013	—	(2,959)	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	183,063	—
IntraCounty Adjustments	—	5	—
Other Adjustments	—	—	—
Subtotal (Current Level Budget)	19.0	\$ 2,790,594	\$ —
Recommended Changes for FY 2014			
IntraCounty Adjustments	—	\$ —	\$ —
Decision Packages			
Information Technology			
Capital			
Subtotal (Recommended Changes)	—	\$ —	\$ —
Recommended Budget	19.0	\$ 2,790,594	\$ —



Central Treatment & Recovery - Fund 0001 — Cost Center 4652
Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
Current Level Budget			
FY 2013 Approved Budget	12.5	\$ 1,383,690	\$ 9,713
Board Approved Adjustments During FY 2013	—	(10,520)	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	-1.0	(132,843)	—
IntraCounty Adjustments	—	8,520	—
Other Adjustments	—	—	—
Subtotal (Current Level Budget)	11.5	\$ 1,248,847	\$ 9,713
Recommended Changes for FY 2014			
IntraCounty Adjustments	—	\$ —	\$ —
Decision Packages			
Information Technology			
Capital			
Subtotal (Recommended Changes)	—	\$ —	\$ —
Recommended Budget	11.5	\$ 1,248,847	\$ 9,713

East Valley Clinic Fund 0001 — Cost Center 4654
Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
Current Level Budget			
FY 2013 Approved Budget	7.0	\$ 822,356	\$ 37,000
Board Approved Adjustments During FY 2013	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	-1.0	(41,714)	—
IntraCounty Adjustments	—	233	—
Other Adjustments	—	7,852	4,200
Subtotal (Current Level Budget)	6.0	\$ 788,727	\$ 41,200
Recommended Changes for FY 2014			
IntraCounty Adjustments	—	\$ —	\$ —
Decision Packages			
Information Technology			
Capital			
Subtotal (Recommended Changes)	—	\$ —	\$ —
Recommended Budget	6.0	\$ 788,727	\$ 41,200



Central Valley Clinic Fund 0001 — Cost Center 4655
Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
Current Level Budget			
FY 2013 Approved Budget	13.0	\$ 1,353,327	\$ 85,000
Board Approved Adjustments During FY 2013	—	(1,785)	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	4.0	534,699	—
IntraCounty Adjustments	—	2,385	—
Other Adjustments	—	(2,500)	(3,000)
Subtotal (Current Level Budget)	17.0	\$ 1,886,126	\$ 82,000
Recommended Changes for FY 2014			
IntraCounty Adjustments	—	\$ —	\$ —
Decision Packages			
Information Technology			
Capital			
Subtotal (Recommended Changes)	—	\$ —	\$ —
Recommended Budget	17.0	\$ 1,886,126	\$ 82,000

South County Clinic Fund 0001 — Cost Center 4657
Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
Current Level Budget			
FY 2013 Approved Budget	6.0	\$ 791,267	\$ 50,300
Board Approved Adjustments During FY 2013	—	(86)	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	-1.0	(108,602)	—
IntraCounty Adjustments	—	(309)	—
Other Adjustments	—	9,902	(20,150)
Subtotal (Current Level Budget)	5.0	\$ 692,172	\$ 30,150
Recommended Changes for FY 2014			
IntraCounty Adjustments	—	\$ —	\$ —
Decision Packages			
Information Technology			
Capital			
Subtotal (Recommended Changes)	—	\$ —	\$ —
Recommended Budget	5.0	\$ 692,172	\$ 30,150



Justice Svcs Fund 0001 — Cost Center 4670
Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
Current Level Budget			
FY 2013 Approved Budget	— \$	1,054,801 \$	\$ 1,372,158
Board Approved Adjustments During FY 2013	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
IntraCounty Adjustments	—	(119)	—
Other Adjustments	—	—	—
Subtotal (Current Level Budget)	— \$	1,054,682 \$	\$ 1,372,158
Recommended Changes for FY 2014			
IntraCounty Adjustments	— \$	— \$	—
Decision Packages			
Information Technology			
Capital			
Subtotal (Recommended Changes)	— \$	— \$	—
Recommended Budget	— \$	1,054,682 \$	\$ 1,372,158

Contract Svcs Fund 0001 — Cost Center 4671
Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
Current Level Budget			
FY 2013 Approved Budget	— \$	10,427,449 \$	\$ —
Board Approved Adjustments During FY 2013	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
IntraCounty Adjustments	—	6,592	—
Other Adjustments	—	—	—
Subtotal (Current Level Budget)	— \$	10,434,041 \$	—
Recommended Changes for FY 2014			
IntraCounty Adjustments	— \$	— \$	—
Decision Packages			
Information Technology			
Capital			
Subtotal (Recommended Changes)	— \$	— \$	—
Recommended Budget	— \$	10,434,041 \$	—



Basn Svcs Fund 0001 — Cost Center 4673
Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
Current Level Budget			
FY 2013 Approved Budget	2.0	\$ 1,174,292	\$ 1,174,292
Board Approved Adjustments During FY 2013	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	10,636	—
IntraCounty Adjustments	—	960	—
Other Adjustments	—	—	—
Subtotal (Current Level Budget)	2.0	\$ 1,185,888	\$ 1,174,292
Recommended Changes for FY 2014			
IntraCounty Adjustments	—	\$ —	\$ —
Decision Packages			
Information Technology			
Capital			
Subtotal (Recommended Changes)	—	\$ —	\$ —
Recommended Budget	2.0	\$ 1,185,888	\$ 1,174,292

Calworks Prog Fund 0001 — Cost Center 4675
Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
Current Level Budget			
FY 2013 Approved Budget	—	\$ —	\$ —
Board Approved Adjustments During FY 2013	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
IntraCounty Adjustments	—	—	—
Other Adjustments	—	—	—
Subtotal (Current Level Budget)	—	\$ —	\$ —
Recommended Changes for FY 2014			
IntraCounty Adjustments	—	\$ —	\$ —
Decision Packages			
Information Technology			
Capital			
Subtotal (Recommended Changes)	—	\$ —	\$ —
Recommended Budget	—	\$ —	\$ —



Dependency Drug Treatment Ct Fund 0001 — Cost Center 4676
Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
Current Level Budget			
FY 2013 Approved Budget	4.0	\$ 1,057,652	\$ —
Board Approved Adjustments During FY 2013	—	(577)	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	15,401	—
IntraCounty Adjustments	—	14,199	—
Other Adjustments	—	—	—
Subtotal (Current Level Budget)	4.0	\$ 1,086,675	\$ —
Recommended Changes for FY 2014			
IntraCounty Adjustments	—	\$ —	\$ —
Decision Packages			
Information Technology			
Capital			
Subtotal (Recommended Changes)	—	\$ —	\$ —
Recommended Budget	4.0	\$ 1,086,675	\$ —

Gateway Assessment Fund 0001 — Cost Center 4677
Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
Current Level Budget			
FY 2013 Approved Budget	8.0	\$ 723,234	\$ —
Board Approved Adjustments During FY 2013	—	502	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	49,178	—
IntraCounty Adjustments	—	570	—
Other Adjustments	—	—	—
Subtotal (Current Level Budget)	8.0	\$ 773,484	\$ —
Recommended Changes for FY 2014			
IntraCounty Adjustments	—	\$ —	\$ —
Decision Packages			
Information Technology			
Capital			
Subtotal (Recommended Changes)	—	\$ —	\$ —
Recommended Budget	8.0	\$ 773,484	\$ —



Offender Treatment Program III - Fund 0001 — Cost Center 4680 Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
Current Level Budget			
FY 2013 Approved Budget	6.0	\$ 376,374	\$ —
Board Approved Adjustments During FY 2013	-2.0	(182,804)	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	107,094	—
IntraCounty Adjustments	—	3,493	—
Other Adjustments	—	24,804	—
Subtotal (Current Level Budget)	4.0	\$ 328,961	\$ —
Recommended Changes for FY 2014			
IntraCounty Adjustments	—	\$ —	\$ —
Decision Packages			
Information Technology			
Capital			
Subtotal (Recommended Changes)	—	\$ —	\$ —
Recommended Budget	4.0	\$ 328,961	\$ —

Veterans Drug Court -F0001 — Cost Center 4682 Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
Current Level Budget			
FY 2013 Approved Budget	1.0	\$ 169,027	\$ 75,064
Board Approved Adjustments During FY 2013	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	4,257	—
IntraCounty Adjustments	—	1,528	—
Other Adjustments	—	(43,519)	(75,064)
Subtotal (Current Level Budget)	1.0	\$ 131,293	\$ —
Recommended Changes for FY 2014			
IntraCounty Adjustments	—	\$ —	\$ —
Decision Packages			
Information Technology			
Capital			
Subtotal (Recommended Changes)	—	\$ —	\$ —
Recommended Budget	1.0	\$ 131,293	\$ —



Comp Drug Court Imp-DDC Fund 0001 — Cost Center 4683
Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
Current Level Budget			
FY 2013 Approved Budget	2.0	\$ 243,591	\$ 249,181
Board Approved Adjustments During FY 2013	-1.0	(3,939)	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	(8,056)	—
IntraCounty Adjustments	—	570	—
Other Adjustments	—	—	—
Subtotal (Current Level Budget)	1.0	\$ 232,166	\$ 249,181
Recommended Changes for FY 2014			
IntraCounty Adjustments	—	\$ —	\$ —
Decision Packages			
Information Technology			
Capital			
Subtotal (Recommended Changes)	—	\$ —	\$ —
Recommended Budget	1.0	\$ 232,166	\$ 249,181

Parolee Reentry Court Grant Fund 0001 — Cost Center 4684
Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
Current Level Budget			
FY 2013 Approved Budget	—	\$ 144,000	\$ 144,000
Board Approved Adjustments During FY 2013	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
IntraCounty Adjustments	—	—	—
Other Adjustments	—	(144,000)	(144,000)
Subtotal (Current Level Budget)	—	\$ —	\$ —
Recommended Changes for FY 2014			
IntraCounty Adjustments	—	\$ —	\$ —
Decision Packages			
Information Technology			
Capital			
Subtotal (Recommended Changes)	—	\$ —	\$ —
Recommended Budget	—	\$ —	\$ —



SAMSHA Treatment for Homeless Fund 0001 — Cost Center 4685 Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
Current Level Budget			
FY 2013 Approved Budget	1.0	\$ 336,560	\$ 350,000
Board Approved Adjustments During FY 2013	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	18,138	—
IntraCounty Adjustments	—	3,762	—
Other Adjustments	—	—	—
Subtotal (Current Level Budget)	1.0	\$ 358,460	\$ 350,000
Recommended Changes for FY 2014			
IntraCounty Adjustments	—	\$ —	\$ —
Decision Packages			
Information Technology			
Capital			
Subtotal (Recommended Changes)	—	\$ —	\$ —
Recommended Budget	1.0	\$ 358,460	\$ 350,000

Criminal Justice Realignment -F0001 — Cost Center 4686 Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
Current Level Budget			
FY 2013 Approved Budget	3.0	\$ 3,349,779	\$ 3,349,779
Board Approved Adjustments During FY 2013	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	37,333	—
IntraCounty Adjustments	—	—	32,257
Other Adjustments	—	—	—
Subtotal (Current Level Budget)	3.0	\$ 3,387,112	\$ 3,382,036
Recommended Changes for FY 2014			
IntraCounty Adjustments	—	\$ —	\$ —
Decision Packages			
Public Safety Realignment (AB109)-Alcohol and Drug Services	4.0	1,099,519	1,596,784
Information Technology			
Capital			
Subtotal (Recommended Changes)	4.0	\$ 1,099,519	\$ 1,596,784
Recommended Budget	7.0	\$ 4,486,631	\$ 4,978,820

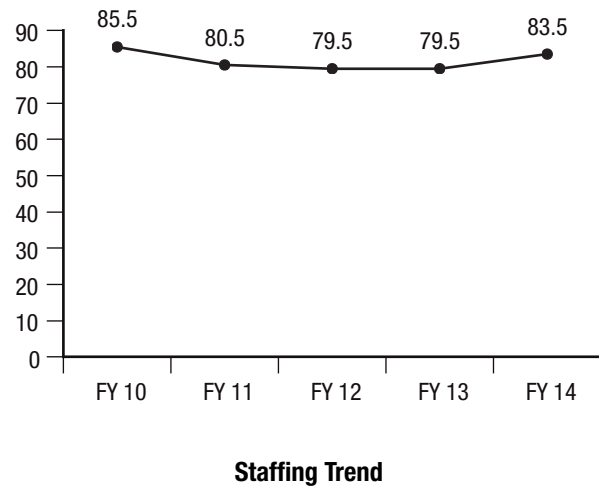
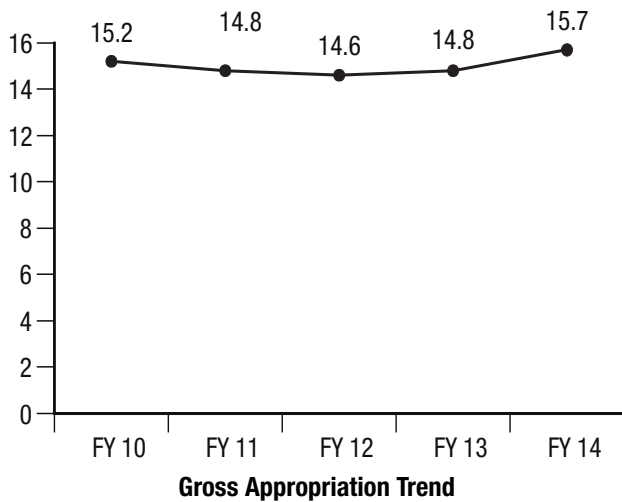
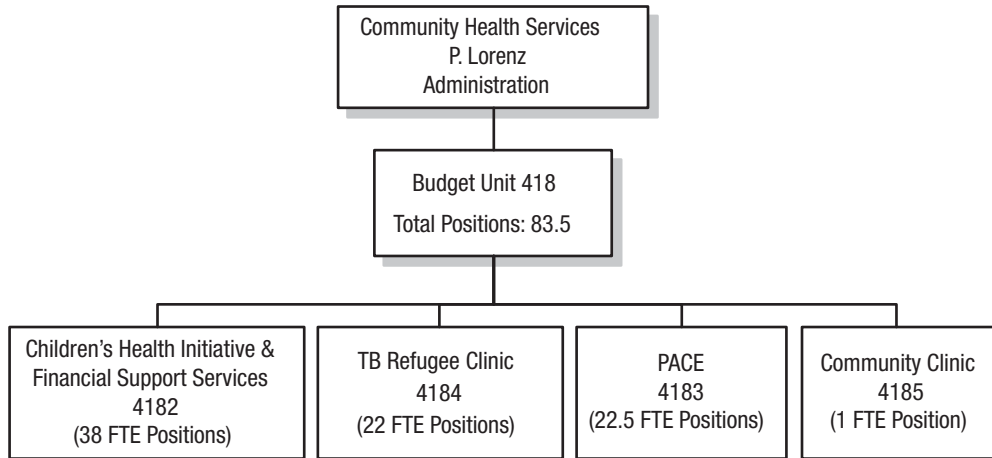


SAMHSA-Aftercare - F0001 — Cost Center 4687
Major Changes to the Budget

	Positions	Appropriations		Revenues
General Fund (Fund Number 0001)				
Current Level Budget				
FY 2013 Approved Budget	2.0	\$	291,186	\$ 270,447
Board Approved Adjustments During FY 2013	—		—	—
Cost to Maintain Current Program Services				
Salary and Benefit Adjustments	—		(10,660)	—
IntraCounty Adjustments	—		300	—
Other Adjustments	—		—	—
Subtotal (Current Level Budget)	2.0	\$	280,826	\$ 270,447
Recommended Changes for FY 2014				
IntraCounty Adjustments	—	\$	—	\$ —
Decision Packages				
Information Technology				
Capital				
Subtotal (Recommended Changes)	—	\$	—	\$ —
Recommended Budget	2.0	\$	280,826	\$ 270,447



Community Health Services



Public Purpose

Promote the health and well-being of children and families in Santa Clara County by:

- ➔ Providing access to comprehensive health insurance for all children
- ➔ Providing access to public health clinical services to ensure a healthy community and reduction of health risk



Description of Major Services

Community Health Services (CHS) performs three unique functions: Financial Support Services (FSS), which increases access to healthcare services for county residents and revenue for health care services provided by SCVHHS by enrolling children, adults and seniors in appropriate public health insurance programs; Public Health Clinics (PHC), which provides health assessments and treatments for residents with HIV and/or TB; and Community Clinics (CC), which provides financial support to our partners, the community clinics, to assist the County in fulfilling the County's Welfare Institutions Code Section 17000 requirements.

Financial Support Services

Financial Support Services staff in the Patient Access Department assist County residents in applying for a number of coverage and insurance programs. Staff is mainly funded by programs such as Medi-Cal Administrative Activities (MAA) and expenditure transfers to Santa Clara Valley Medical Center (SCVMC). In addition, the FSS staff's successful outreach and enrollment of clients positively affects SCVMC, Public Health, Mental Health, and Drug & Alcohol Departments finances. As more clients are converted from uninsured to insured, services provided

can be billed to a third party instead of solely using the County's General Fund to fund the service. This is also the case for community-based organizations that serve publicly insured patients, as enrolled patients can also seek care at those locations.

The trend in state and federal policies has been to make it more difficult for people to qualify for and retain their benefits in public programs, which increases the time FSS staff must spend with each client. However, this trend should change under the Health Care Reform Act. The FSS unit's work has also grown with enrollment for Valley Care, a new coverage program for low-income documented residents of Santa Clara County. Under the Health Care Reform Act, FSS staff will have more programs to screen for.

Public Health Clinics

CHS includes two clinics: the Ira Greene Partners in AIDS Care and Education (PACE) Clinic and the TB Clinic. The PACE Clinic provides comprehensive HIV/AIDS services, including medical, psychiatric and licensed clinical social work counseling, nutrition, health education, medical case management, and more.

The funding for these services is primarily through Federal and State grants (~75%), which require a Maintenance of Effort in continuing County funding.

The TB Clinic receives grant funding through TB Control and the State Refugee Health Branch, and is a Federal Qualified Health Center site. TB services require a richer mix of staff than a primary care clinic because of the communicable disease risk and a greater need for compliance in treatment to protect the public's health.

The TB Clinic also provides the Refugee Health Assessment for newly arriving refugees, requiring a special language and skill mix.

Community Clinics

The community clinics face similar funding reduction threats as does SCVHHS. It is important to help community clinics be viable to expand the safety net structure in the county. They have the same mission as SCVMC and are important partners in the healthcare safety net.

Current and Emerging Issues

Financial Support Services - Patient Access

The Patient Access Department will continue to provide financial counseling assistance in the areas of: Emergency Department, Express Care, Admitting, Inpatient, Outpatient and Community Clinics.

The Patient Access Department is moving toward a pro-active and progressive model of completing the front end processes, registration and financial screening. This work will expand with new processes in HealthLink, the new SCVHHS electronic health record system.

Federal Health Care Reform will require expanded enrollment activities on the part of the Patient Access Department. The next phase will include screening and enrollment of over 30,000 individuals as part of the Medi-Cal expansion and 90,000 in the Health Benefit Exchange.

Refugee Health Program

For refugee populations, the major issue is tying them into ongoing care for the medical problems identified through their initial exams. Refugees lose their Medi-Cal benefits at eight months, dental care for adults is virtually unavailable, and mental health care for many of refugees is a priority. Through a partnership with the Centers for Survivors of Torture, on-site screening for refugees who may be suffering from PTSD, anxiety and depression is provided, which has been extremely helpful for patients.

PACE Clinic

For HIV/AIDS care, there has been an increase in patients as people lose their healthcare insurance with the loss of jobs. The Federal Health Resources and Services Administration has become much more stringent in reporting requirements, which the Department is hoping will be easier once the HealthLink project is implemented. There is an increase in re-infection with TB, syphilis, and Hepatitis C among PACE Clinic patients, all of which negatively impact maintenance of optimal health for those infected with HIV.

Many of the patients who are currently covered by Ryan White grant funded programs qualify for the Low Income Health Program (LIHP). Over the next year, the clinic will continue an effort to transfer the patients to LIHP and then into the Medi-Cal expansion, thus reducing the number of patients eligible for coverage under Ryan White.

Summary of County Executive's Recommendations

Description	Impact	Impact on Services	Position Impact	FY 2014 Ongoing Net Cost/(Savings)	FY 2014 One-Time Net Cost/(Savings)
PACE Clinic - Customer Service and Data Reporting	↑	Improve customer experience and meet ongoing data reporting requirements.	1.0	—	—
↑ — Enhanced ◆ — Modified ● — No Change ↓ — Reduced ☒ — Eliminated					

County Executive's Recommendation

↑ PACE Clinic - Customer Service and Data Reporting

Recommended Action: Add 1.0 FTE Health Services Representative (HSR) to the PACE Clinic funded by Delivery System Reform Incentive Payment (DSRIP) Revenue.

Service Impact: The PACE Clinic currently has 2.0 FTE HSR positions. These staff support both the PACE and the Infectious Disease clinicians. PACE Clinic client volume has increased consistently over the past 12 years with an overall increase from 827 clients to 1,230 clients, an increase of 49% with no change in staff resources. Staff functions include pre-registration, printing medication lists, following up with no-shows, answering phones, entering data into the mandated ARIES system and interacting with clients. Recently

staff have been unable to keep up with calls for missed appointments leading to a decrease in Retention of Care to 81%. Retention of Care is a key indicator for DSRIP and community standards for care. An analysis of HSR to clinician ratios in various SCVHHS Ambulatory Care settings showed that the PACE Clinic HSR workload per FTE was about 20% higher than in other clinic settings.

Adding this position will enhance both customer experience and throughput and will enable the Clinic to keep pace with Ryan White, DSRIP and other data reporting requirements.

Position Added: 1.0 FTE
Ongoing Net Cost: \$0

Ongoing Cost of \$80,283 is fully offset by DSRIP revenue

Community Health Services— Budget Unit 418 Net Expenditures by Cost Center

CC	Cost Center Name	FY 2012 Actuals	FY 2013 Approved	FY 2014 Base Budget	FY 2014 Recommended	Amount Chg From 2013 Approved	% Chg From 2013 Approved
4181	School Linked Svcs Fund 0001	\$ 243	\$ —	\$ —	\$ —	—	—
4182	Children's Hlth Initiative & Outreach Fund 0001	3,802,214	4,350,173	4,611,070	4,611,070	260,897	6.0%
4183	Partners in AIDS Care & Education Fund 0001	2,335,353	1,844,634	2,244,214	2,324,497	479,863	26.0%
4184	TB Refugee Clinic Fund 0001	2,979,285	3,226,826	3,378,508	3,378,508	151,682	4.7%
4185	Community Clinics Fund 0001	3,296,215	3,445,705	3,326,187	3,326,187	(119,518)	-3.5%
Total Net Expenditures		\$ 12,413,309	\$ 12,867,338	\$ 13,559,979	\$ 13,640,262	\$ 772,924	6.0%



Community Health Services— Budget Unit 418 Gross Expenditures by Cost Center

CC	Cost Center Name	FY 2012 Actuals	FY 2013 Approved	FY 2014 Base Budget	FY 2014 Recommended	Amount Chg From 2013 Approved	% Chg From 2013 Approved
4181	School Linked Svcs Fund 0001	\$ 243	\$ —	\$ —	\$ —	—	—
4182	Children's Hlth Initiative & Outreach Fund 0001	3,802,214	4,350,173	4,611,070	4,611,070	260,897	6.0%
4183	Partners in AIDS Care & Education Fund 0001	3,474,684	3,552,587	4,075,299	4,155,582	602,995	17.0%
4184	TB Refugee Clinic Fund 0001	3,143,964	3,408,432	3,560,114	3,560,114	151,682	4.5%
4185	Community Clinics Fund 0001	3,296,215	3,445,705	3,326,187	3,326,187	(119,518)	-3.5%
Total Gross Expenditures		\$ 13,717,319	\$ 14,756,897	\$ 15,572,670	\$ 15,652,953	\$ 896,056	6.1%

Community Health Services— Budget Unit 418 Expenditures by Object

Object	FY 2012 Actuals	FY 2013 Approved	FY 2014 Base Budget	FY 2014 Recommended	Amount Chg From 2013 Approved	% Chg From 2013 Approved
Salary and Benefits	7,757,114	8,318,533	9,245,835	9,326,118	1,007,585	12.1%
Services And Supplies	5,960,205	6,438,364	6,326,835	6,326,835	(111,529)	-1.7%
Total Gross Expenditures	\$ 13,717,319	\$ 14,756,897	\$ 15,572,670	\$ 15,652,953	\$ 896,056	6.1%
Expenditure Transfers	(1,304,010)	(1,889,559)	(2,012,691)	(2,012,691)	(123,132)	6.5%
Total Net Expenditures	\$ 12,413,309	\$ 12,867,338	\$ 13,559,979	\$ 13,640,262	\$ 772,924	6.0%

Community Health Services— Budget Unit 418 Revenues by Cost Center

CC	Cost Center Name	FY 2012 Actuals	FY 2013 Approved	FY 2014 Base Budget	FY 2014 Recommended	Amount Chg From 2013 Approved	% Chg From 2013 Approved
4182	Children's Hlth Initiative & Outreach Fund 0001	2,436,815	1,914,094	1,914,094	1,914,094	—	—
4183	Partners in AIDS Care & Education Fund 0001	1,184,981	1,164,721	1,832,827	1,913,110	748,389	64.3%
4184	TB Refugee Clinic Fund 0001	2,664,747	2,935,800	2,899,684	2,899,684	(36,116)	-1.2%
Total Revenues		\$ 6,286,543	\$ 6,014,615	\$ 6,646,605	\$ 6,726,888	\$ 712,273	11.8%



Children's Hlth Initiative & Outreach Fund 0001 — Cost Center 4182 Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
Current Level Budget			
FY 2013 Approved Budget	38.0	\$ 4,350,173	\$ 1,914,094
Board Approved Adjustments During FY 2013	—	(5,303)	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	268,330	—
IntraCounty Adjustments	—	(2,130)	—
Other Adjustments	—	—	—
Subtotal (Current Level Budget)	38.0	\$ 4,611,070	\$ 1,914,094
Recommended Changes for FY 2014			
IntraCounty Adjustments	—	\$ —	\$ —
Decision Packages			
Information Technology			
Capital			
Subtotal (Recommended Changes)	—	\$ —	\$ —
Recommended Budget	38.0	\$ 4,611,070	\$ 1,914,094

Partners in AIDS Care & Education Fund 0001 — Cost Center 4183 Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
Current Level Budget			
FY 2013 Approved Budget	18.5	\$ 1,844,634	\$ 1,164,721
Board Approved Adjustments During FY 2013	3.0	307,263	576,814
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	172,690	—
IntraCounty Adjustments	—	(116,739)	—
Other Adjustments	—	36,366	91,292
Subtotal (Current Level Budget)	21.5	\$ 2,244,214	\$ 1,832,827
Recommended Changes for FY 2014			
IntraCounty Adjustments	—	\$ —	\$ —
Decision Packages			
PACE Clinic - Customer Service and Data Reporting	1.0	80,283	80,283
Information Technology			
Capital			
Subtotal (Recommended Changes)	1.0	\$ 80,283	\$ 80,283
Recommended Budget	22.5	\$ 2,324,497	\$ 1,913,110



TB Refugee Clinic Fund 0001 — Cost Center 4184
Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
Current Level Budget			
FY 2013 Approved Budget	22.0 \$	3,226,826 \$	2,935,800
Board Approved Adjustments During FY 2013	—	751	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	85,871	—
IntraCounty Adjustments	—	3,590	—
Other Adjustments	—	61,470	(36,116)
Subtotal (Current Level Budget)	22.0 \$	3,378,508 \$	2,899,684
Recommended Changes for FY 2014			
IntraCounty Adjustments	— \$	— \$	—
Decision Packages			
Information Technology			
Capital			
Subtotal (Recommended Changes)	— \$	— \$	—
Recommended Budget	22.0 \$	3,378,508 \$	2,899,684

Community Clinics Fund 0001 — Cost Center 4185
Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
Current Level Budget			
FY 2013 Approved Budget	1.0 \$	3,445,705 \$	—
Board Approved Adjustments During FY 2013	—	(52)	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	5,001	—
IntraCounty Adjustments	—	(124,467)	—
Other Adjustments	—	—	—
Subtotal (Current Level Budget)	1.0 \$	3,326,187 \$	—
Recommended Changes for FY 2014			
IntraCounty Adjustments	— \$	— \$	—
Decision Packages			
Information Technology			
Capital			
Subtotal (Recommended Changes)	— \$	— \$	—
Recommended Budget	1.0 \$	3,326,187 \$	—



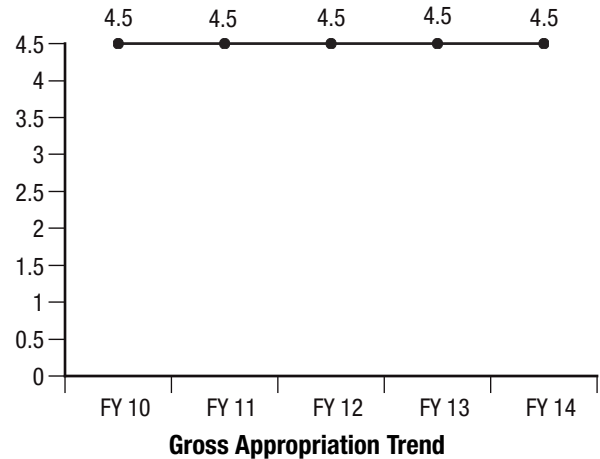
Children's Health Initiative

Overview

The Santa Clara County Board of Supervisors approved the creation of the Children's Health Initiative (CHI) in 2000. The goal of CHI has been to provide comprehensive health, dental and vision coverage for 100% of the uninsured children in Santa Clara County whose families earn 300% of the federal poverty level or below. To meet this goal, CHI established significant program principles:

- Every child in Santa Clara County shall have real access to regular health care as a result of being insured.
- No uninsured child who is a resident of Santa Clara County and whose parents earn at or below 300 percent of the federal poverty level shall be turned away from receiving health coverage.
- The outreach plan shall become a model "best practices" program within the State of California, with elements that include education of families on the appropriate use of benefits and the health care system, and improvement of enrollment retention.

A key component in the development and success of the CHI was the creation of the Healthy Kids insurance product, which allowed all low-to-moderate income families to access health insurance for their children. Healthy Kids provides a health insurance option for families whose income or status preclude them from enrolling in Medi-Cal or Healthy Families. Since the first child applied for Healthy Kids in 2001, more than 215,000 children have been assisted in enrolling for the three programs. When the CHI was created, 2/3 of the 71,000 uninsured children in the county were eligible for government programs but had not enrolled. This has decreased significantly; now there are only an estimated 18,000 uninsured children in Santa Clara County.



In addition, Santa Clara County's CHI program was replicated in 29 other counties across the state, demonstrating the success and value of the approach. Some of the CHIs have closed their programs due to fund raising difficulties, but all remain committed to connecting children to healthcare.

Each year since 2000, the Board of Supervisors has allocated \$3,000,000 from Tobacco Settlement Funds to underwrite premiums for children; these funds are leveraged to draw additional funding from cities, foundations, businesses and private philanthropy.

Beginning in 2006, this program began to draw down federal matching funds for health insurance for qualified children in the Healthy Kids program whose families earn between 250-300% of the Federal Poverty Level (FPL) and are legal residents.

Healthy Children— Budget Unit 612 Net Expenditures by Cost Center

CC	Cost Center Name	FY 2012 Actuals	FY 2013 Approved	FY 2014 Base Budget	FY 2014 Recommended	Amount Chg From 2013 Approved	% Chg From 2013 Approved
6112	Healthy Children Fund 0012	\$ 3,211,092	\$ 4,500,000	\$ 4,500,000	\$ 4,500,000	\$ —	—
Total Net Expenditures		\$ 3,211,092	\$ 4,500,000	\$ 4,500,000	\$ 4,500,000	\$ —	—

Healthy Children— Budget Unit 612 Gross Expenditures by Cost Center

CC	Cost Center Name	FY 2012 Actuals	FY 2013 Approved	FY 2014 Base Budget	FY 2014 Recommended	Amount Chg From 2013 Approved	% Chg From 2013 Approved
6112	Healthy Children Fund 0012	\$ 3,211,092	\$ 4,500,000	\$ 4,500,000	\$ 4,500,000	\$ —	—
Total Gross Expenditures		\$ 3,211,092	\$ 4,500,000	\$ 4,500,000	\$ 4,500,000	\$ —	—

Healthy Children— Budget Unit 612 Expenditures by Object

Object	FY 2012 Actuals	FY 2013 Approved	FY 2014 Base Budget	FY 2014 Recommended	Amount Chg From 2013 Approved	% Chg From 2013 Approved
Services And Supplies	3,211,092	4,500,000	4,500,000	4,500,000	—	—
Total Net Expenditures	\$ 3,211,092	\$ 4,500,000	\$ 4,500,000	\$ 4,500,000	\$ —	—

Healthy Children— Budget Unit 612 Revenues by Cost Center

CC	Cost Center Name	FY 2012 Actuals	FY 2013 Approved	FY 2014 Base Budget	FY 2014 Recommended	Amount Chg From 2013 Approved	% Chg From 2013 Approved
6112	Healthy Children Fund 0012	\$ 3,565,030	\$ 4,500,000	\$ 4,500,000	\$ 4,500,000	\$ —	—
Total Revenues		\$ 3,565,030	\$ 4,500,000	\$ 4,500,000	\$ 4,500,000	\$ —	—

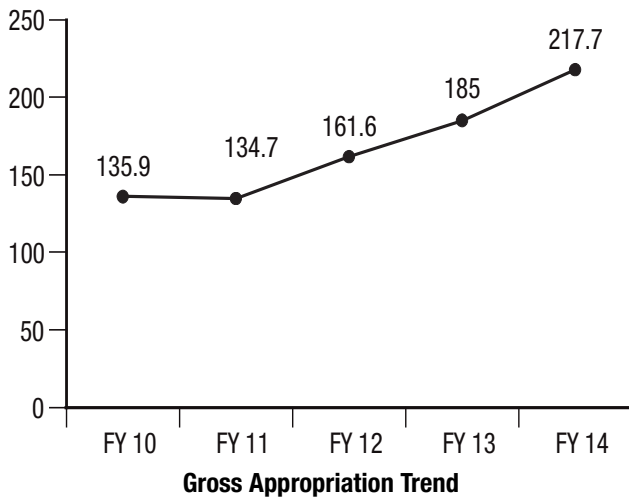
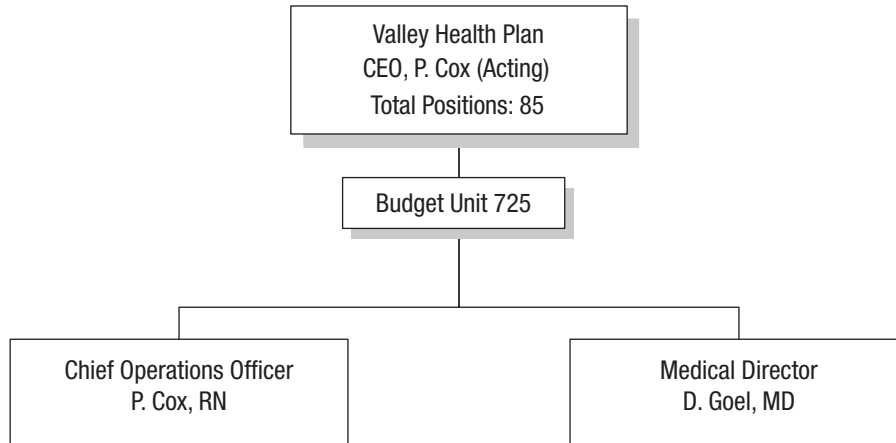


Healthy Children Fund 0012 — Cost Center 6112
Major Changes to the Budget

	Positions	Appropriations	Revenues
Childrens Health Initiative (Fund Number 0012)			
Current Level Budget			
FY 2013 Approved Budget	—	\$ 4,500,000	\$ 4,500,000
Board Approved Adjustments During FY 2013	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
IntraCounty Adjustments	—	—	—
Other Adjustments	—	—	—
Subtotal (Current Level Budget)	—	\$ 4,500,000	\$ 4,500,000
Recommended Changes for FY 2014			
IntraCounty Adjustments	—	\$ —	\$ —
Decision Packages			
Information Technology			
Capital			
Subtotal (Recommended Changes)	—	\$ —	\$ —
Recommended Budget	—	\$ 4,500,000	\$ 4,500,000



Valley Health Plan



*Authorized codes include 11.0 unfunded FTEs.



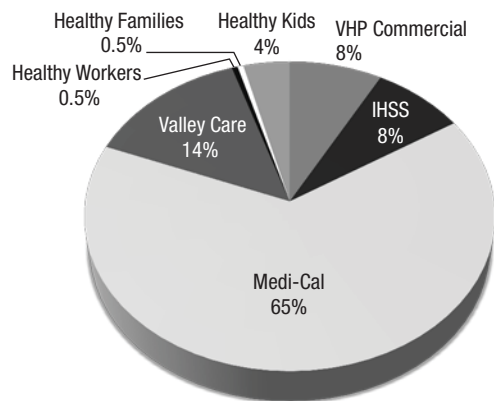
Public Purpose

- ➔ Provide County health insurance option for county residents and employees which allows for County healthcare benefit costs to be retained within the County system.



Description of Major Services

Valley Health Plan (VHP) is a State licensed health plan owned and operated by the County of Santa Clara. As of February 2013, VHP manages more than 104,100 lives across seven product lines as indicated in the following graph:



Valley Health Plan Enrollment by Product Line as of February 2013

Valley Health Plan currently offers commercial HMO insurance to employees of Santa Clara County, In-Home Supportive Services (IHSS) workers, Valley Transportation Authority, Valley Medical Center Foundation, South Bascom Pediatrics, Inc., Santa Clara County Fairgrounds, and the Council on Aging. Newly expanded services provide more choices to members when accessing health care. A Primary Care Physician can be selected from one of seven Provider Networks, including local Community Clinics, Independent Physicians, Northern Cal Advantage Medical Group,

Palo Alto Medical Foundation, San Jose Medical Group, Santa Clara County Individual Practice Association, and Santa Clara Valley Medical Center. In November 2011, VHP partnered with Navitus Health Solutions, a Pharmacy Benefit Manager (PBM), to expand pharmacy services and manage benefits. VHP Members can now fill prescriptions nationwide at Safeway and Walgreens pharmacies, any Valley Health Center or Santa Clara Valley Medical Center (SCVMC) pharmacy, as well as select pharmacies located in Santa Clara County.

VHP also provides managed care services for managed care patients who are assigned to SCVMC. Patients are delegated from Santa Clara Family Health Plan and insured through public programs such as Medi-Cal, Healthy Families, Healthy Kids, and Healthy Workers, a County subsidized program for small employers. VHP also provides health care coverage for Valley Care enrollees, a public program to expand coverage to previously uninsured up to the 133% of Federal Poverty Level.

Current and Emerging Issues

Fiscal Year 2014 will be a time of transition as Valley Health Plan continues to implement the Unified Managed Care Strategies developed with the assistance of Alvarez & Marsal. Together with our partners, the Santa Clara Valley Health and Hospital System and the Finance Agency, VHP will continue to refine the products to best serve the health care needs of its members and the community at large.

Valley Health Plan is also in the application review process to become a Qualified Health Plan (QHP) for Covered California, the California Health Benefit Exchange. California was the first state to create a health benefit exchange following the passage of federal health care reform, the Affordable Care Act (ACA). Covered California is charged with creating a new insurance marketplace in which individuals and small businesses can get access to health insurance who previously did not have coverage available to them. With coverage starting in January 2014, Covered California will help individuals compare and choose a health plan that works best for their health needs and

budget. The Health Benefit Exchange will release their list of accepted QHPs by June 2013. If accepted as a QHP, Valley Health Plan will position itself to provide coverage for an estimated 2,000 Commercial members in 2014, with a projected increase in membership annually.

In addition to the anticipated participation under the Health Benefit Exchange, VHP will also begin the application process in FY 2014 to create a Medicare Advantage (MA) Commercial product. VHP will begin the application process in January 2014, with an anticipated enrollment of active members by January 2015. Much like the work that is required to become a QHP, such as researching an appropriate provider network, determining plan designs and establishing benefit interpretation, the MA implementation will require extensive planning and development work. Bringing on new products requires the collaborative efforts of every VHP department and VHP's many partners as well as many hours of dedicated work to see it through implementation.

Summary of County Executive's Recommendations

Description	Impact	Impact on Services	Position Impact	FY 2014 Ongoing Net Cost/(Savings)	FY 2014 One-Time Net Cost/(Savings)
Revenue Adjustment Based on Experience	↑	Increase budgeted revenues and expenditures based on a 3% increase in Commercial and IHSS membership.	—	—	—
Staffing Adjustment	↑	Increase staffing for claims auditing, offset by a reduction in services and supplies costs.	1.0	—	—
Fiscal Oversight and Support	●	Increase services and supplies to fund an analyst from the Controller's Office to provide fiscal oversight and support, offset by a decrease in another services and supplies account.	—	—	—
↑ — Enhanced ◆ — Modified ● — No Change ↓ — Reduced ☒ — Eliminated					



County Executive's Recommendation

↑ Revenue Adjustment Based on Experience

Recommended Action: Increase budgeted revenues and expenditures by \$4,980,101 based on a 3% increase in Commercial and IHSS membership, offset by an increase in payment to providers and VHP administrative expenses.

Service Impact: Each year, Valley Health Plan reviews membership trends to project the following fiscal year's anticipated membership growth. A 3% growth in FY 2014 is expected in the Commercial line of business which includes IHSS membership. This is a modest increase and reflects a leveling out of enrollment in both areas after several years of membership increases spurred on by the expansion of the Commercial network to include San Jose Medical Group and Palo Alto Medical Foundation. The increases in membership in most areas of operations at VHP will have minimal impact on levels of services provided, but areas with direct member contact, such as Member Services, may experience service level increases which will require additional resources to address. These resources are covered by the administrative fee VHP retains which is 9% of the total premium revenue.

Ongoing Net Cost: \$0
 Ongoing Cost: \$4,980,101
 Ongoing Revenue: \$4,980,101

↑ Staffing Adjustment

Recommended Action: Add 1.0 FTE Sr. Health Care Program Analyst II/I/Associate for claims auditing. The total cost for this position (\$121,071) will be offset by a reduction in the department's services and supplies budget.

Service Impact: Claims auditing is a high level analytical task which will require some knowledge of health care program processes. This position will perform audits on both the claims processes and in the claims system. Potential risk in the claims area include possible loss in revenue and regulatory deficiencies.

A recent in-house risk assessment was performed by a Finance Agency Internal Auditor and it has been determined that several areas of risk exist in the Claims

Department. Most notable is the area of risk in the claims processing system. Claims staff cannot audit their own work and there is no qualified personnel in the department who can perform this function.

Position Added: 1.0 FTE
Ongoing Cost: \$0

● Fiscal Oversight and Support

Recommended Action: Increase allocation to Finance Agency to fund the addition of 1.0 FTE Senior Financial Analyst in the Controller's Office to provide fiscal oversight and support to VHP. This allocation is offset by a decrease in another services and supplies account.

Service Impact: This financial analyst position will perform continuous review and updates on capitation calculations and related studies that will have significant fiscal impacts to the County. With continuous increases in medical premium charges from other medical insurance companies such as Kaiser and Health Net, Valley Health Plan - the County operated medical insurance carrier - has become more attractive with increasing members over the past few years. Therefore, accurate financial results for the plan are essential for management to make decisions on various matters. In addition, the ability to display and monitor the financial positions of the plan, as well as the resulting General Fund subsidy to Santa Clara Valley Medical Center, is also critical.

Ongoing Cost: \$0

SCVMC-Valley Health Plan— Budget Unit 725 Net Expenditures by Cost Center

CC	Cost Center Name	FY 2012 Actuals	FY 2013 Approved	FY 2014 Base Budget	FY 2014 Recommended	Amount Chg From 2013 Approved	% Chg From 2013 Approved
7259	VHP-Employee Wellness Program-F0380	\$ (211,991)	\$ 1,278,748	\$ 1,410,468	\$ 1,410,468	\$ 131,720	10.3%
072501	Valley Health Plan Group Fund 0380	176,145,088	180,471,331	208,094,248	213,074,349	32,603,018	18.1%
Total Net Expenditures		\$ 175,933,097	\$ 181,750,079	\$ 209,504,716	\$ 214,484,817	\$ 32,734,738	18.0%

SCVMC-Valley Health Plan— Budget Unit 725 Gross Expenditures by Cost Center

CC	Cost Center Name	FY 2012 Actuals	FY 2013 Approved	FY 2014 Base Budget	FY 2014 Recommended	Amount Chg From 2013 Approved	% Chg From 2013 Approved
7259	VHP-Employee Wellness Program-F0380	\$ 412,224	\$ 1,897,146	\$ 2,028,866	\$ 2,028,866	\$ 131,720	6.9%
072501	Valley Health Plan Group Fund 0380	178,188,133	183,103,276	210,726,193	215,706,294	32,603,018	17.8%
Total Gross Expenditures		\$ 178,600,357	\$ 185,000,422	\$ 212,755,059	\$ 217,735,160	\$ 32,734,738	17.7%

SCVMC-Valley Health Plan— Budget Unit 725 Expenditures by Object

Object	FY 2012 Actuals	FY 2013 Approved	FY 2014 Base Budget	FY 2014 Recommended	Amount Chg From 2013 Approved	% Chg From 2013 Approved
Salary and Benefits	7,120,368	9,466,072	9,968,622	10,072,809	606,737	6.4%
Services And Supplies	171,436,981	175,534,350	202,786,437	207,662,351	32,128,001	18.3%
Fixed Assets	43,008	—	—	—	—	—
Total Gross Expenditures	\$ 178,600,357	\$ 185,000,422	\$ 212,755,059	\$ 217,735,160	\$ 32,734,738	17.7%
Expenditure Transfers	(2,667,260)	(3,250,343)	(3,250,343)	(3,250,343)	—	—
Total Net Expenditures	\$ 175,933,097	\$ 181,750,079	\$ 209,504,716	\$ 214,484,817	\$ 32,734,738	18.0%



SCVMC-Valley Health Plan— Budget Unit 725

Revenues by Cost Center

CC	Cost Center Name	FY 2012 Actuals	FY 2013 Approved	FY 2014 Base Budget	FY 2014 Recommended	Amount Chg From 2013 Approved	% Chg From 2013 Approved
7259	VHP-Employee Wellness Program-F0380	\$ 21,800	\$ —	\$ —	\$ —	\$ —	—
072501	Valley Health Plan Group Fund 0380	182,993,212	181,579,240	208,823,505	213,803,606	32,224,366	17.7%
Total Revenues		\$ 183,015,012	\$ 181,579,240	\$ 208,823,505	\$ 213,803,606	\$ 32,224,366	17.7%

VHP-Employee Wellness Program-F0380 — Cost Center 7259

Major Changes to the Budget

	Positions	Appropriations	Revenues
VHP-Valley Health Plan (Fund Number 0380)			
Current Level Budget			
FY 2013 Approved Budget	5.0	\$ 1,278,748	\$ —
Board Approved Adjustments During FY 2013	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	1.0	131,720	—
IntraCounty Adjustments	—	—	—
Other Adjustments	—	—	—
Subtotal (Current Level Budget)	6.0	\$ 1,410,468	\$ —
Recommended Changes for FY 2014			
IntraCounty Adjustments	—	\$ —	\$ —
Decision Packages			
Information Technology			
Capital			
Subtotal (Recommended Changes)	—	\$ —	\$ —
Recommended Budget	6.0	\$ 1,410,468	\$ —

Valley Health Plan Group Fund 0380 — Cost Center 072501

Major Changes to the Budget

	Positions	Appropriations	Revenues
VHP-Valley Health Plan (Fund Number 0380)			
Current Level Budget			
FY 2013 Approved Budget	79.0	\$ 180,471,331	\$ 181,579,240
Board Approved Adjustments During FY 2013	—	27,232,238	27,244,265
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	-1.0	370,830	—
IntraCounty Adjustments	—	19,849	—
Other Adjustments	—	—	—
Subtotal (Current Level Budget)	78.0	\$ 208,094,248	\$ 208,823,505

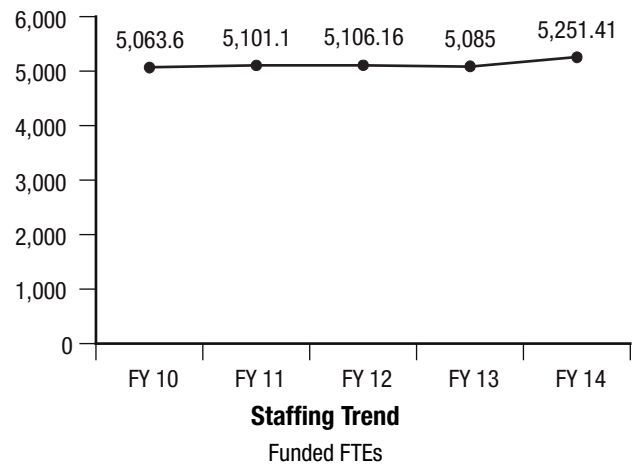
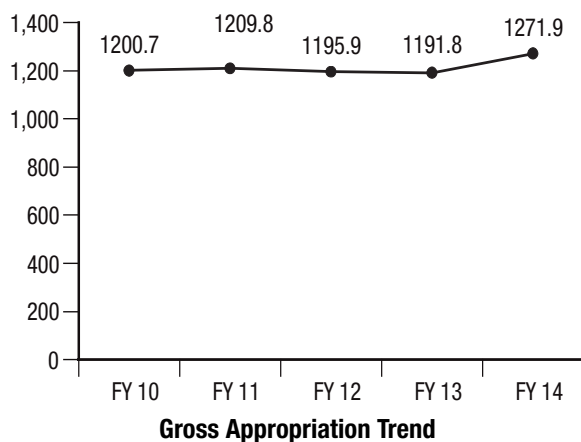
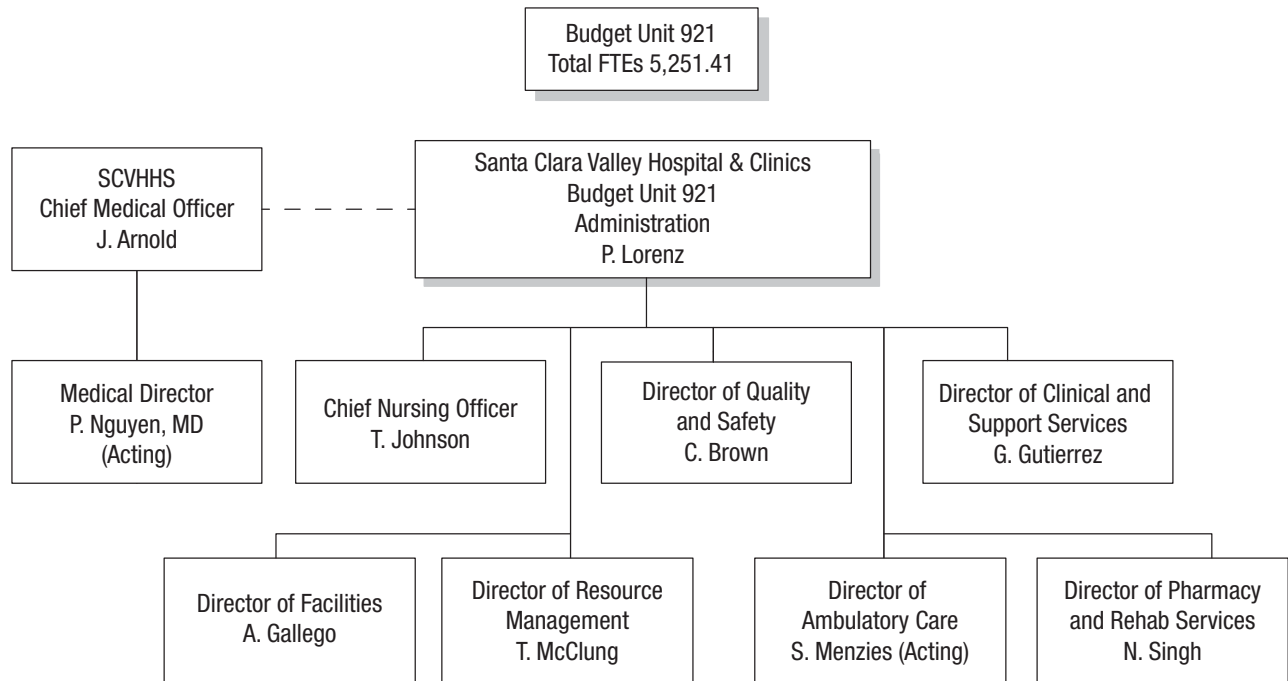


Valley Health Plan Group Fund 0380 — Cost Center 072501
Major Changes to the Budget

	Positions	Appropriations	Revenues
Recommended Changes for FY 2014			
IntraCounty Adjustments	—	\$ —	\$ —
Decision Packages			
Staffing Adjustment	1.0	—	—
Fiscal Oversight and Support	—	—	—
Revenue Adjustment Based on Experience	—	4,980,101	4,980,101
Information Technology			
Capital			
Subtotal (Recommended Changes)	1.0	\$ 4,980,101	\$ 4,980,101
Recommended Budget	79.0	\$ 213,074,349	\$ 213,803,606



Santa Clara Valley Medical Center



Section 4: Santa Clara Valley Health and Hospital System



Public Purpose

- ➔ **Provide quality healthcare for all persons in Santa Clara County regardless of their individual ability to pay.**



Description of Major Services

Santa Clara Valley Medical Center (SCVMC) is a fully integrated and comprehensive public health care delivery system, which was founded in 1876. Serving as the largest health care safety net provider in Santa Clara County, SCVMC operates a 574-bed tertiary care hospital and eight community based clinics geographically serving diverse communities throughout Santa Clara County. SCVMC is a Level 1 Adult Trauma Center and Level 2 Pediatric Trauma Center, with nationally recognized Burn and Rehabilitation Centers, a state of the art specialty center, renal care center, and the only acute inpatient psychiatric unit in Santa Clara County. SCVMC provides a full range of health services, including ambulatory care, behavioral health, comprehensive adult and pediatric specialty services, the highest level Neonatal Intensive Care Unit, Pediatric Intensive Care Unit, women's health, comprehensive hematology/oncology services, and other critical health care services for all residents of Santa Clara, regardless of economic status.

The vision of the Santa Clara Valley Health and Hospital System is to achieve Better Health for All. To promote health, SCVMC seeks to provide seamless coordination of care to contribute towards the objectives of a healthy lifespan, reducing the burden of illness and the cost of care.

Commitment to ensuring a positive patient experience is central to the design of care and service for patients, families and clients. Every contact makes a difference. This relationship is crucial to achieving what is known in health care as the "Triple Aim" – improving the experience of care, improving the health of populations and reducing the cost of care.

Through its Medical Home model, SCVMC is changing how health care services are provided. A Medical Home is a partnership between a patient, their doctor and a team of health care professionals. The doctor leads the team in providing continuous and coordinated care, ideally throughout the lifetime of the patient. The team supports the doctor in managing the care plan. Patients, families and clients are involved in their own care and work with the team to determine how best to achieve a healthier status. Health care services provided in a Medical Home include preventive services, treatment of acute and chronic illness and help with end-of-life choices. In addition, Behavioral Health Services are provided at the Valley Health Center sites located at East Valley, Gilroy, Milpitas, Sunnyvale and Alexian.

SCVMC has over 5,000 employees; among them are 350 physicians who train 170 Residents and Fellows per year as a Graduate Medical Education provider. Nursing and the allied health professionals train many of the licensed professionals who graduate from local colleges and universities. Innovative therapies and research, such as

stem cell research and brain cooling, are just a few examples of clinical leadership at work. In addition, SCVMC clinical leaders regularly host regional conferences in areas such as neonatal, trauma and burn care. These clinicians also provide care throughout the medical center, in the ambulatory clinics throughout the County, and serve as an ambulatory specialty provider – crucial for serving the safety net population of under-served, uninsured and Medi-Cal population.

Many of the programs and services provided by SCVMC are unique in the region and have received professional recognition, both regionally and nationally. SCVMC provides the full spectrum of care in areas such as primary care, pediatric care and women's health, as well as specialty care including the Sobrato Cancer Center in the Valley Specialty Center and the Renal Dialysis Center. As a specialty provider, SCVMC is a Level I Adult Trauma Center and regional Burn Center. SCVMC's accredited Rehabilitation Center is well known for specialized care in spinal cord and traumatic brain injury and California Children Services certified Neonatal and Pediatric Intensive Care Units.

Some unique services provided at SCVMC include:

- Interpretation for the diverse population receiving ambulatory care. Many patients across the system receive care utilizing the SCVMC interpreters.
- Medical expertise and consultation to ambulances throughout the county as a base-station hospital.
- Regional care as an American College of Surgeons verified Burn Center serving adults and children.
- Serving the largest number of patients requiring emergency care. SCVMC sees approximately 75,000 people annually and 50,000 people in its Express Care walk-in clinic.
- Delivering 4,000 babies in 2012, and providing 50,000 well-baby visits.

Innovative strategies have enabled SCVMC to continue providing high quality care to county residents during consecutive years, seeing increasing numbers of patients in managed care plans with declining reimbursement and a continuing high rate of uninsured patients and clients. Promoting wellness and providing access to primary and specialty care improves health and reduces the need for more expensive episodic care.

Current and Emerging Issues

Economic Changes Related to Healthcare

Santa Clara Valley Medical Center's (SCVMC) patient population is expected to continue to grow with the changes occurring as a result of the Patient Protection and Affordable Care Act (ACA), as well as Realignment from the State. Nearly 1 in 2 adult paneled patients has at least one chronic illness and many of them has multiple chronic diseases and social situations requiring a greater intensity of service than the average resident of Santa Clara County.

Despite the increased coverage under the Low Income Health Plan (LIHP), many people will remain uninsured in California. Based on a UC Berkley study, Californians who are eligible under the ACA are expected to be enrolled by 2019. In Santa Clara County, it is projected at least 140,000 residents will remain uninsured in 2019 as they do not qualify for insurance because of immigration, financial status or other circumstances. Changes to coverage effective January 1, 2014 are

further complicated because some people do not understand the enrollment windows for LIHP and the Health Benefit Exchange, resulting in continued uninsured status. Thus, it is anticipated with the increase in coverage and continuing numbers of uninsured and underinsured residents, there will be great demand for the services from the Santa Clara Valley Health and Hospital System and SCVMC. As a member of the Health System, SCVMC is focused on helping residents focus on health and well-being by improving access to primary and specialty care in the ambulatory setting, reducing dependence on the emergency department and, after hospitalization, reducing the need for readmission to the hospital.

Health Care Reform

Health Care Reform remains a significant issue for the County, the Health & Hospital System and the nation. Coverage changes begin January 1, 2014 and many challenges are anticipated. The Centers for Medicare

and Medicaid Services' (CMS) Incentive Plan (known as Delivery System Reform Incentive Payment Program) has provided support to enable SCVMC to build the necessary infrastructure to make changes to the system to support this expansion.

SCVMC is committed to excellent care and currently serves residents who have means to go elsewhere, but come to SCVMC because they know they receive high quality health care. However, other clients have fewer options and come to SCVMC for the Ability to Pay Determination program or charity care. With the implementation of the ACA, it will be even more important to ensure residents are satisfied with care and service as they will have more choices. The expansion of the Patient-Centered Medical Home will provide the level of service required to move residents on the path to a healthier lifespan and achieve the goals of the ACA. There is now competition from other providers in the county who are expanding to provide access to primary care to these clients as they become eligible to choose among health plans and providers. As a result, ensuring timely, user-friendly access to primary and specialty care is ever more important to ensure SCVMC retains market share of existing patients and gains newly eligible ones from the LIHP and Health Benefit Exchange.

SCVMC is participating in the launch of a program to enroll people who are eligible for both Medicare and Medi-Cal (Dual Eligibles) into Medi-Cal managed care in 8 counties, including Santa Clara, under a waiver granted from the Federal Social Security Act Section 1115(a), to achieve care coordination, better manage chronic conditions, and improve health outcomes. In order to ensure coordination for this population and remain within the to be determined per member per month cost, planning is underway, with the program anticipated to begin in October. This program will require innovation and collaboration with the Social Services Agency, advocates, and other community stake holders.

Other financial risks related to health care reform include the CMS Incentive Plan, Hospital Value Based Plan (HVBP) and the Readmission Reduction Plan covered under ACA. CMS is closely monitoring results of the Incentive Plan across the state. Ongoing revision to the plans will be required to ensure SCVMC meets all milestones. The continued diligence that SCVMC has committed to will help ensure the organization is well

positioned to manage the changes of Health Care Reform. The HVBP will pay the organization based on how well they perform on measures compared to benchmarks and how much they improve on the selected measures from the baseline period. These measures are currently part of the public reporting of quality measures for Medicare beneficiaries and the shift is to pay hospitals for quality, not just quantity of service. These measures include clinical process measures as well as the Hospital Consumer Assessment of Healthcare Providers and Systems (HCAHPS). Another pay for performance initiative under ACA is the Readmission Reduction Program that requires CMS to reduce payments to hospitals with excess readmissions for three diagnoses, effective for discharges beginning on October 1, 2012.

Customer Experience

With the current market competition for health care services and the pay for performance incentive plans, there is financial risk associated with ensuring the best possible experience for customers across the continuum of services from well-baby care to primary care in a patient-centered medical home or if emergency or hospital care is required.

The coming year will require enhancing the Medical Homes with a full complement of team members to ensure the patient's needs are met. Nurses, pharmacists, dietitians, etc. will work with physicians to meet the varying needs and to provide as much care in the community as possible. In FY 2013, ambulatory clinics began collecting Clinician and Group Consumer Assessment of Healthcare Provider Service (CG CAHPS) survey to evaluate how well SCVMC is doing compared to others, so SCVMC can remain competitive. As mentioned earlier HCAHPS is currently a pay for performance measure for the hospital.

The Labor Management Workgroup is launching the Unit Based Team (UBT) model developed at Kaiser Permanente, a performance improvement method for empowerment of front line staff to improve service, quality and growth. The first UBTs will focus on the customer experience. In addition, SCVMC has been participating in the Patient Experience Transformation Initiative from the California Health Care Safety Net Institute since last year and will increase participation at additional ambulatory clinics to work on improving service.

HealthLink Electronic Health Records 2013

On May 4, 2013, SCVMC will begin the roll out of computerized order entry and clinical documentation in the hospital, Moorpark Clinic and Bascom Clinic. The remaining clinics will implement the HealthLink system beginning in the summer of 2013 and continue through early 2014. The system will provide residents direct access to a portal for communication with providers and access to health information online. There will be an improvement in service as records will be immediately available and will improve the management of patients across different areas of

SCVMC and with the acute psychiatric services as well. In addition, SCVMC is exploring means to share data (with the patient's permission) across health care systems (public and private) for the first time to benefit the patient. The electronic data will also enhance the organization's ability to track, trend, and improve patient care and improve patient safety with easier access to information. The greatest benefit of this service is reducing the risk for error since the system has built in rules and alerts to prevent medical errors. The secondary benefit will be improved efficiency that will positively impact the patient and family experience.

Summary of County Executive's Recommendations

Description	Impact	Impact on Services	Position Impact	FY 2014 Ongoing Net Cost/(Savings) ^a	FY 2014 One-Time Net Cost/(Savings) ^a
Re-Base Budget to Reflect Actual Experience	●	Adjusts base budget to align with SCVMC forecast costs and revenues to ensure budget is consistent with SCVMC's projections.	—	(\$8,041,749)	—
Enhanced Services at Children's Receiving and Assessment Center	↑	Provide initial screening by a Nurse Practitioner, offset by revenue from Social Services Agency.	1.0	—	—
Acute Psychiatry Services	↑	Increase staff to address increase Emergency Psych Services census, offset by revenue from the Mental Health Department (MHD).	12.5	—	—
Primary Care Access	↑	Increase staff to address projected increases in primary care visits.	44.3	(\$3,367,075)	—
Rehabilitation Nursing	●	Increase in clinical nursing positions and a reallocation of Licensed Vocational Nurses to Ambulatory Care to better serve rehabilitation patients.	-5.2	(\$103,252)	—
Specialty Care Access	↑	Increase staff to improve access in Cardiology, Gastroenterology, and Dental Services.	10.6	\$1,111,626	—
Expand Operating Room Capacity	↑	Increase Operating Room hours to reduce wait time, reduce cancellations and improve overall efficiency.	8.5	(\$61,744)	—
Express Care Staffing	↑	Increase staff to support operations.	3.7	\$601,203	—
Inpatient Capacity and Patient Flow	↑	Expand capacity to provide inpatient services to acute patients by shifting sub-acute patients to sub-acute care facilities.	4.6	(\$1,424,311)	—
Respiratory Care Services	↑	Increase in staff in order to right-size Respiratory Care Practitioners.	3.0	\$380,271	—
Pharmacy Enhancement	↑	Improve efficiency in the Emergency Department and improve the quality of service to patients upon discharge.	4.0	(\$35,003)	—
↑ — Enhanced ◆ — Modified ● — No Change ↓ — Reduced ☒ — Eliminated					



Summary of County Executive's Recommendations

Description	Impact	Impact on Services	Position Impact	FY 2014 Ongoing Net Cost/(Savings) ^a	FY 2014 One-Time Net Cost/(Savings) ^a
Performance Infrastructure	↑	Increased management and analytical support positions to enhance strategic planning capabilities.	4.0	\$795,740	—
Facilities Enhancement	↑	Increased staffing to adequately staff for required equipment maintenance.	4.0	\$228,260	—
Mental Health FQHC Revenue Adjustment	●	Reduction in Mental Health FQHC revenue, offset by reduction in the transfer of funds to MHD.	—	—	—
Countywide Drug Testing	●	Adjust staffing to reflect the change in the testing process offset by an decrease in services and supplies.	—	(\$83,966)	—
HealthLink	↑	Increase appropriation to fund FY 2014 costs associated with the HealthLink project.	20.5		\$16,287,453
↑ — Enhanced ◆ — Modified ● — No Change ↓ — Reduced ☒ — Eliminated					

a. Reflects contribution of the General Fund Subsidy

General Fund Subsidy to Santa Clara Valley Medical Center

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

General Fund Subsidy to SCVMC^a

Subsidy Component	2011	2012	2013	2014 CLB	2014 Rec
VLF Revenue	\$51.6	\$49.4	\$47.2	\$51.4	\$51.4
Tobacco Revenue	\$12.0	\$12.0	\$12.0	\$12.0	\$12.0
Inmate Care	\$11.4	\$11.4	\$11.4	\$11.4	\$11.4
General Fund Grant	\$48.0	\$14.7	\$17.2	\$88.2	\$78.2
Ongoing Subsidy	\$123.0	\$87.5	\$87.8	\$163.0	\$153.0
One-time Subsidy for FY 2014 HealthLink	\$0.0	\$0.0	\$0.0	\$0.0	\$16.3

a. \$ reflected in millions

The General Fund subsidy has been adjusted in the FY 2014 base/current level budget (CLB) to reflect changes in costs for current resources.

Summary of Base Adjustments to the GF Subsidy^a

Basis for Adjustment	Amount
FY 2013 Approved Budget	\$87.8
Net increase in salaries and benefit costs ^b	\$41.0
Net increase in HealthLink related position changes	\$10.7
Net increase in debt service obligations	\$10.7
Removal of one-time FY 2013 salary savings and reimbursements	\$5.2
Net increase intracounty costs ^c	\$7.4
Other miscellaneous base adjustments	\$0.2
Total FY 2014 Current Level Budget	\$163.0

a. \$ reflected in millions

b. Includes adjustments to remove FY 2011 and FY 2012 labor concessions for bargaining units with contracts that expire before or during FY 2014 and overall increased cost of employee benefits (health insurance, retiree health, retirement, Workers' Comp)

c. County overhead (Cost Allocation Plan), liability insurance, fleet charges, data processing, etc.

Through operational efficiencies in the hospital and clinic system, as well as revenue cycle improvements that will be realized in FY 2014, SCVMC is able to reduce its reliance on the General Fund by \$10 million. However, a one-time subsidy of \$16.3 million is required to fund the continued implementation of HealthLink in FY 2014.



County Executive's Recommendation

The County Executive's recommendation includes enhanced services in various departments including, but not limited to Primary Care, Specialty Care, and Operating Room as well as increasing inpatient capacity and patient flow.

● Re-Base Budget to Reflect Actual Experience

Recommended Action: Adjust budgeted expenditures and revenues to align with SCVMC projections for the current level of service. No operational changes are recommended or necessary to support the recommended budget adjustments, which include:

- Increase in inpatient revenue of \$1,259,863 due to increased revenue per visit as well as an increased census at mid-year FY 2013;
- Increase in managed care risk pool disbursements revenue of \$11,278,534 to align budget with actual experience. SCVMC will receive approximately \$7 million from Santa Clara Family Health Plan and approximately \$12 million from Valley Health Plan in FY 2014. Previously, SCVMC has budgeted less for risk pool disbursements and this adjustment will align the budget appropriately;
- Other Charges for Services of \$3,033,494 of which \$2,668,560 is being used to offset the HealthLink project. This reflects the current run rate from this miscellaneous revenue account which includes grant revenue, cafeteria and other hospital revenue, and charges for services to other hospitals;
- Payroll cost increases of \$4,309,202 based on actual experience; and
- Increase in Outside Medical costs of \$552,380

Ongoing Net Savings: \$8,041,749
Net Decrease in General Fund Subsidy: \$8,041,749

↑ Enhanced Services At Children's Receiving and Assessment Center

Recommended Action: Add 1.0 FTE Nurse Practitioner position in SCVMC.

Service Impact: Services provided to the Children's Receiving & Assessment Center (RAIC) will be improved as medical screenings will be directly performed by a Nurse Practitioner.

The Custody Health Department provides an initial medical screening for children brought to the RAIC. The screening is currently provided through a videoconferencing system that connects the RAIC to Juvenile Hall. Due to the need to provide on-site screening of the children, the videoconferencing system has become ineffective, resulting in nurses leaving Juvenile Hall to travel to the RAIC to perform the screenings. In the interest of safety of the children at Juvenile Hall, an alternative way to conduct the medical screenings was developed.

The Nurse Practitioner will ensure the provision of immediate care of the children, if needed, and the ongoing follow-up services. The provision of this initial screening by the Nurse Practitioner will more than likely eliminate the need for a follow-up visit by a medical provider and/or a Psychiatrist. In addition, the Nurse Practitioner will possess specific mental health training. In conducting the screenings, the Nurse Practitioner could initiate care for the children based on standardized procedures and/or seek consultation for further treatment by contacting the Pediatrician on-call.

The cost of providing medical screenings to the children in the RAIC is fully offset by a reimbursement from the Social Services Agency. The Social Services Agency can leverage State and Federal revenue sources to offset the General Fund impact.

Position Added: 1.0 FTE
Ongoing Net Cost: \$0

Ongoing Cost: \$121,570
Ongoing Reimbursement from SSA: \$121,570

↑ Acute Psychiatry Services

Recommended Action: Add 12.5 FTE Psychiatric Nurse II positions, increase extra help expenditures, and increase budgeted Medi-Cal revenue for Acute Psychiatry Services in order to better align with the Emergency Psychiatric Services (EPS) census.

Service Impact: Additional Registered Nursing staff is required to comply with State mandated staffing ratios. The new Child and Adolescent Crisis Receiving Program is expected to reduce the daily census by an average of 2-3 patients. SCVMC will partner with Mental Health to put in place improvement strategies to reduce additional projected over spending by \$2.2 million through implementation of process improvements to decrease the length of stay of EPS patients by increasing access to discharge support and Full Service Partnership Services.

The cost of Emergency Psychiatric Services at SCVMC is offset by reimbursement from the Mental Health Department. Recommendations for the Mental Health Department include an increased expense of \$2.5 million, offset by the recognition of increased Medi-Cal revenue.

Positions Added: 12.5 FTE
Ongoing Net Cost: \$0
 Ongoing Cost: \$2,500,000
 Ongoing Revenue from Mental Health: \$2,500,000

↑ Primary Care Access

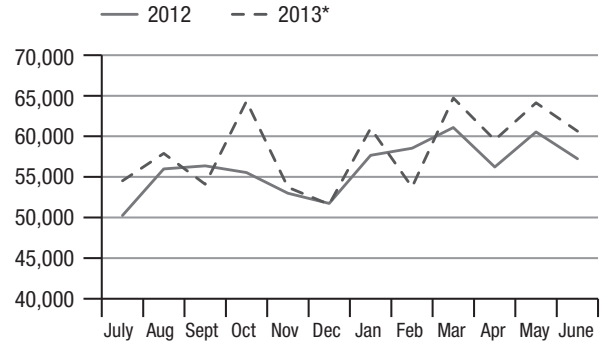
Recommended Action: Add 44.3 FTE clinical and support staff and adjust budgeted revenues and services and supplies to reflect FY 2014 projected patient volume for primary care clinics.

Primary Care Additional Positions

Class	Description	FTE
S75	Clinic Nurse III	1.5
D2E	Health Services Rep	6.5
S85/H93	Licensed Vocational Nurse/Medical Asst (LVN/MA)	18.5
S59	Nurse Practitioner	8.5
P41	Physician	3.8
P40	Pharmacy Specialist	2.5
P40	Pharmacy Specialist	(1.0)
R29	Pharmacy Tech	2.0
S46	Physician Assistant	2.0
Total		44.3

Service Impact: SCVMC projects an increase in budgeted primary care visits of approximately 13% (52,000 visits) annually. The following graph illustrates SCVMC Primary and Specialty visits for FY2012 and FY2013.

Primary and Specialty Visits



*FY2013 data are actual through Feb., then forecast for remainder of the year

The recommended staffing will increase the number of providers and support staff at SCVMC primary care clinics to serve these patients. This initiative has five distinct elements:

- Expansion of Primary Care at Regional Clinics:** Expanding primary care access is a top priority as part of Health Care Reform and the Delivery System Reform Incentive Payments (DSRIP) initiative. Under Health Care Reform, SCVMC is expected to see a significant increase in the number of patients. The recent Valley Care expansion, which increased the Federal Poverty Level (FPL) from 75% to 133%, is expected to result in an increased number of SCVMC patients with coverage. In 2014, it is estimated that 48,000 uninsured adults at or below 133% FPL (using Modified Adjusted Gross Income) will be eligible for Medi-Cal. An additional 90,000 uninsured individuals between 133% and 399% are expected to be eligible for subsidies in the Health Exchange/Bridge Program. The new resources recommended here will help prepare the organization to care for these newly insured individuals, providing the necessary level of staffing to expand primary care capacity at the Ambulatory Care clinic sites including: VHC Gilroy, Tully, Milpitas, Sunnyvale, and Moorpark. The additional revenue generated by increased patient visits served by these care teams will offset the cost of the recommended positions. In addition, Bascom Obstetrics/Gynecology has capacity to accommodate two additional providers who will generate additional visits and revenue.
- Patient Centered Medical Homes:** In order to allow the provider to concentrate more on seeing patients, which will translate into additional visits, additional



staff per clinic site is recommended. Licensed Vocational Nurse/Medical Assistants (LVN/MA) are required team members of the Patient Centered Medical Home and part of the DSRIP initiative. The LVN/MA will serve as a patient care coordinator to assist the provider in such tasks as population management, medication refills and referral management, as well as preparing the patient to be seen as providers add clinic hours.

- **Expanding Urgent Care Access at VHC East Valley:** Increased access for patients will help reduce avoidable visits to other Emergency Departments (ED) for patients with a medical home at SCVMC. The recommended resources will allow for an increase of approximately 10,000 visits annually. Extra help providers will work exclusively in the Urgent Care, allowing existing primary care providers, who currently allocate a portion of their hours to work in both primary care and urgent care, to fully dedicate their time to primary care. The shift of hours from urgent care to primary care will allow for greater access to primary care services for patients and continuity of services with their providers.
- **Diabetes Management at VHC East Valley:** The Diabetes Management Program has had great success. Of the 17 hospitals participating in the control of A1C (the test that measures glucose levels) scores, SCVMC had the second best results and the top results in the Diabetic LDL scores. By adding 1.0 FTE Nurse Practitioner to the team at VHC East Valley, additional patients can be enrolled in the Diabetes Management Program and have their complex medical cases managed to improve health and outcomes.
- **Medication Management Services (MMS):** The MMS is a comprehensive program that supports all of the Primary Care and Specialty Clinics and provides education on navigating the pharmacy system including helping with optimum medication choices for disease states. This program helps to improve patient safety and prevent drug related negative outcomes. Medication Management Services include medication therapy management and refill authorization protocol. MMS can help reduce unwanted duplication of medications and stop medications that are not clinically indicated, resulting in cost avoidance. In addition, SCVMC will expand the Pharmacy Refill Authorization Program. This program allows pharmacists to dispense a one-

time refill for certain chronic medications to patients that arrive at a pharmacy if there are no refills remaining on the prescription. A fast refill authorization process reduces the delays of filling the prescriptions; therefore, patients get medicine on time, resulting in increased adherence and patient satisfaction.

Net Positions Added: 44.3 FTE

Positions Added: 45.3 FTE

Position Deleted: 1.0 FTE

Ongoing Net Savings: \$3,367,075

Increased Salaries and Benefits: \$8,219,178

Increased Services and Supplies: \$593,602

Increased Revenue: \$12,179,855

Net Decrease in General Fund Subsidy: \$3,367,075

● Rehabilitation Nursing

Recommended Action: Add 4.8 FTE Clinical Nurse III positions and 1.0 FTE Health Information Tech II position in the Rehabilitation Nursing department and reallocate 11.0 FTE Licensed Vocational Nurses from the Rehabilitation Department to Ambulatory Care for the Primary Care expansion.

Service Impact: The acuity of rehabilitation patients treated at SCVMC and the prevalence of co-morbid conditions in the population are better served by the skills of a registered nurse than licensed vocation nurses. Additionally, nurse to patient staffing ratio requirements are more clearly met with an increase in registered nurse staff in this unit. Existing LVN staff currently working in the Rehabilitation Department will be reallocated to positions in Ambulatory Care to support the Primary Care expansion.

Net Positions Deleted: 5.2 FTE

Positions Added: 5.8 FTE

Positions Deleted: 11.0 FTE

Ongoing Savings: \$103,252

Net Decrease in General Fund Subsidy: \$103,252

↑ Specialty Care Access

Recommended Action: Add new positions to expand specialty care capacity and access relating to Gastroenterology, Cardiology and Dental Services.

Specialty Care Additional Positions

Class	Description	FTE
Gastroenterology Clinic		
S75	Clinical Nurse III	2.5
S85/H93	LVN/MA	1.6
S59	Nurse Practitioner	0.8
VSC Cardiovascular Clinic		
S6A	Ultrasonographer	2.0
Dental Services		
P76	Registered Dental Assistant	3.7
Total		10.6

Service Impact: Increased staffing levels will improve access to services in Cardiology and Gastroenterology, and properly budget existing staff resources in Dental Services.

- Gastroenterology Clinic:** The recommended staff increase will provide clinical and support staff to increase capacity for endoscopy procedures. This adjustment will increase the number of endoscopy procedures available. The current staffing capacity allows the department to operate Monday through Friday with two to three scheduled outpatient endoscopy rooms. However, the department currently has physician capacity to operate three to four scheduled endoscopy rooms, Monday through Friday, for a substantial increase in the number of procedures performed.
- VSC Cardiovascular:** The addition of two Ultrasonographer positions will address the backlog of routine Echocardiogram (Echo) studies which currently have a 60-day wait period. The volume at the adult Echo lab department is projected to continue to grow by 300 to 500 studies each year. Currently, contracted Echo technicians are assisting in reducing the backlog; however, new positions will provide a consistent, highly skilled and stable staffing level for the department.
- Dental Services:** The recommended staffing adjustment will allow existing part-time Registered Dental Assistant positions to become full time. The current staff have been working “over code” at full time for over one year.

Positions Added: 10.6 FTE
Ongoing Net Cost: \$1,111,626
 Increased Salaries and Benefits: \$1,350,048
 Increased Services and Supplies: \$121,578
 Increased Revenue: \$360,000
 Net Increase in General Fund Subsidy: \$1,111,626

↑ Expand Operating Room Capacity

Recommended Action: Add 4.0 FTE Clinical Nurse IIIs, 1.0 FTE Operating Room (OR) Aide, 1.5 FTE OR Technician, and 2.0 FTE Health Services Representatives to allow for the expansion of OR hours.

Service Impact: Increasing OR hours will reduce waiting time for patients to be scheduled for surgery, reduce cancellations and improve overall efficiency of perioperative operations. In addition, OR expansion will allow surgical specialists to increase access and capacity in their respective outpatient specialty clinics, thus resulting in increased surgical cases.

SCVMC currently manages 10 ORs. Six ORs are staffed for 10 hours per day on weekdays and 4 ORs are staffed for only 8 hours on weekdays. The increased staff and services and supplies costs will allow the 4 ORs currently only open for 8 hours to be open 10 hours daily. This represents an increase in OR time of approximately 8.7%. The patient experience will be improved by reducing wait times for surgery, increasing outpatient visits attendant on surgical cases, and reducing outside medical costs as well as reduce wait times for non-emergency surgical procedures and increase volume in the surgery clinic.

Positions Added: 8.5 FTE
Ongoing Net Savings: \$61,744
 Increased Salaries and Benefits: \$1,085,139
 Increased Services and Supplies: \$1,245,117
 Increased Revenue: \$2,392,000
 Net Decrease in General Fund Subsidy: \$61,744

↑ Express Care Staffing

Recommended Action: Add 1.8 FTE Clinical Nurse III, 2.5 FTE LVNs, and 1.0 Per Diem Clinical Nurse for the continued operation of the hospital-based Express Care Clinic. This recommendation is partially offset by the deletion of a .6 FTE Clinical Nurse III.

Service Impact: This action provides the necessary budget to support continued operation of the Express Care Clinic. Currently, the department relies on extra help and staff borrowed from other units who are themselves backfilled by extra help. This is inefficient, costly and difficult to manage. Patient care will be improved by a core of dedicated staff for this busy clinic.

Background: The Express Care Clinic was scheduled to be closed October 1, 2011 and Express Care Clinic capacity was added at regional clinic locations. However, SCVMC leadership became concerned that closure of the Express Care Clinic would result in increased patient demand on the Emergency Department, which was already operating at capacity. Therefore, the Express Care Clinic has continued operations (as reported to the Board of Supervisors through the Health & Hospital Committee). Although the majority of the staffing required for continued operation exists, this action will reduce the use of unbudgeted overtime and extra help.

Net Positions Added: 3.7 FTE

Positions Added: 4.3 FTE
Position Deleted: 0.6 FTE

Ongoing Cost: \$601,203

Increase in General Fund Subsidy: \$601,203

↑ Inpatient Capacity and Patient Flow

Recommended Action: Add 4.6 FTE to Nursing and \$876,000 in contract resources to allow for repatriation of SCVMC patients.

Inpatient Capacity and Patient Flow Resources

Class	Description	FTE
B5B	Manager of Care Management	1.0
Y03	Medical Social Worker II	1.0
D02	Medical Unit Clerk	1.6
S12	UR Coordinator	1.0
Total		4.6

Service Impact: Additional resources for the Care Management department will facilitate repatriation of managed care patients, expedite discharges and admissions, and allow SCVMC to place non-acute patients who cannot be safely discharged otherwise, into skilled nursing facilities (SNFs).

Increased funding for contract services will allow the use of contracted SNF beds for patients who no longer require acute care. Additional revenue can be achieved by replacing non-acute patients moved to SNFs with acute patients. The net benefit of placing a non-acute patient into a contracted SNF bed is approximately \$1,400 per patient day.

The enhanced resources will expand SCVMC's capacity to provide inpatient services to acute patients by shifting sub-acute patients to more appropriate sub-acute care facilities. Improved patient flow and management of available bed capacity for acute patients will result in not only increased revenue, but also lower the overall operating cost per patient bed.

Positions Added: 4.6 FTE

Ongoing Net Savings: \$1,424,311

Increased Salaries and Benefits: \$619,689

Increased Services and Supplies: \$876,000

Increased Revenue: \$2,920,000

Net Decrease in General Fund Subsidy: \$1,424,311

↑ Respiratory Care Services

Recommended Action: Add 3.0 FTE of Respiratory Care Practitioners to right size staffing for Respiratory Care services.

Service Impact: Meeting the required number of respiratory treatments is critical for patient care, regulatory compliance and to maintain gains in ventilator length of stay and hospital length of stay. SCVMC Respiratory Therapists realize a productivity level approximately 95% of the industry benchmark (American Association of Respiratory Care). SCVMC's Respiratory Care department has consistently relied on overtime and extra help in recent years to meet the demand for treatments which represented 17% of all productive hours in FY 2012 and 11% through January in FY 2013.

Positions Added: 3.0 FTE

Ongoing Cost: \$380,271

Increase in General Fund Subsidy: \$380,271

↑ Pharmacy Enhancement

Recommended Action:

- Add 2.0 FTE Pharmacist positions to provide drug order review in the Emergency Department which is required for regulatory reasons but is also expected to yield reduced drug cost of \$400,000;
- Add 1.0 FTE Pharmacist position, 1.0 FTE Pharmacy Tech position and extra help Pharmacist and Pharmacy Tech positions to implement a coordinated pre-discharge counseling program. This program is expected to reduce drug costs by qualifying patients using high-cost drugs for the Medication Assistance

Program, reducing drug costs by a further \$370,000, while improving patient outcomes and reducing readmissions; and

- Decrease expenditures in the SCVMC budget relating to addition of pharmacy staff to support the Emergency Department and provide consultation services to high-risk inpatients prior to discharge, thereby increasing patient compliance and patient safety.

Service Impact: This action will have a positive impact on efficiency in the Emergency Department and improve the quality of service to patients upon discharge by providing counseling with a pharmacist where appropriate. It will also help ensure that patients receive their medication, as well as appropriate counseling, in order to keep patients healthy and reduce the rate of readmissions.

With additional staffing, pharmacists will review all medication orders in the Emergency Department and Renal Dialysis Unit. These actions will decrease the chance of drug interactions or allergies and ensure that patients receive the most cost effective medications. Currently antibiotics constitute \$2 million in drug expenditure. The pharmacist interventions will focus on antibiotics and help reduce this expenditure.

In addition, a coordinated Discharge Counseling effort between Inpatient Pharmacy and Ambulatory Pharmacy will have pharmacists working directly with physicians and nurses on the units to check for clinical appropriateness, drug or allergy interactions, and coverage for the prescribed medications to streamline the discharge process. The pharmacist will focus on qualifying the high risk/high cost prescriptions for Medication Assistance Program.

Positions Added: 4.0 FTE

Ongoing Net Savings: \$35,003

Increase Salaries and Benefits: \$734,997

Reduce Services and Supplies: \$770,000

Net Decrease in General Fund Subsidy: \$35,003

↑ Performance Infrastructure

Recommended Action: Add 5.0 FTE management and analytical support positions to enhance strategic planning capabilities. In addition, allocate funding to

create a new Ethics and Compliance Officer position, partially offset by the deletion of the existing Compliance Officer position.

Performance Infrastructure Positions Changes

Class	Description	FTE
New	Ethics and Compliance Officer ^a	1.0
C41	Compliance Officer	-1.0
S01	Quality Improvement Manager	1.0
Z1D	Assistant Controller	1.0
B19	Health Program Specialist	1.0
B3P/B3N	Program Manager I/II	1.0
B1P	Management Analyst	1.0
Total		5.0

- a. There is no existing job specification for an Ethics and Compliance Officer position. Funding is recommended as a placeholder to fund the new position pending ESA-HR review.

Service Impact: The recommended initiative will not have an immediate impact on services provided to patients. However, over time these positions will help SCVMC to maximize revenue opportunities and reduce regulatory risk and help SCVMC maintain and expand services provided to the community.

The enhanced Ethics and Compliance Officer position along with the QI Manager will reduce risk of regulatory compliance problems. The analysts will support SCVHHS efforts to enhance strategic planning capabilities. The Program Manager II will provide SCVMC Administration with a dedicated resource to conduct operational and financial analysis to assist in the continuous performance improvement efforts necessary for the SCVMC success under the Affordable Care Act. The Assistant Controller position is required to improve compliance with financial reporting requirements and to develop strategies for maximizing reimbursements in the rapidly evolving healthcare business and regulatory environment.

Net Positions Added: 5.0 FTE

Includes new job classification to be created: 1.0 FTE

Ongoing Cost: \$795,740

Net Increase in General Fund Subsidy: \$795,740

↑ Facilities Enhancement

Recommended Action: Add 2.0 FTE Biomedical Technician positions, 1.0 FTE Sr. HVAC Mechanic position and 1.0 FTE Sr. Carpenter position.

Service Impact: The enhanced staffing level will allow SCVHHS Facilities to adequately staff for required equipment maintenance and reduce overtime expenditures.

The SCVHHS biomedical engineering section maintains equipment not only in the hospital but all of the clinics and correctional facilities that have medical units. Current staffing consists of 1.0 FTE Senior Biomedical Equipment Technician, 4.0 FTE Biomedical Equipment Technicians, 2.0 half code Biomedical Equipment Technicians, and 2.0 FTE Medical Equipment Repair Technicians.

The current count of medical equipment includes close to 12,000 pieces. In accordance with Centers for Medicare and Medicaid Services and The Joint Commission standards, SCVHHS Biomedical Engineering strives to maintain at least 95% compliance on non-life support equipment and 100% compliance on life support equipment. In order to maintain that standard, Biomedical Engineering is averaging 80 hours per pay period in unbudgeted overtime. The addition of 2.0 FTE Biomedical Technician positions will right size the budget and staffing level for this critical function.

The cost of the new Sr. HVAC Mechanic and Sr. Carpenter positions will be offset by reduced contract maintenance services.

The Facilities Department currently has two trade groups that lack supervision of a senior trade position, HVAC Technicians and Carpenters. Attempts to utilize senior level staff in other trades to provide supervision has not proved successful because of the difference in trade skill sets. Senior trade positions are responsible for prioritizing Work Orders, evaluating repairs and determining the need to call outside vendors to assist with repairs. The lack of the senior trade position in these two trades has resulted in inefficiencies in the utilization of outside vendors and the prioritization of Work Orders.

Positions Added: 4.0 FTE

Ongoing Net Cost: \$228,260

Increase Salaries and Benefits: \$506,571

Reduce Services and Supplies: \$278,311

Net Increase in General Fund Subsidy: \$228,260

● Mental Health FQHC Revenue Adjustment

Recommended Action: Reduce budgeted FQHC revenue and matching transfer to the Mental Health Department.

Service Impact: Actual revenue is consistently lower than budget in the FQHC Behavioral Health clinics due to lower than budgeted visit volume by Licensed Children Social Worker and MD mental health staff. The Mental Health Department expects there to be increased productivity as staff become more familiar with the evidenced based IMPACT and Problem Solving Therapy practice models and will mitigate the revenue shortfall through use of MHSA Prevention and Early Intervention funds. See additional recommendations in the Mental Health Department budget.

Ongoing Net Cost: \$0

Decreased Ongoing Cost: \$2,500,000

Decrease Ongoing Revenue: \$2,500,000

● Countywide Drug Testing Policy

Recommended Action: Add 1.0 FTE Clinical Lab Scientist position and 1.0 FTE Medical Lab Assistant and delete 2.0 FTE Forensic Chemist positions.

Service Impact: Staffing changes are required to reflect the change in the drug testing process from screening to confirmation testing and the anticipated increased in confirmation testing Countywide.

Background: Led by the Office of the County Executive, the SCVMC Laboratory has been participating in the County Drug Testing Coordination Task Force since May 2012 which includes representatives from the Probation Department, Pretrial Services, Social Services Agency, Department of Drug and Alcohol Services, County Counsel, and Information Services Department.

The Countywide effort to coordinate alcohol and drug testing services was designed to streamline the testing process, provide standardization of testing to the greatest extent possible and provide a less cumbersome testing process for clients who are ordered to undergo alcohol and drug testing among various County programs. One of the key components of the Best Practices involved a new Countywide model of drug testing, whereby testing will be random, and “instant test” cups will be used for urine sample collection. This

model provides an immediate indication of negative or positive test results. All presumptive positive tests are then sent to the SCVMC Laboratory for confirmation testing. Currently, Pretrial Services, the Department of Correction and Probation are implementing the usage of “instant test” cups in order to create a simpler, safer, more efficient cost-saving approach to drug testing. For FY 2014, the task force is recommending adoption of the “instant test” cups testing Countywide, thereby saving General Fund dollars.

Net Position Added: 0 FTE

Positions Added: 2.0 FTE

Positions Deleted: 2.0 FTE

Ongoing Net Savings: \$83,966

Increase Salaries and Benefits: \$16,034

Reduce Services and Supplies: \$100,000

Net Decrease in General Fund Subsidy: \$83,966

↑ HealthLink

Recommended Action: Increase appropriations to fund FY 2014 costs associated with the HealthLink project.

The FY 2014 costs for this project are offset by bond funding, anticipated additional revenue, reallocation of funds from other capital projects, the deletion of vacant positions and anticipated salary savings from attrition, and a General Fund subsidy. The additional revenue is primarily due to increased depreciation from the implementation of the HealthLink system which increases reimbursement from Medi-Cal under the cost-based reimbursement system. SCVMC also anticipates greater net revenue per visit from clinics because of greater completeness and accuracy in charge capture and reduced denials by insurance companies with the implementation of HealthLink. In addition, some areas of SCVMC operations will experience a reduced need for certain positions once the HealthLink system becomes operational and as work flows change. SCVMC plans to reduce staffing through attrition in these areas over the course of FY 2014. The proposed budgeted salary reduction reflects this planned attrition. Vacant positions which are no longer necessary will be proposed for deletion in the FY 2015 budget cycle.

HealthLink Project One-time Costs

Description	Cost
FY 2014 One-time Project Expense	
Capital Cost	\$14,521,203
Contract Staff	\$10,172,839
Operating Contingency	\$1,985,768
End-User Training Backfill	\$4,891,104
Total One-time Project Expense	\$31,570,914
FY 2014 One-time Project Expense Offsets	
Reallocation of funds from existing SCVMC projects	\$4,572,544
Increased Medi-Cal Revenue	\$3,994,029
Available Tech Bond Revenue	\$5,412,547
3-month salary savings reflecting time for recruitment and hire of ongoing staff	\$1,304,341
Total One-time Project Expense Offsets	\$15,283,461
Net One-time Project Expense	\$16,287,453

A one-time increase in the General Fund subsidy for SCVMC is recommended to cover the net one-time project expense for FY 2014.

HealthLink Ongoing Costs

Description	Cost
HealthLink Ongoing Expense	
Addition of 38.0 FTE New Positions	
1.0 FTE Sr. Management Analyst	\$124,130
2.0 FTE Management Analyst	\$229,240
1.0 FTE Program Manager II	\$135,145
1.0 FTE Business Development Analyst	\$131,562
4.0 FTE Information Systems Manager II	\$611,976
3.0 FTE Information Systems Manager I	\$424,173
8.0 FTE Information Systems Analyst II	\$991,696
2.0 FTE Network Engineer	\$258,574
3.0 FTE Mgmt Information Services Manager II	\$514,965
3.0 FTE Mgmt Information Services Manager I	\$472,782
2.0 FTE Epic Application Coordinator	\$277,222
3.0 FTE Epic Instructional Designer	\$394,749
1.0 FTE Epic Report Writer II	\$131,583
1.0 FTE Epic Sr. Application Coordinator	\$147,328
2.0 FTE Biomedical Technician	\$213,832
1.0 FTE Nurse Coordinator	\$158,410
Application Software	\$2,173,280
Application Software Maintenance	\$1,546,561
System Hardware	\$635,000
Miscellaneous Operating Expense	\$50,000
Total Ongoing HealthLink Expense	\$9,622,208
Ongoing HealthLink Cost Offsets	
Deletion of 17.5 FTE Existing Positions	
6.0 FTE Sr Management Info Systems Analyst	\$783,017
1.0 FTE Revenue Control Analyst	\$101,963

HealthLink Ongoing Costs

Description	Cost
2.0 FTE Sr Patient Business Services Clerk	\$166,750
2.0 FTE Information Systems Tech II	\$205,927
1.0 FTE Epic Instructional Designer	\$131,583
1.0 FTE Epic Interface Analyst II	\$141,316
2.0 FTE Pharmacist Tech Systems Specialist	\$355,284
1.0 FTE Nurse Coordinator	\$158,411
1.5 FTE Hospital Services Assistant II	\$113,426
Salary Savings (Attrition)	\$712,500
Services and Supplies Reduction	\$375,000
Additional Revenue	\$6,377,031
Total Ongoing HealthLink Expense Offsets	\$9,622,208
Net Ongoing HealthLink Expense	\$0

Service Impact: Health Care Reform is making it necessary for health care organizations and providers to adopt and utilize advanced clinical information technology in order to:

- Meet higher standards for patient care and safety;
- Improve patient satisfaction;
- Achieve expanded data collection and reporting requirements for CMS Incentive Program quality reporting and continuous quality improvement;
- Meet requirements to securely exchange data with external providers and entities;
- Support evidence-based clinical and administrative decision-making and chronic disease management;
- Reduce costs by minimizing duplicate testing and other inefficiencies;
- Provide for the seamless flow of information across the entire continuum of care from the ambulatory care setting to the Emergency Department to return home and post discharge care;
- Qualify for ARRA Meaningful Use funding; and
- Optimize revenue cycle processes and reimbursements.

The full implementation of HealthLink is essential for SCVHHS future success. Approval of the FY 2014 funding will allow SCVHHS and the County to stay on course toward meeting the requirements of an evolving healthcare industry, continue to bill insurance companies, and improve the coordination of healthcare for patients.

Background: In FY 2012, SCVHHS began the journey toward developing an integrated electronic health record, HealthLink for Santa Clara Valley Medical Center, Mental Health, Drug and Alcohol, Custody Health, Public Health, and community partners. Once complete, this effort will have a profound impact on residents of Santa Clara County who receive care at any SCVHHS location, as well as for the staff delivering care. The installation of HealthLink will occur in waves beginning on May 4, 2013 and will continue over the next three years until all care locations are automated.

As a result of this implementation, health information will be immediately available to staff caring for patients. Currently, much of personal health information is only available on paper. As paper is not always available at all system access points in real time, this results in caring for patients without all necessary medical information. This information gap frustrates patients and their providers, and requires repetitious collection of personal health information at all access points.

In the new HealthLink system, not only will staff have access to the record, but patients will also be able to access their own information. Furthermore, as multiple private providers in the county use this system, information can be shared (with the patient's permission) across health care systems (public and private) for the first time. The electronic data will also offer the opportunity to track, trend and improve patient care and safety.

Net Positions Added: 20.5 FTE

Positions Added: 38.0 FTE

Positions Deleted: 17.5 FTE

One-time Net Cost: \$16,287,453

Net Increase in General Fund Subsidy: \$16,287,453



Santa Clara Valley Medical Center Summary of Budgeted Expenditures and Revenues^a

	FY 2013 Approved	FY 2014 Recommended	Difference	Percent Difference
FTES & Statistics				
Payroll FTEs	5,085.21	5,250.71	165.50	3.3%
Total Patient Days	107,785	112,165	4,380	4.1%
Average Daily Census (ADC)	295.3	307.3	12	4.1%
Acute Outpatient Observation ADC	13.1	14.5	1.4	10.7%
Outpatient Visits	904,065	897,617	(6,448)	-0.7%
Revenue				
Patient Revenue	795,803,517	821,043,611	25,240,094	3.2%
CMS Incentive Revenue	60,000,000	60,000,000	0	0.0%
Cost Recovery	46,720,882	51,135,326	4,414,444	9.4%
Realignment	0	0	0	0.0%
Revenue from Bonds	64,587,453	0	(64,587,453)	-100.0%
Other	33,871,132	70,790,804	36,919,672	109.0%
Total Revenue from Operations	1,000,982,984	1,002,969,741	1,986,757	0.2%
Expenses				
Payroll/Personnel	726,514,154	810,243,597	83,729,443	11.5%
Services and Supplies	256,878,244	294,297,634	37,419,390	14.6%
County Overhead	13,184,854	19,100,340	5,915,486	44.9%
Debt Service	102,206,941	55,499,117	(46,707,824)	-45.7%
Interest Expense	22,277,768	24,563,498	2,285,730	10.3%
Transfers	(31,696,243)	(28,387,988)	3,308,255	-10.4%
Total Expenses	1,089,365,718	1,175,316,198	85,950,480	7.9%
Operating Income/Loss	(88,382,734)	(172,346,457)	(83,963,723)	95.0%
Transfers				
Vehicle License Fee Revenue	47,190,743	51,426,483	4,235,740	9.0%
Tobacco Settlement Revenue	12,000,000	12,000,000	0	0.0%
Inmate Medical Care at SCVMC	11,400,000	11,400,000	0	0.0%
General Fund Grant	17,229,316	94,457,299	77,227,983	448.2%
Total General Fund Subsidy	87,820,059	169,283,782	81,463,723	92.8%
Operating Transfers	(7,314,770)	(4,814,770)	2,500,000	-34.2%
Total Transfers	80,505,289	164,469,012	83,963,723	104.3%
Net Income/(Loss)	(7,877,445)	(7,877,445)	0	0.0%
<i>Unfunded Compensated Absences</i>	<i>(6,571,546)</i>	<i>(6,571,546)</i>	<i>0</i>	<i>0.0%</i>
<i>Unfunded Amortization of Prior Debt Financing Costs</i>	<i>(1,305,899)</i>	<i>(1,305,899)</i>	<i>0</i>	<i>0.0%</i>

a. SCVMC Enterprise Fund 0060 only. Does not include the Intergovernmental Transfer or SCVMC Capital Fund 0059



Santa Clara Valley Medical Center— Budget Unit 921 Net Expenditures by Cost Center

CC	Cost Center Name	FY 2012 Actuals	FY 2013 Approved	FY 2014 Base Budget	FY 2014 Recommended	Amount Chg From 2013 Approved	% Chg From 2013 Approved
6846	SCVMC Capital Fund 0059	146,297,934	3,384,160	3,384,867	3,384,867	707	0.0%
092106	SCVMC Operations Fund 0060	1,059,433,410	1,156,680,488	1,187,183,152	1,240,130,968	83,450,480	7.2%
Total Net Expenditures		\$ 1,205,731,343	\$ 1,160,064,648	\$ 1,190,568,019	\$ 1,243,515,835	\$ 83,451,187	7.2%

Santa Clara Valley Medical Center— Budget Unit 921 Gross Expenditures by Cost Center

CC	Cost Center Name	FY 2012 Actuals	FY 2013 Approved	FY 2014 Base Budget	FY 2014 Recommended	Amount Chg From 2013 Approved	% Chg From 2013 Approved
6846	SCVMC Capital Fund 0059	146,297,934	3,384,160	3,384,867	3,384,867	707	0.0%
092106	SCVMC Operations Fund 0060	1,086,887,243	1,188,376,731	1,215,504,395	1,268,518,956	80,142,225	6.7%
Total Gross Expenditures		\$ 1,233,185,176	\$ 1,191,760,891	\$ 1,218,889,262	\$ 1,271,903,823	\$ 80,142,932	6.7%

Santa Clara Valley Medical Center— Budget Unit 921 Expenditures by Object

Object	FY 2012 Actuals	FY 2013 Approved	FY 2014 Base Budget	FY 2014 Recommended	Amount Chg From 2013 Approved	% Chg From 2013 Approved
Salary and Benefits	732,072,686	726,514,154	783,013,363	810,243,597	83,729,443	11.5%
Services And Supplies	289,593,984	270,125,691	295,125,606	313,461,274	43,335,583	16.0%
Other Charges	19,947,829	22,277,768	30,615,818	30,615,818	8,338,050	37.4%
Fixed Assets	170,340,662	79,816,120	16,028,667	25,977,326	(53,838,794)	-67.5%
Operating/Equity Transfers	21,230,016	93,027,158	94,105,808	91,605,808	(1,421,350)	-1.5%
Total Gross Expenditures	\$ 1,233,185,176	\$ 1,191,760,891	\$ 1,218,889,262	\$ 1,271,903,823	\$ 80,142,932	6.7%
Expenditure Transfers	(27,453,833)	(31,696,243)	(28,321,243)	(28,387,988)	3,308,255	-10.4%
Total Net Expenditures	\$ 1,205,731,343	\$ 1,160,064,648	\$ 1,190,568,019	\$ 1,243,515,835	\$ 83,451,187	7.2%

Santa Clara Valley Medical Center— Budget Unit 921 Revenues by Cost Center

CC	Cost Center Name	FY 2012 Actuals	FY 2013 Approved	FY 2014 Base Budget	FY 2014 Recommended	Amount Chg From 2013 Approved	% Chg From 2013 Approved
6846	SCVMC Capital Fund 0059	127,855,471	3,384,160	3,384,160	3,384,160	—	—
092106	SCVMC Operations Fund 0060	1,055,950,518	1,148,803,043	1,179,305,707	1,232,253,523	83,450,480	7.3%
Total Revenues		\$ 1,183,805,989	\$ 1,152,187,203	\$ 1,182,689,867	\$ 1,235,637,683	\$ 83,450,480	7.2%



SCVMC Capital Fund 0059 — Cost Center 6846 Major Changes to the Budget

	Positions	Appropriations	Revenues
VMC Capital Projects (Fund Number 0059)			
Current Level Budget			
FY 2013 Approved Budget	—	\$ 3,384,160	\$ 3,384,160
Board Approved Adjustments During FY 2013	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
IntraCounty Adjustments	—	707	—
Other Adjustments	—	—	—
Subtotal (Current Level Budget)	—	\$ 3,384,867	\$ 3,384,160
Recommended Changes for FY 2014			
IntraCounty Adjustments	—	\$ —	\$ —
Decision Packages			
Information Technology			
Capital			
Subtotal (Recommended Changes)	—	\$ —	\$ —
Recommended Budget	—	\$ 3,384,867	\$ 3,384,160

SCVMC Operations Fund 0060 — Cost Center 092106 Major Changes to the Budget

	Positions	Appropriations	Revenues
VMC Enterprise Fund (Fund Number 0060)			
Current Level Budget			
FY 2013 Approved Budget	5,085.0	\$ 1,156,680,488	\$ 1,148,803,043
Board Approved Adjustments During FY 2013	50.0	35,769,463	19,388,149
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	0.2	34,731,930	—
IntraCounty Adjustments	—	17,923,648	75,701,968
Other Adjustments	—	(57,922,377)	(64,587,453)
Subtotal (Current Level Budget)	5,135.2	\$ 1,187,183,152	\$ 1,179,305,707
Recommended Changes for FY 2014			
IntraCounty Adjustments	—	\$ —	\$ —
Decision Packages			
Rehabilitation Nursing	-5.2	(103,252)	(103,252)
Expand Operating Room Capacity	8.5	2,330,256	2,330,256
Inpatient Capacity and Patient Flow	4.6	1,495,689	1,495,689
Healthlink	20.5	32,071,060	32,071,060
Countywide Drug Testing Policy	—	(83,966)	(83,966)
Pharmacy Enhancement	4.0	(35,003)	(35,003)
Respiratory Care Services	3.0	380,271	380,271
Express Care Staffing	3.7	601,203	601,203
Primary Care Access	44.3	8,812,780	8,812,780
Speciality Care Access	10.6	1,471,626	1,471,626



SCVMC Operations Fund 0060 — Cost Center 092106
Major Changes to the Budget

	Positions	Appropriations	Revenues
Facilities Enhancement	4.0	228,260	228,260
Performance Infrastructure	4.0	795,740	795,740
Re-Base Budget to Reflect Actual Experience	—	4,861,582	4,861,582
Mental Health FQHC Revenue Adjustment	—	(2,500,000)	(2,500,000)
Enhance Services at Children's Receiving & Assessment Center	1.0	121,570	121,570
Acute Psychiatry Services	12.5	2,500,000	2,500,000
Information Technology			
Capital			
Subtotal (Recommended Changes)	115.5	\$ 52,947,816	\$ 52,947,816
Recommended Budget	5,250.7	\$ 1,240,130,968	\$ 1,232,253,523





Section 5: Housing, Land Use, Environment and Transportation

Section 5: Housing, Land Use, Environment and Transportation



Housing, Land Use, Environment & Transportation

Mission

The mission of Housing, Land Use, Environment, and Transportation services is to increase the economic and social vitality of the community, regulate development, protect the natural environment, mitigate health and safety risks and conserve natural resources.



Departments

➔ Environmental Services Departments

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

➔ Roads and Airports Departments

- Roads Department
- Airports Department

➔ County Fire Districts

- Santa Clara County Central Fire Protection District
- Los Altos Hills County Fire District
- South Santa Clara County Fire District

Housing, Land Use, Environment & Transportation

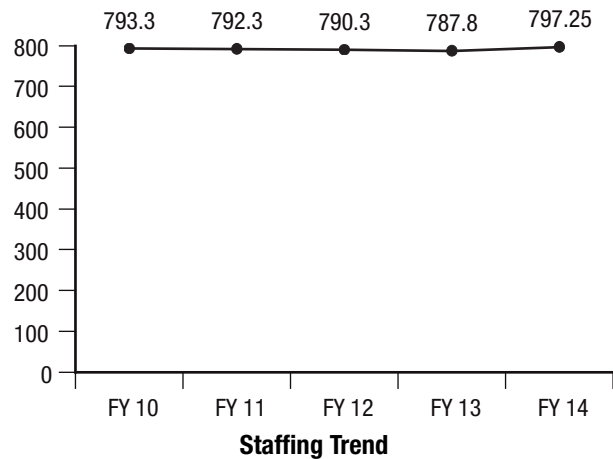
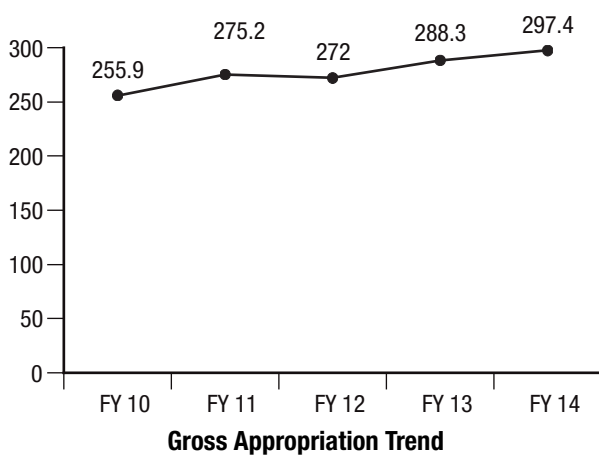
Planning and Development
Budget Unit 260, 168

Roads and Airports Departments
Budget Units 603, 608

Agriculture and Environmental Management
Budget Units 261, 262, 411

Fire Districts
Budget Units 904, 979, 980

Parks and Recreation
Budget Unit 710



Staffing Trend data does not include the Santa Clara County Central Fire District Employees

Section 5: Housing, Land Use, Environment and Transportation



Net Expenditures By Department

BU	Department Name	FY 2012 Actuals	FY 2013 Approved	FY 2014 Base Budget	FY 2014 Recommended	Amount Chg From 2013 Approved	% Chg From 2013 Approved
260	Department Of Planning And Development	\$ 12,103,708	\$ 12,310,265	\$ 13,272,434	\$ 13,639,180	\$ 1,328,915	10.8%
168	Office of Affordable Housing	8,240,541	4,489,676	4,563,153	4,563,153	73,477	1.6%
710	Parks and Recreation Department	46,419,536	46,105,296	37,234,969	48,502,768	2,397,472	5.2%
262	Agriculture and Environmental Mgmt	11,773,019	13,928,345	13,966,444	13,934,327	5,982	0.0%
261	Department of Environmental Health	15,092,503	17,360,090	17,969,233	18,573,204	1,213,114	7.0%
411	Vector Control District	5,687,821	6,540,970	6,809,680	6,818,680	277,710	4.2%
603	Roads & Airports Department - Roads	52,663,336	66,942,835	41,716,816	68,999,108	2,056,273	3.1%
608	Roads & Airports Dept - Airports	2,644,489	2,852,427	2,893,438	2,893,438	41,011	1.4%
904	Central Fire Protection District	79,948,128	79,909,169	81,870,200	85,036,200	5,127,031	6.4%
979	Los Altos Hills County Fire District	9,465,956	22,966,858	19,311,898	19,311,898	(3,654,960)	-15.9%
980	South Santa Clara County Fire Protection District	4,536,086	6,331,120	4,521,822	5,451,822	(879,298)	-13.9%
Total Net Expenditures		\$ 248,575,122	\$ 279,737,051	\$ 244,130,087	\$ 287,723,778	\$ 7,986,727	2.9%

Gross Expenditures By Department

BU	Department Name	FY 2012 Actuals	FY 2013 Approved	FY 2014 Base Budget	FY 2014 Recommended	Amount Chg From 2013 Approved	% Chg From 2013 Approved
260	Department Of Planning And Development	\$ 12,368,889	\$ 12,665,313	\$ 13,627,482	\$ 14,034,088	\$ 1,368,775	10.8%
168	Office of Affordable Housing	9,109,364	5,421,148	5,539,422	5,539,422	118,274	2.2%
710	Parks and Recreation Department	47,403,638	47,805,296	38,953,565	50,221,364	2,416,068	5.1%
262	Agriculture and Environmental Mgmt	12,233,324	14,333,306	14,372,213	15,282,608	949,302	6.6%
261	Department of Environmental Health	15,554,084	17,991,671	18,381,953	18,985,924	994,253	5.5%
411	Vector Control District	5,687,821	6,540,970	6,809,680	6,818,680	277,710	4.2%
603	Roads & Airports Department - Roads	56,649,790	70,142,835	41,716,816	72,399,109	2,256,274	3.2%
608	Roads & Airports Dept - Airports	2,644,489	2,852,427	2,893,438	2,893,438	41,011	1.4%
904	Central Fire Protection District	81,134,674	81,244,469	83,303,200	86,469,200	5,224,731	6.4%
979	Los Altos Hills County Fire District	9,465,956	22,966,858	19,311,898	19,311,898	(3,654,960)	-15.9%
980	South Santa Clara County Fire Protection District	4,536,086	6,331,120	4,521,822	5,451,822	(879,298)	-13.9%
Total Gross Expenditures		\$ 256,788,114	\$ 288,295,413	\$ 249,431,489	\$ 297,407,553	\$ 9,112,140	3.2%

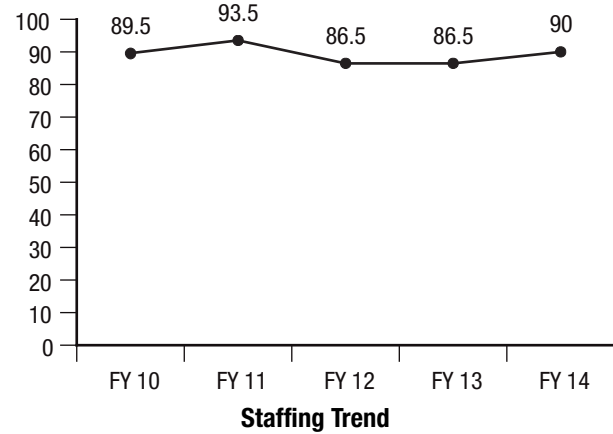
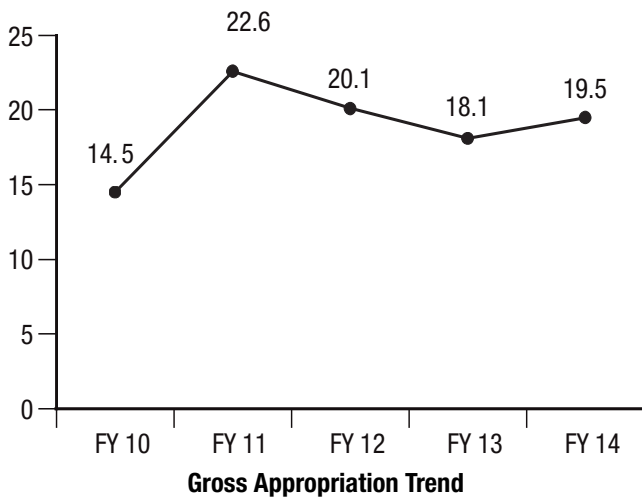
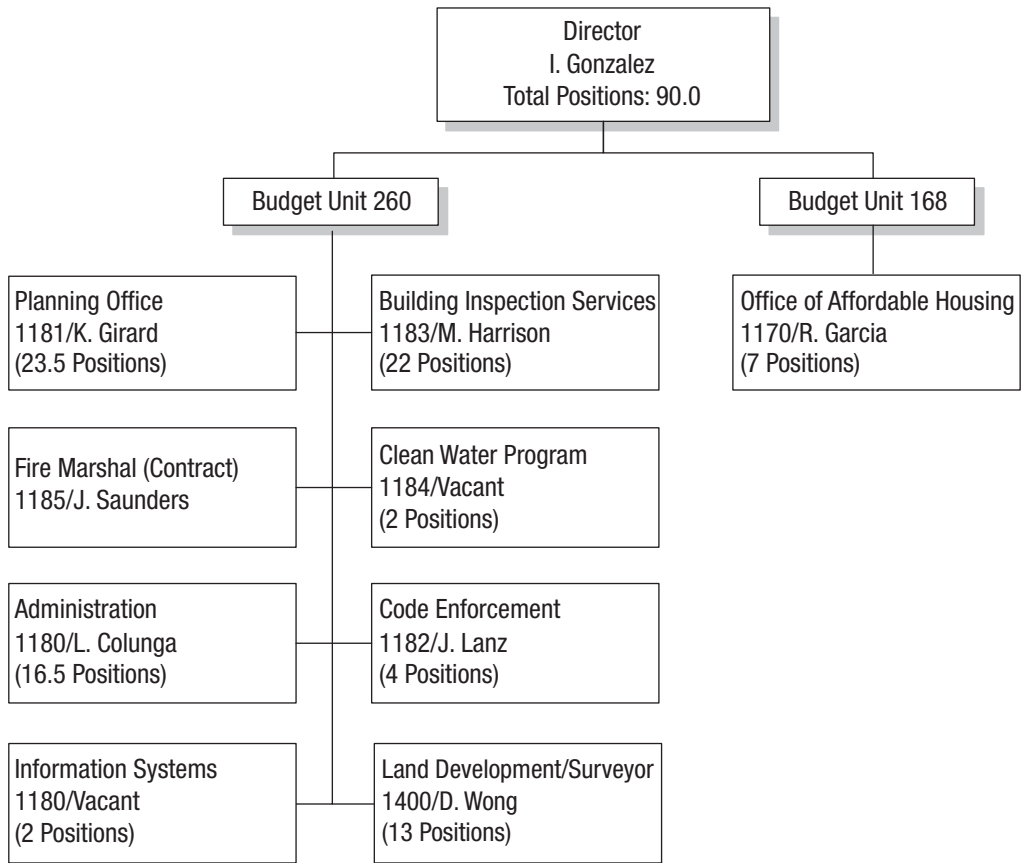


Revenues By Department

BU	Department Name	FY 2012 Actuals	FY 2013 Approved	FY 2014 Base Budget	FY 2014 Recommended	Amount Chg From 2013 Approved	% Chg From 2013 Approved
260	Department Of Planning And Development	\$ 7,426,057	\$ 7,217,086	\$ 7,836,234	\$ 8,379,446	\$ 1,162,360	16.1%
168	Office of Affordable Housing	8,154,585	5,776,605	5,776,605	5,776,605	—	—
710	Parks and Recreation Department	46,200,902	47,090,783	49,327,470	49,327,470	2,236,687	4.7%
262	Agriculture and Environmental Mgmt	10,068,151	10,681,473	10,836,131	10,716,131	34,658	0.3%
261	Department of Environmental Health	16,265,932	17,740,786	19,398,236	19,398,236	1,657,450	9.3%
411	Vector Control District	7,100,933	7,111,543	7,122,085	7,122,085	10,542	0.1%
603	Roads & Airports Department - Roads	59,751,344	62,491,377	58,986,034	77,756,969	15,265,592	24.4%
608	Roads & Airports Dept - Airports	3,176,328	2,946,682	2,878,082	2,878,082	(68,600)	-2.3%
904	Central Fire Protection District	80,919,694	78,183,200	85,036,200	85,036,200	6,853,000	8.8%
979	Los Altos Hills County Fire District	7,377,562	7,612,300	7,971,200	7,971,200	358,900	4.7%
980	South Santa Clara County Fire Protection District	4,004,122	4,935,877	4,965,397	4,965,397	29,520	0.6%
Total Revenues		\$ 250,445,612	\$ 251,787,712	\$ 260,133,674	\$ 279,327,821	\$ 27,540,109	10.9%



Department of Planning and Development



Public Purpose

- **Maintain and Enhance the Quality of the Built Environment**
- **Preserve and Enhance Natural and Historical Resources**
- **Preserve the Quality of Life for Urban County Residents**



Description of Major Services

Services provided by the Department of Planning and Development include implementation of the General Plan, issuance of Building Permits and completion of Permit Inspections, review and approval of Planning and Zoning Applications, administration of the Williamson Act and Open Space Easement Program, Historic Preservation, application for and inspection of Land Development Engineering permits, Code Enforcement, Surveying, administration of the Affordable Housing Program, administration of the Clean Water Program, and coordinating some of the services provided by the Fire Marshal.

Building Inspection Office

The Building Inspection Office continues to ensure that the built environment is safe, accessible and in compliance with the County's building codes and land use requirements. The Office issues building permits for construction of new buildings and remodels, additions and other alterations of existing buildings in unincorporated Santa Clara County. Comprehensive review of plans and documents submitted in the application process help ensure that proposed projects get the best start possible while inspections performed during construction help bring the projects to successful completion.

Williamson Act

The County sustains a variety of viable agricultural operations that continue to flourish, such as cattle production, row crops, orchards, grape and wine production, and nurseries. Since the late 1960's, the County has been an active participant in the Williamson Act, a statewide program that enables private landowners to contract with local governments to voluntarily restrict their land to agricultural use and other compatible uses in return for a reduced property assessment, resulting in lower property taxes. As of December 2012, approximately 338,000 acres of land in unincorporated Santa Clara County are restricted by Williamson Act contracts.

Open Space Easement Agreements

The County's Open Space Easement Program allows property owners in the unincorporated areas to apply to transfer their Williamson Act land into an open space easement to preserve the natural or scenic character of the open space land. Since 2006, over 4,300 acres under Williamson Act contract have been transferred into open space easements, which allow limited uses of the land but require that 95% of the parcel be maintained in open space use.

Historic Preservation Program

Stewardship of Santa Clara County's historic resources, with their unique opportunities and challenges, is the focus of the Historic Preservation Program. The County's General Plan policies and strategies for historic resources serve as the backbone of the program, which identifies and evaluates historic properties, and prevents or minimizes adverse impacts. The County is one of only a few California counties to earn certification from the Department of the Interior as a Certified Local Government and an active partner in the National Preservation Program.

General Plan Update: Housing Element

The Housing Element is one of seven required elements of a General Plan and addresses the housing needs of a jurisdiction, in this case the unincorporated areas of Santa Clara County. It must be updated every five years or as otherwise determined by the California Housing and Community Development Department. The next cycle for updating the Housing Element is for the years 2015-2022. It is an eight-year cycle, in contrast to previous statutes for a five-year cycle. The preliminary phases of the next Housing Element update have begun and must be adopted by the Board by October 2014.

General Plan Update: Health and Wellness Element

In 2012, the County began the process of incrementally updating various elements of the General Plan by initiating the creation of a Health and Wellness Element. It will be a new element that incorporates certain portions of the existing Health and Safety Chapters, and establishes new goals, policies, and implementation measures to promote general public health through a comprehensive planning approach. It will address land use issues, transportation and mobility, physical activity, prevention, air quality, access to health care and healthy food choices, and promote local agriculture and food supply, among other subjects.

The process for creating the new Health Element will take approximately 2-3 years. Planning Department staff are coordinating the effort in collaboration with the County's Public Health Department and various other related agencies, stakeholders, and non-governmental entities. Public input, expert advisory committees and the result of an existing conditions report are guiding the preparation of draft policies and

strategies. After public review, the policies and strategies will be incorporated into a draft Health and Wellness Element for Board consideration.

Regional Planning Involvement

Santa Clara County Planning Department staff is involved in the regional planning efforts being undertaken by the Association of Bay Area Governments (ABAG) and other regional agencies to develop a Sustainable Communities Strategy (SCS) as part of SB 375 implementation. This unprecedented opportunity for regional planning will be instrumental in defining a consistent regional approach to environmental, economic and social equity issues that are fundamental to achieving a sustainable Bay Region. It will develop means at the regional level for achieving targets for greenhouse gas emission reductions over the next 25 years, as well as promoting smart growth, affordable housing, resource conservation, and improved access to and use of alternative transportation modes. The SCS plan is scheduled for approval in summer 2013.

Urban Island Annexations

Annexation of the County's urban unincorporated islands is a major goal of the County General Plan. Islands are unincorporated areas located within a city's Urban Service Area, and may be entirely or partially surrounded by incorporated cities. Island annexation reduces County service costs, promotes efficient urban service delivery, and provides for more logical city boundaries. Annexation also enables residents to vote and actively participate in municipal elections, decision-making, and planning for the improvement of neighborhoods and surrounding areas.

It is expected that San Jose and Campbell will annex the 103-acre island, Cambrian 36, before the end of FY 2013. After this annexation is complete, there will be seven islands greater than 150 acres remaining in San Jose's Urban Service Area. Two are primarily residential (Burbank and Alum Rock) and five consist of County-owned property or park lands. Efforts continue to coordinate smaller island annexations with Los Altos Hills, Sunnyvale, and Santa Clara. The County will continue annexation efforts with cities having urban islands, in conjunction with the Local Agency Formation Commission.

Quarry Regulation

The State Surface Mine and Reclamation Act (SMARA) and County Zoning Regulations require surface mines to have and to implement reclamation plans. The County currently has eight mines that are subject to SMARA. All eight mines within unincorporated Santa Clara County have reclamation plans approved by the County. The County is processing an amendment for the Freeman Quarry, which is the newest of all the County's mines.

Currently, five mines are active operations that extract and sell minerals used primarily in construction. The remaining three mines are being reclaimed, but no further mineral harvesting is taking place. Each year, County staff inspects the mines for compliance with their reclamation plans, prepares the annual inspection reports, and files those reports with the State Office of Mine Reclamation.

Code Enforcement

The Code Enforcement Division is responsible for the enforcement of the County Ordinance Code related to land use. It has continued to expand with the creation of a division responsible for coordinating the efforts of the building, planning, fire, housing, land development, and engineering services. It also provides liaison services to other County departments such as Environmental Health and Roads and Airports. Code Enforcement responds to citizen complaints and other department referrals systematically to inspect each site for possible code violations and notifies the responsible parties when violations are verified.

Inspectors and investigators work with property owners and other responsible parties to bring sites back into compliance with code requirements. This frequently involves onsite meetings and telephone conversations to discuss possible resolutions to problems in addition to identifying issues that must be abated. Once an agreement has been reached, a follow-up inspection is conducted to ensure violations have been corrected and no outstanding issues remain. This process has resulted in a majority of violations being resolved through voluntary compliance and a better understanding of the land development process by our clients.

Historically, those who failed to bring their properties into compliance with applicable Ordinance or Code were issued citations and cases were resolved through criminal court actions. The Division now uses an

Administrative Fee and Fine Program that processes unresolved violations through the issuance of fines and hearings. This program has resulted in several long-standing cases being resolved through a system much better equipped to deal with complicated land use issues than criminal prosecution. The Division also administers the Administrative Hearing Process for appeals of several Ordinance or Code violations not associated with the Department of Planning and Development, such as the Social Host Ordinance enforced by the Sheriff's Office, and the County's Weed Abatement Program. The Code Enforcement Division continues to work with the Office of the District Attorney and the Office of the County Counsel to represent the County on civil and criminal land use issues being processed through the courts, providing investigative services and offering expert testimony as required.

Office of Affordable Housing

The Office of Affordable Housing (OAH) provides loans and grants for the development of new affordable housing units for the County's "special populations," including extremely low income households, seniors, at-risk youth, the disabled, the mentally ill, and the homeless. Since 2002, the County has provided a total of \$60 million to 55 community-based organizations (CBOs) that build affordable housing or provide housing related services and 3,087 new housing units have been created that provide permanent affordable housing to these populations.

OAH also administers Federal Community Development Block Grant (CDBG) and HOME funds for seven smaller cities and the unincorporated areas of the County. The annual CDBG grant is \$1.3 million and the HOME grant is \$400,000, which is sub-granted to CBOs and developers for the creation and preservation of affordable housing and housing-related services.

Water Resources Protection

As mandated by State and Federal law, the County's Clean Water Program was created to maintain the County's compliance with a National Pollutant Discharge Elimination System (NPDES) Storm Water Discharge Permit, and to promote storm water pollution prevention. Penalties for non-compliance with an NPDES permit are severe.

The County is uniquely located within two Regional Water Quality Control Boards (RWQCB) and obtained a NPDES Permit under each board. The northern portion



of the County is under the San Francisco Bay RWQCB and the southern portion is under the Central Coast RWQCB.

Fire Marshal

The County contracts with the Santa Clara County Central Fire Protection District for Fire Marshal services. In coordination with Planning and Development Services, the Fire Marshal's Office reviews land use applications for compliance with fire

department access and fire protection water supply regulations. Plan review for fire code compliance is conducted as part of the building and fire code permitting process, followed by inspections to ensure compliance with approved plans for both private and County-owned/occupied construction. Annual inspections are also conducted on all County-owned or leased facilities and at Stanford University. The Fire Marshal is responsible for code enforcement in areas not covered by a fire district which adopts a fire code.

Current and Emerging Issues

Improvements to the Permitting Process

The Department of Planning and Development has initiated a Center for Leadership and Transformation (CLT) project to make improvements in the development permitting process. Participants in the project include the Roads and Airports Department, Department of Environmental Health, and Information Services Department as well as staff from Planning and Development.

The Transformation and Modernization Project (TM Project) is currently assessing customer needs across a wide-range of customer types. The next stage of the TM Project will be the re-design of the Department of Planning and Development's processes and information technology to better meet customer needs. Items for consideration include reducing processing time, improving communication, and implementing a more simple and transparent work flow. Once the process re-design and development of information technology specifications are complete, the Department will be in a position to estimate the costs of implementation. These costs, and the business case for making an investment in the County's permitting services, will be presented as soon as cost estimates have been completed. Based on the experience of comparable planning and development departments, the capital cost associated with this process transformation and information technology modernization effort may range between \$250,000 and \$500,000. The TM Project does not presently have a funding source but is supported by the County Executive's Office.

California Building Standards Code Updates

New editions of the California Building Standards Code have been adopted by the State and will become effective in all jurisdictions throughout the state on January 1, 2014. One significant change in the code is expected to be inclusions of Federal Americans with Disabilities Act requirements into the accessibility requirements of the California building standards. The Building Inspection Office will review the new codes when they become available and propose adoption by the County Board of Supervisors with any amendments that are necessary due to local conditions.

Economic Recovery and Increased Construction

The Planning and Development Department has seen significant increases in construction activity in the County, with increases to the number of customers requesting departmental services and projections indicate that this increase will likely continue through 2014 and beyond. Activity levels and staffing levels will be monitored to ensure that the Department is capable of providing necessary services to the public.

Clean Water Program Updates

The Clean Water Program exists to maintain the County's compliance with the National Pollutant Discharge Elimination System (NPDES) Storm Water Discharge Permit and promote storm water pollution prevention.

In October 2009, the Municipal Regional NPDES Permit (MRP) was adopted for North County that includes achieving 40 percent trash load reductions. The Department has completed the plans for this reduction and is in the process of implementing the plan. Plans



aimed at reducing trash load by 70 and 100 percent must be developed by February 2014, with implementation of 100 percent trash load reduction plans by 2022.

In February 2013, the State Water Resource Control Board adopted the NPDES Phase II Small Municipal Separate Storm Water Sewer System (MS4) General Permit for areas of the southern portion of the County.

The new MS4 General Permit requires a comprehensive inventory and mapping of storm drain inlets and outfalls for commercial and industrial facilities in the unincorporated areas of the watershed as well as all municipal storm drain facilities. Similar to the MRP, requirements for reductions to water pollution levels will be systematically phased in during the term of the permit, resulting in decreased water pollution in local watersheds.

Summary of County Executive's Recommendations

Description	Impact	Impact on Services	Position Impact	FY 2014 Ongoing Net Cost/(Savings)	FY 2014 One-Time Net Cost/(Savings)
Support Clean Water Program Requirements	↑	Add funding for staff and contract services to meet enhanced requirements in the Clean Water Program.	1.0	\$222,130	(\$20,688)
Recognition of Increased Revenues	↑	Increase revenues to better match demand for fee-based services provided by Planning and Development staff.	—	(\$563,212)	—
Staffing and Service Augmentation to meet current demands	↑	Increase in staffing and operational expenditures to meet increased demand for service.	1.5	\$60,862	(\$9,998)
Increase Fire Plan Check and Inspection Services	↑	Increase funding to contract services to reduce backlog and turnaround time for review.	—	\$134,440	—
↑ — Enhanced ◆ — Modified ● — No Change ↓ — Reduced ☒ — Eliminated					

County Executive's Recommendation

↑ Support Clean Water Program Requirements

Recommended Action: Allocate ongoing funding of \$98,000 for contract services and add 1.0 FTE Program Manager position to manage the Clean Water Program.

Service Impact: These resources are necessary to comply with program requirements and lead the collaborative effort with other jurisdictions in response to new mandates from the Central Coast Regional Water Quality Control Board. New requirements include updating the Nonpoint Source Ordinance, creating and maintaining an inventory of all storm drain systems, identifying sources and types of pollutants, mapping County owned/operated outfalls, and inventory all County owned/operated facilities. The County is also required to develop and maintain a

process for implementation of storm water treatment measures and site design measures for both public and private development projects.

The Program Manager will be responsible for overall coordination and management of the Clean Water Program requirements, ensuring compliance and leading the collaborative efforts with other local jurisdictions, implementing cost sharing agreements, completing annual reports and other correspondence, monitoring and managing third-party agreements, and ensuring program objectives are met.

The funding for contract services will allow the Department to work with third-party service providers to provide and perform the specific assessment,



outreach, monitoring and analysis work required by the mandates from the Regional Water Quality Control Boards.

Positions Added: 1.0 FTE

Ongoing Cost: \$222,130

One-time Savings: \$20,688

The ongoing cost is partially offset in FY 2014 by two months of salary savings for recruitment time.

↑ Recognition of Increased Revenues

Recommended Action: Recognize increased revenues and reimbursements due to increases in fee-based activities within the Planning and Development Department.

Service Impact: Nearly all of the fee-based activities performed by the Department are increasing. Most notably, building plan check and inspection activities are expected to increase by over 29 and 20 percent, respectively, fire plan check and inspection activity is expected to increase by 24 percent, and applications in the planning office are expected to increase by at least 15 percent. Staffing levels are being reviewed to ensure that the Department is poised to meet the increased demands and workload associated with the rebounding economy.

Reimbursement revenue to the Department for providing surveyor services to other County entities is also increased, resulting in cost increases in other funds. Expenditures are increased in the Surveyor Monument Fund (Fund 0366) to cover additional reimbursements to the Department for surveyor services.

Ongoing Revenues and Reimbursements: \$583,072

Ongoing Cost (Fund 0366): \$19,860

↑ Staffing and Service Augmentation to Meet Current Demands

Recommended Action: Add 1.0 FTE Associate Plan Check Engineer position, 0.5 FTE Office Specialist position, 1.0 FTE Information Systems Technician position, and \$25,000 for scanning services. These expenditures will be offset by a reduction in expenditures for contract services and by the deletion of 1.0 FTE Information Systems Manager. One-time funds of \$15,000 will be allocated to allow for reconfiguration costs associated with adding new positions.

Service Impact: The Department has identified an immediate need for Plan Check review and adding 1.0 FTE Associate Plan Check Engineer will help meet that demand, bringing the turnaround time for residential plan checks down from 60 days to 30 days, and maintaining a 50 day turnaround time for non-residential plans. This will improve responsiveness to customers and position the Department to address increases in plan check work.

The 0.5 FTE Office Specialist position will aid the Department in meeting support staff needs. Six support staff positions have been cut in the last four years. The restoration of this halftime resource is necessary to assure adequate support for program staff.

The addition of 1.0 FTE Information System Technician and deletion of 1.0 FTE Information Systems Manager position will allow the Department to better address information technology needs, which include desktop support, trouble shooting, and staff training. The Department will utilize contract services and/or Information Services Department assistance for high-level programming or development needs that Department staff is unable to address.

Net Positions Added: 1.5 FTE

Net Ongoing Costs: \$60,862

Net One-time Savings: \$9,998

The ongoing cost is partially offset in FY 2014 by two months of salary savings for recruitment time for the Office Specialist and Information Systems Technician positions.

↑ Increase Fire Plan Check and Inspection Services

Recommended Action: Increase ongoing appropriation for Fire Plan Check and Inspection Services.

Service Impact: The Department goal for turnaround time for Fire Plan Check is 30 days; however, current turnaround is an average of 48 days. Increased contract services will reduce the current backlog and turnaround time for customers. The department will assess long-term needs and will negotiate with the Santa Clara County Central Fire Protection District if current staffing levels need to be increased.

Ongoing Cost: \$134,440

Department Of Planning And Development— Budget Unit 260 Net Expenditures by Cost Center

CC	Cost Center Name	FY 2012 Actuals	FY 2013 Approved	FY 2014 Base Budget	FY 2014 Recommended	Amount Chg From 2013 Approved	% Chg From 2013 Approved
1179	Surveyor Monument Fund 0366	\$ 120,010	\$ 85,140	\$ 85,140	\$ 105,000	\$ 19,860	23.3%
026001	Planning & Development Fund 0001	11,983,698	12,225,125	13,187,294	13,534,180	1,309,055	10.7%
Total Net Expenditures		\$ 12,103,708	\$ 12,310,265	\$ 13,272,434	\$ 13,639,180	\$ 1,328,915	10.8%

Department Of Planning And Development— Budget Unit 260 Gross Expenditures by Cost Center

CC	Cost Center Name	FY 2012 Actuals	FY 2013 Approved	FY 2014 Base Budget	FY 2014 Recommended	Amount Chg From 2013 Approved	% Chg From 2013 Approved
1179	Surveyor Monument Fund 0366	\$ 120,010	\$ 85,140	\$ 85,140	\$ 105,000	\$ 19,860	23.3%
026001	Planning & Development Fund 0001	12,248,878	12,580,173	13,542,342	13,929,088	1,348,915	10.7%
Total Gross Expenditures		\$ 12,368,889	\$ 12,665,313	\$ 13,627,482	\$ 14,034,088	\$ 1,368,775	10.8%

Department Of Planning And Development— Budget Unit 260 Expenditures by Object

Object	FY 2012 Actuals	FY 2013 Approved	FY 2014 Base Budget	FY 2014 Recommended	Amount Chg From 2013 Approved	% Chg From 2013 Approved
Salary and Benefits	9,909,580	10,196,661	10,954,531	11,168,837	972,176	9.5%
Services And Supplies	2,402,006	2,468,652	2,672,951	2,865,251	396,599	16.1%
Fixed Assets	57,303	—	—	—	—	—
Total Gross Expenditures	\$ 12,368,889	\$ 12,665,313	\$ 13,627,482	\$ 14,034,088	\$ 1,368,775	10.8%
Expenditure Transfers	(265,181)	(355,048)	(355,048)	(394,908)	(39,860)	11.2%
Total Net Expenditures	\$ 12,103,708	\$ 12,310,265	\$ 13,272,434	\$ 13,639,180	\$ 1,328,915	10.8%



Department Of Planning And Development— Budget Unit 260

Revenues by Cost Center

CC	Cost Center Name	FY 2012 Actuals	FY 2013 Approved	FY 2014 Base Budget	FY 2014 Recommended	Amount Chg From 2013 Approved	% Chg From 2013 Approved
1179	Surveyor Monument Fund 0366	\$ 49,690	\$ 41,355	\$ 41,355	\$ 41,355	—	—
026001	Planning & Development Fund 0001	7,376,367	7,175,731	7,794,879	8,338,091	1,162,360	16.2%
Total Revenues		\$ 7,426,057	\$ 7,217,086	\$ 7,836,234	\$ 8,379,446	1,162,360	16.1%

Surveyor Monument Fund 0366 — Cost Center 1179

Major Changes to the Budget

	Positions	Appropriations	Revenues
Survey Monument Preservation Fund (Fund Number 0366)			
Current Level Budget			
FY 2013 Approved Budget		— \$ 85,140	\$ 41,355
Board Approved Adjustments During FY 2013		—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments		—	—
IntraCounty Adjustments		—	—
Other Adjustments		—	—
Subtotal (Current Level Budget)		— \$ 85,140	\$ 41,355
Recommended Changes for FY 2014			
IntraCounty Adjustments		— \$	\$ —
Decision Packages			
Recognition of Increased Revenues		—	19,860
Information Technology			
Capital			
Subtotal (Recommended Changes)		— \$ 19,860	\$ —
Recommended Budget		— \$ 105,000	\$ 41,355

Planning & Development Fund 0001 — Cost Center 026001

Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
Current Level Budget			
FY 2013 Approved Budget	79.5	\$ 12,225,125	\$ 7,175,731
Board Approved Adjustments During FY 2013	1.0	229,676	619,148
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	576,249	—
IntraCounty Adjustments	—	73,828	—
Other Adjustments	—	82,416	—



Planning & Development Fund 0001 — Cost Center 026001
Major Changes to the Budget

	Positions	Appropriations	Revenues
Subtotal (Current Level Budget)	80.5	\$ 13,187,294	\$ 7,794,879
Recommended Changes for FY 2014			
IntraCounty Adjustments	—	\$ —	\$ —
Decision Packages			
Staffing and Service Augmentation to Meet Current Demands	1.5	50,864	—
Recognition of Increased Revenues	—	(39,860)	543,212
Support Clean Water Program Requirements	1.0	201,442	—
Increase Fire Plan Check and Inspection Services	—	134,440	—
Information Technology			
Capital			
Subtotal (Recommended Changes)	2.5	\$ 346,886	\$ 543,212
Recommended Budget	83.0	\$ 13,534,180	\$ 8,338,091

Office of Affordable Housing— Budget Unit 168
Net Expenditures by Cost Center

CC	Cost Center Name	FY 2012 Actuals	FY 2013 Approved	FY 2014 Base Budget	FY 2014 Recommended	Amount Chg From 2013 Approved	% Chg From 2013 Approved
1169	Housing Bond Prog Fund 0208	148,037	218,577	275,952	275,952	57,375	26.2%
1170	OAH Admin Fund 0001	0	(33,384)	—	—	33,384	-100.0%
1174	Housing Set Aside Fund 0196	1,622,476	272,027	329,110	329,110	57,083	21.0%
1178	CalHome Resue Account Fund 0104	161,028	120,000	114,000	114,000	(6,000)	-5.0%
9859	Stanford Affordable Housing Fund 0289	2,651,080	30,000	92,578	92,578	62,578	208.6%
016801	Housing & Community Development	3,657,920	3,882,456	3,751,513	3,751,513	(130,943)	-3.4%
Total Net Expenditures \$		8,240,541 \$	4,489,676 \$	4,563,153 \$	4,563,153 \$	73,477	1.6%



Office of Affordable Housing— Budget Unit 168 Gross Expenditures by Cost Center

CC	Cost Center Name	FY 2012 Actuals	FY 2013 Approved	FY 2014 Base Budget	FY 2014 Recommended	Amount Chg From 2013 Approved	% Chg From 2013 Approved
1169	Housing Bond Prog Fund 0208	148,037	218,577	275,952	275,952	57,375	26.2%
1170	OAH Admin Fund 0001	762,000	898,088	976,269	976,269	78,181	8.7%
1174	Housing Set Aside Fund 0196	1,729,299	272,027	329,110	329,110	57,083	21.0%
1178	CalHome Resue Account Fund 0104	161,028	120,000	114,000	114,000	(6,000)	-5.0%
9859	Stanford Affordable Housing Fund 0289	2,651,080	30,000	92,578	92,578	62,578	208.6%
016801	Housing & Community Development	3,657,920	3,882,456	3,751,513	3,751,513	(130,943)	-3.4%
Total Gross Expenditures \$		9,109,364 \$	5,421,148 \$	5,539,422 \$	5,539,422 \$	118,274	2.2%

Office of Affordable Housing— Budget Unit 168 Expenditures by Object

Object	FY 2012 Actuals	FY 2013 Approved	FY 2014 Base Budget	FY 2014 Recommended	Amount Chg From 2013 Approved	% Chg From 2013 Approved
Salary and Benefits	693,986	760,093	843,447	843,447	83,354	11.0%
Services And Supplies	8,092,359	4,183,823	4,218,743	4,218,743	34,920	0.8%
Operating/Equity Transfers	323,020	477,232	477,232	477,232	—	—
Total Gross Expenditures \$	9,109,364 \$	5,421,148 \$	5,539,422 \$	5,539,422 \$	118,274	2.2%
Expenditure Transfers	(868,824)	(931,472)	(976,269)	(976,269)	(44,797)	4.8%
Total Net Expenditures \$	8,240,541 \$	4,489,676 \$	4,563,153 \$	4,563,153 \$	73,477	1.6%

Office of Affordable Housing— Budget Unit 168 Revenues by Cost Center

CC	Cost Center Name	FY 2012 Actuals	FY 2013 Approved	FY 2014 Base Budget	FY 2014 Recommended	Amount Chg From 2013 Approved	% Chg From 2013 Approved
1119	Mortgage & Rental Asst Fund 0198	\$ 89	\$ —	\$ —	\$ —	—	—
1169	Housing Bond Prog Fund 0208	220,303	187,890	187,890	187,890	—	—
1174	Housing Set Aside Fund 0196	107,692	63,259	63,259	63,259	—	—
1178	CalHome Resue Account Fund 0104	109,341	120,000	120,000	120,000	—	—
9859	Stanford Affordable Housing Fund 0289	3,637,840	1,565,000	1,565,000	1,565,000	—	—
016801	Housing & Community Development	4,079,321	3,840,456	3,840,456	3,840,456	—	—
Total Revenues \$		8,154,585 \$	5,776,605 \$	5,776,605 \$	5,776,605 \$	—	—



Housing Bond Prog Fund 0208 — Cost Center 1169

Major Changes to the Budget

	Positions	Appropriations	Revenues
Developer Application Fund (Fund Number 0208)			
Current Level Budget			
FY 2013 Approved Budget	—	\$ 218,577	\$ 187,890
Board Approved Adjustments During FY 2013	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
IntraCounty Adjustments	—	57,375	—
Other Adjustments	—	—	—
Subtotal (Current Level Budget)	—	\$ 275,952	\$ 187,890
Recommended Changes for FY 2014			
IntraCounty Adjustments	—	\$ —	\$ —
Decision Packages			
Information Technology			
Capital			
Subtotal (Recommended Changes)	—	\$ —	\$ —
Recommended Budget	—	\$ 275,952	\$ 187,890

OAH Admin Fund 0001 — Cost Center 1170

Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
Current Level Budget			
FY 2013 Approved Budget	7.0	\$ (33,384)	\$ —
Board Approved Adjustments During FY 2013	—	(686)	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	61,539	—
IntraCounty Adjustments	—	(49,970)	—
Other Adjustments	—	22,501	—
Subtotal (Current Level Budget)	7.0	\$ —	\$ —
Recommended Changes for FY 2014			
IntraCounty Adjustments	—	\$ —	\$ —
Decision Packages			
Information Technology			
Capital			
Subtotal (Recommended Changes)	—	\$ —	\$ —
Recommended Budget	7.0	\$ —	\$ —



Housing Set Aside Fund 0196 — Cost Center 1174 Major Changes to the Budget

	Positions	Appropriations	Revenues
Set Aside housing Fund (Fund Number 0196)			
Current Level Budget			
FY 2013 Approved Budget	—	\$ 272,027	\$ 63,259
Board Approved Adjustments During FY 2013	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
IntraCounty Adjustments	—	57,083	—
Other Adjustments	—	—	—
Subtotal (Current Level Budget)	—	\$ 329,110	\$ 63,259
Recommended Changes for FY 2014			
IntraCounty Adjustments	—	\$ —	\$ —
Decision Packages			
Information Technology			
Capital			
Subtotal (Recommended Changes)	—	\$ —	\$ —
Recommended Budget	—	\$ 329,110	\$ 63,259

CalHome Resue Account Fund 0104 — Cost Center 1178 Major Changes to the Budget

	Positions	Appropriations	Revenues
CalHome Resue Account (Fund Number 0104)			
Current Level Budget			
FY 2013 Approved Budget	—	\$ 120,000	\$ 120,000
Board Approved Adjustments During FY 2013	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
IntraCounty Adjustments	—	(6,000)	—
Other Adjustments	—	—	—
Subtotal (Current Level Budget)	—	\$ 114,000	\$ 120,000
Recommended Changes for FY 2014			
IntraCounty Adjustments	—	\$ —	\$ —
Decision Packages			
Information Technology			
Capital			
Subtotal (Recommended Changes)	—	\$ —	\$ —
Recommended Budget	—	\$ 114,000	\$ 120,000



Stanford Affordable Housing Fund 0289 — Cost Center 9859
Major Changes to the Budget

	Positions	Appropriations	Revenues
Stanford Affordable Housing Trust Fund (Fund Number 0289)			
Current Level Budget			
FY 2013 Approved Budget	—	\$ 30,000	\$ 1,565,000
Board Approved Adjustments During FY 2013	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
IntraCounty Adjustments	—	62,578	—
Other Adjustments	—	—	—
Subtotal (Current Level Budget)	—	\$ 92,578	\$ 1,565,000
Recommended Changes for FY 2014			
IntraCounty Adjustments	—	\$ —	\$ —
Decision Packages			
Information Technology			
Capital			
Subtotal (Recommended Changes)	—	\$ —	\$ —
Recommended Budget	—	\$ 92,578	\$ 1,565,000

Housing & Community Development — Cost Center 016801
Major Changes to the Budget

	Positions	Appropriations	Revenues
Home Investment Partnership Program (Fund Number 0038)			
Current Level Budget			
FY 2013 Approved Budget	—	\$ 584,298	\$ 584,298
Board Approved Adjustments During FY 2013	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
IntraCounty Adjustments	—	(85,718)	—
Other Adjustments	—	—	—
Subtotal (Current Level Budget)	—	\$ 498,580	\$ 584,298
Recommended Changes for FY 2014			
IntraCounty Adjustments	—	\$ —	\$ —
Decision Packages			
Information Technology			
Capital			
Subtotal (Recommended Changes)	—	\$ —	\$ —
Recommended Budget	—	\$ 498,580	\$ 584,298

Unincorporated Area Rehabilitation (Fund Number 0036)

Current Level Budget			
FY 2013 Approved Budget	—	\$ 692,232	\$ 692,232
Board Approved Adjustments During FY 2013	—	—	—



Housing & Community Development — Cost Center 016801

Major Changes to the Budget

	Positions	Appropriations	Revenues
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
IntraCounty Adjustments	—	(25,000)	—
Other Adjustments	—	—	—
Subtotal (Current Level Budget)	— \$	667,232 \$	692,232
Recommended Changes for FY 2014			
IntraCounty Adjustments	— \$	— \$	—
Decision Packages			
Information Technology			
Capital			
Subtotal (Recommended Changes)	— \$	— \$	—
Recommended Budget	— \$	667,232 \$	692,232

Rental Rehabilitation Program (Fund Number 0029)

Current Level Budget			
FY 2013 Approved Budget	— \$	62,400 \$	20,400
Board Approved Adjustments During FY 2013	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
IntraCounty Adjustments	—	500	—
Other Adjustments	—	—	—
Subtotal (Current Level Budget)	— \$	62,900 \$	20,400
Recommended Changes for FY 2014			
IntraCounty Adjustments	— \$	— \$	—
Decision Packages			
Information Technology			
Capital			
Subtotal (Recommended Changes)	— \$	— \$	—
Recommended Budget	— \$	62,900 \$	20,400

Housing Community Development Fund (Fund Number 0035)

Current Level Budget			
FY 2013 Approved Budget	— \$	2,303,526 \$	2,303,526
Board Approved Adjustments During FY 2013	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
IntraCounty Adjustments	—	(20,725)	—
Other Adjustments	—	—	—
Subtotal (Current Level Budget)	— \$	2,282,801 \$	2,303,526
Recommended Changes for FY 2014			
IntraCounty Adjustments	— \$	— \$	—
Decision Packages			
Information Technology			
Capital			
Subtotal (Recommended Changes)	— \$	— \$	—



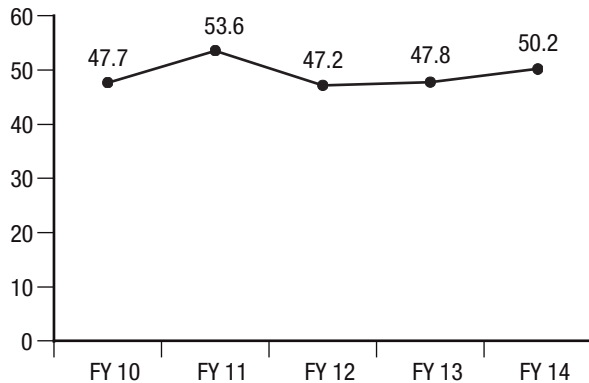
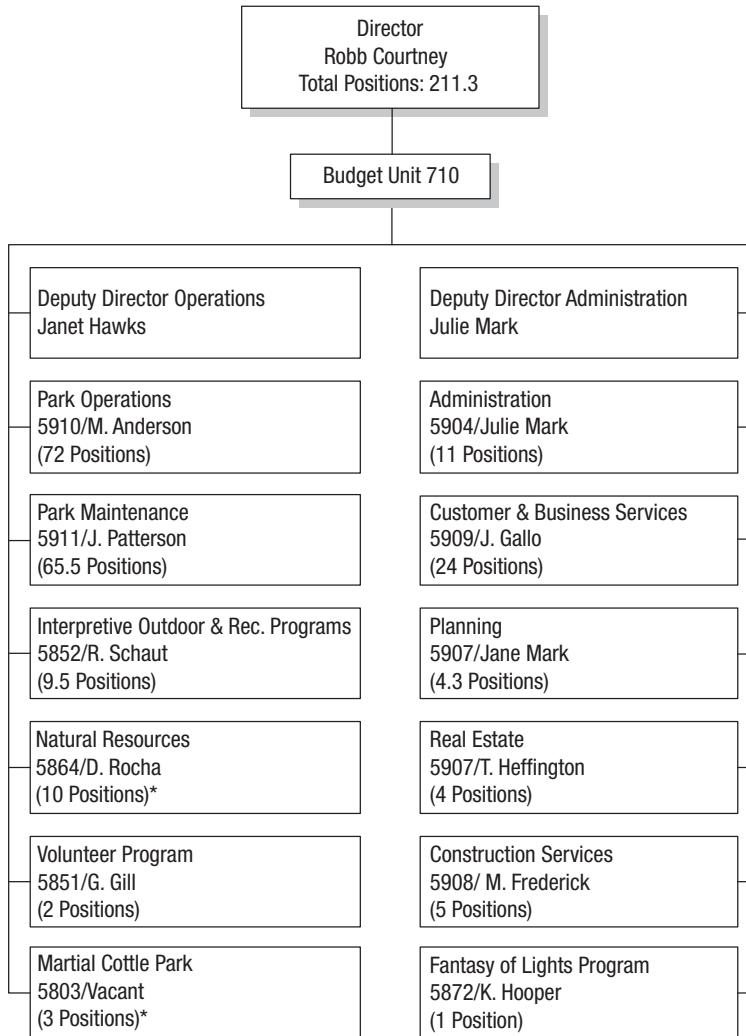
Housing & Community Development — Cost Center 016801

Major Changes to the Budget

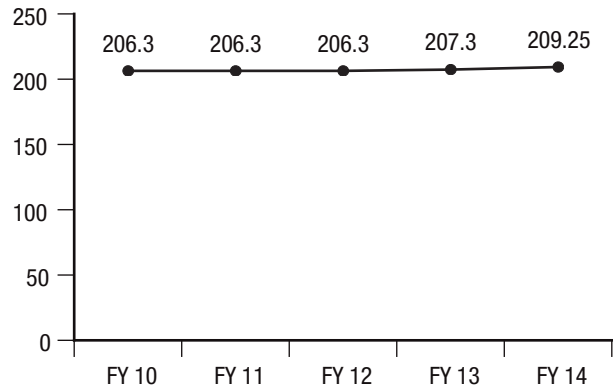
	Positions	Appropriations	Revenues
Recommended Budget	— \$	2,282,801 \$	2,303,526
Saratoga Rehab Revolving Loan (Fund Number 0102)			
Current Level Budget			
FY 2013 Approved Budget	— \$	140,000 \$	140,000
Board Approved Adjustments During FY 2013	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
IntraCounty Adjustments	—	—	—
Other Adjustments	—	—	—
Subtotal (Current Level Budget)	— \$	140,000 \$	140,000
Recommended Changes for FY 2014			
IntraCounty Adjustments	— \$	— \$	—
Decision Packages			
Information Technology			
Capital			
Subtotal (Recommended Changes)	— \$	— \$	—
Recommended Budget	— \$	140,000 \$	140,000
Los Altos Rehab Revolving Loan (Fund Number 0103)			
Current Level Budget			
FY 2013 Approved Budget	— \$	100,000 \$	100,000
Board Approved Adjustments During FY 2013	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
IntraCounty Adjustments	—	—	—
Other Adjustments	—	—	—
Subtotal (Current Level Budget)	— \$	100,000 \$	100,000
Recommended Changes for FY 2014			
IntraCounty Adjustments	— \$	— \$	—
Decision Packages			
Information Technology			
Capital			
Subtotal (Recommended Changes)	— \$	— \$	—
Recommended Budget	— \$	100,000 \$	100,000



Department of Parks and Recreation



Gross Appropriation Trend



Staffing Trend

* The Staffing Trend chart does not include two new positions recommended for the Department, pending a classification review by the Employee Services Agency. Funding for the new positions is included in the Gross Appropriation Trend chart and the new positions are noted in the organization chart above.



Public Purpose

- ➔ **Provide, Protect, and Preserve Regional Parklands for the Enjoyment, Education, and Inspiration of this and Future Generations**



Description of Major Services

The Department of Parks and Recreation administers the County's parks and recreation programs, operates and maintains 29 diverse parks, and works with other jurisdictions to develop complementary park and recreation facilities and programs. The Department maintains more than 46,000 land acres and 3,640 lake acres. Other facilities include:

- Four major interpretive facilities and one museum;
- Three off-leash dog facilities;
- Ten reservoirs with four operating boat launches;
- 12 campgrounds, including a total of 240 individual campsites, 61 RV campsites, 12 group campsites, eight equestrian campsites, six amphitheaters, three RV dump stations, six shower facilities, and yurt camping at Mt. Madonna County Park;
- 43 group picnic facilities, including 16 covered structures;
- Two golf courses;
- Unique facilities such as the velodrome (bike racing arena), fly-casting ponds, sport practice shooting range, off-road motorcycle park and disc golf course;
- 69 restroom facilities;
- 320 miles of trails, including 56 miles of paved trails;
- 28 miles of paved roads and 135 paved parking lots for a total of 4,938 spaces;
- Ten water systems that are entirely built and operated by the Parks staff;
- 72 vehicle bridges and 40 foot bridges; and
- 91 acres of irrigated lawn and landscaped areas.

The Park Charter Fund

Since 1972, the County residents have demonstrated a commitment to regional parks through the establishment and renewal of the Park Charter Fund (Section 604 of the County Charter). The residents have voted favorably six times to set aside a certain percentage of the County's property tax dollars for parkland acquisition, development, maintenance and operation. The Park Charter Fund is not a new or additional tax, but rather a set-aside of existing property

tax dollars collected by the County. Most recently, the voters renewed the Park Charter fund in June 2006 with an overwhelming 71% passing rate. At that time, voters approved a \$0.01425 per \$100 assessed valuation set-aside that commenced July 2009 and continues until June 2021. The greatest use of the Park Charter Fund is for ongoing operation and maintenance expenses with 15% of the Fund dedicated to land acquisition and 5% to Capital Improvements.

Current and Emerging Issues

Service Effectiveness and System Sustainability

The Parks and Recreation Department has embarked on a Center for Leadership and Transformation effort titled Strategic Teams for Action and Results (STAR). The STAR initiative was launched in January with 30% of Department staff expressing interest in serving on a STAR team.

Given the large response, and the significance and amount of work involved, five teams were created with staff from all levels and disciplines within the Department to take a strategic look at the organization and develop recommendations for ensuring the Park system is effectively meeting the needs of county residents and visitors, and positioned to steward the Park system for long-term sustainability. The five teams are summarized as follows:

- **Customer Service & Communication** This team will identify who lives and works in our county, gain a better understanding of their park wants, needs and the services/activities they are willing to pay for, and determine why other residents are not making use of the Park system. In addition, the team will identify any barriers to park users and provide recommendations to remove or mitigate them. Areas of focus include researching trends in the parks and recreation business to inform the planning of future facilities and park amenities, developing strategies for building relationships with key stakeholders, and communicating effectively to external audiences.
- **Financial Sustainability – Efficiency & Financial Strategy** This team will take an in-depth look at the Park system's balance sheet and long range pros-

pects, evaluate and recommend efficiency strategies to promote long-term fiscal sustainability, and develop a five-year strategic financial plan.

- **Financial Sustainability – Revenue Generation** This team will evaluate the State of the Department's current revenue generation practices, consider options to optimize revenue generation, and recommend strategies for significantly increasing future revenues.
- **Partnerships, Sponsorships & Volunteers** This team will consider opportunities to expand and enhance the Department's capacity to forge and support partnerships and expand volunteer efforts throughout the Park system.
- **Performance Measurement** This team will facilitate, support, and monitor the process of developing at least five performance measures for the Department. Team members will research best practices in performance measurement and provide training and support to other teams as they develop their performance metrics. The team will monitor the Department work plan process and could also consider other ways to improve performance measurement.

Santa Clara Valley Habitat Conservation Plan

In 2001 and as part of the approval of a series of local development projects, the United States Fish and Wildlife Service (USFWS) and the California Department of Fish and Wildlife (CDFW), required the County of Santa Clara, City of San Jose, Santa Clara Valley Water District, and the Santa Clara Valley Transportation Agency to undertake development of a



Habitat Conservation Plan (HCP) for Santa Clara County. The HCP was undertaken so that local agencies could address the cumulative and indirect effects of future private and public sector development and maintenance and operations projects on federally listed endangered species.

Six local agencies, known as the Local Partners (County of Santa Clara, Santa Clara Valley Water District, Santa Clara Valley Transportation Authority, and the Cities of Gilroy, Morgan Hill and San Jose), have been working cooperatively with the USFWS and the CDFW to prepare the Santa Clara Valley Habitat Plan (Habitat Plan). The Habitat Plan is a HCP under federal endangered species law and a Natural Community Conservation Plan (NCCP) under State law, intended to provide an effective mechanism to protect, enhance and restore natural resources in specific areas of Santa Clara County while improving and streamlining the environmental permitting process for impacts on threatened and endangered species.

Finalized in August 2012, the Habitat Plan evaluates the likely endangered species related impacts of future public and private sector development including County operations and maintenance work. Previously, projects that need endangered species-related permits from the State and/or Federal wildlife agencies would undergo a lengthy review process to obtain required permits to conduct the specific work. The Habitat Plan provides a broad permit to allow specific covered activities to take place over a 50-year term without the need for individual project review and separate permits, including projects such as bridge replacement, roadside brush clearing, and park trail work.

The Department anticipates playing a major role in the implementation of the Habitat Plan and will develop plans for property proposed to be enrolled in the reserve system. The Department will need to develop and implement policies, standards, and procedures for any scientific or technical work required for operational enhancement to ensure regulatory compliance.

Maximizing Latent Resources

The Department initiated a pilot project to re-purpose a significant portion of the Muriel Wright Center, located within Santa Teresa County Park. The facility, which once served as a juvenile detention center, is now being used to house the Department's volunteer program and provide lodging for teams of AmeriCorps volunteers. Up

to 36 volunteers will be based out of the facility. The AmeriCorps program will provide the County with up to \$1.5 million annually of assistance in park project support and natural resources management services. The facility also provides an improved base of operation for the Department's growing volunteer program. The Muriel Wright Center will house program staff, equipment and supplies, and serves as a training facility for volunteers and staff.

Martial Cottle Park Development and Operations

As of the publication date, the Martial Cottle Park development project is proceeding to bid and construction should begin in June 2013. The full opening of the park is scheduled for late summer 2014.

The Martial Cottle Park is a 250-acre property located in south San Jose, bounded by Branham Lane, Snell Avenue, Chynoweth Avenue and Highway 85. The project site is comprised of three parcels, of which one is owned by the State of California (136.52 acres) and two are owned by the County of Santa Clara (120.12 acres). A 30.9-acre site located at the southeast corner of the project site remains as private property under the prior owner's retained life estate, as described in the property transfer agreement between the County and the donor. In the future, the life estate will become part of the Park as the fourth parcel, but this area is not currently included in the project.

The donor's vision for Martial Cottle Park is that it be jointly developed, operated and maintained as a single park unit. The establishment of Martial Cottle Park is intended to provide recreational and educational resources that honor the donor's intent to preserve and educate visitors about Santa Clara Valley's agricultural history. Martial Cottle Park's agricultural uses will be a component of educational and interpretive programming about the agricultural history of the Santa Clara Valley.

Martial Cottle Park will include approximately four miles of multi-use trails, 35 acres of developed parkland (picnic areas, passive-use areas, a children's discovery area, restroom facilities, parking, maintenance facilities, and a visitor center), 22 acres of cooperative partner use areas (UC Cooperative Extension Master Gardeners, 4-H and research fields; urban forestry; and a community garden), and almost 200 acres of active farmland.

Martial Cottle Park will stretch the operating capacity of the Department. The additional costs of operating the Park under the current operating model are projected to exceed available revenues. The Department is exploring

strategies to optimize the operation of the Martial Cottle Park and find efficiencies and external resources to support the ongoing operational needs of the entire Park system.

Summary of County Executive's Recommendations

Description	Impact	Impact on Services	Position Impact	FY 2014 Ongoing Net Cost/(Savings)	FY 2014 One-Time Net Cost/(Savings)
Martial Cottle Park	↑	Addition of a Program Coordinator and Utility Worker to address operational needs at Martial Cottle Park.	1.0	\$178,654	—
STAR Initiative	↑	One-time contract service support toward Park's CLT initiative.	—	—	\$100,000
Customer & Interpretive Services Enhancement	↑	Funding to provide enhanced customer experiences at County parks and on-line.	—	\$50,000	\$11,000
Administration and Support - Training	↑	Augmentation to maintain adequate training to Parks staff.	—	\$20,700	\$29,000
Volunteer Program Expansion	↑	Ongoing augmentation for volunteer program to provide uniforms and program support.	—	\$119,400	—
Administration and Support - Technology and Productivity	↑	Augmentation to provide upgrades to technology needs.	—	\$16,000	\$26,000
Operation and Maintenance Fixed Asset Purchases	↑	One-time request for necessary equipment to maintain park land and facilities.	—	—	\$524,900
Habitat Conservation Plan	↑	Addition of a Program Manager II and Resource Planner to aid in implementing the Santa Clara County Habitat Conservation Plan.	1.0	\$237,145	—
Capital Projects	↑	One-time funding for new capital improvement projects that will improve infrastructure and Park user experiences.	—	—	\$9,955,000

↑ — Enhanced ◆ — Modified ● — No Change ↓ — Reduced ☒ — Eliminated

County Executive's Recommendation

↑ Martial Cottle Park

Recommended Action: Add 1.0 FTE Utility Worker position and funding to support the creation of one new position (Program Coordinator) for Martial Cottle Park. The specific job classification for the new position is to be determined by the Employee Services Agency Human Resources Department (ESA-HR).

Service Impact: Under the supervision of the Martial Cottle Park Manager, the Utility Worker will be responsible for a variety of grounds cleaning, maintenance and repair tasks for the park. The Program Coordinator is a new classification to be developed to support Martial Cottle Park's operations. A Salary Ordinance amendment will be presented to the Board of Supervisors for approval of the specific position changes once ESA-HR has completed the necessary classification review. This position will be the on-site



supervisor of staff and contracts, and will work in concert with other functional areas in the Department to ensure smooth operations. The addition of these two positions continues the staffing plan for Martial Cottle Park.

Background: The Board of Supervisors approved the Martial Cottle Park Plan in February 2011. The Department is currently in the process of implementing Phase I of the Master Plan, and plans to open the perimeter trail to the public late in 2013, with full completion of Phase I improvements in 2014.

Positions Added: 1.0
Ongoing Cost: \$178,654

Ongoing cost includes funding for a new position to be created pending ESA-HR review.

↑ STAR Initiative

Recommended Action: Allocate one-time funds of \$100,000 to support the Department's Strategic Teams for Action and Results (STAR) Initiative.

Service Impact: Funding will support dependent contractor(s) to assist with the STAR teams' work, particularly in analyzing data, conducting best practice research, evaluating and recommending strategies for implementation, and conducting business analysis of revenue proposals.

One-time Cost: \$100,000

↑ Customer & Interpretive Services Enhancement

Recommended Action: Allocate one-time funding of \$11,000 and ongoing funding of \$50,000 to enhance visitor experiences, as follows:

- Web content management – \$50,000 (ongoing)
- Anderson Park visitor center interpretive equipment (TV/DVD) – \$4,500 (one-time)
- Anderson Park visitor center public WiFi hotspot – \$6,500 (one-time)

Service Impact: These expenditures will provide enhanced visitor services in interpretive programmings and park information access. Web content management seeks to provide the public with timely updates, including information about special events

and trail closures. The TV and DVD player will support both indoor and outdoor education and interpretive program in the new Anderson Park visitor center. The public WiFi hotspot will support the use of on-line virtual park experiences, programs, and the use of Quick Response (QR) Codes that the Department has begun to integrate into park displays and brochures.

Ongoing Cost: \$50,000
One-time Cost: \$11,000

↑ Administration and Support – Training

Recommended Action: Allocate ongoing and one-time funding for the following training needs:

- Natural Resource Management training – \$5,500 (ongoing)
- Annual National Volunteer Conference – \$6,000 (ongoing)
- Interpretive Guide Training – \$3,200 (ongoing)
- Four wheel drive training – \$15,000 (\$9,000 one-time and \$6,000 ongoing)
- Migration to sccLearn – \$20,000 (one-time)

Service Impact: The ongoing funding will support the training needs in the areas of controlling invasive plants, monitoring sensitive species, operating four wheel drive vehicles, attending annual national volunteer conference, and certification and re-certification of interpretive guides. The one-time funding is related to a catch-up training on four wheel drive for all field staff, and sccLearn set-up and data migration. The Department will be joining the sccLearn training website and moving away from current training software for ongoing training management and tracking.

Ongoing Cost: \$20,700
One-time Cost: \$29,000

↑ Volunteer Program Expansion

Recommended Action: Ongoing appropriation for volunteer program enhancements, including volunteer uniforms (\$12,000), and maintenance and utility needs associated with running the Volunteer Program at the Muriel Wright Center (\$107,400).

Service Impact: The Department is utilizing the Muriel Wright Center to provide temporary living quarters to AmeriCorps volunteers. These funds will cover costs associated with utilities at the facility and uniforms for volunteer teams. Parks is working with AmeriCorps to utilize and host up to 36 team members year-round. The AmeriCorps National Civilian Community Corps is a federally funded program, their mission is to strengthen communities and develop leaders through team-based national and community services. AmeriCorps provide services in areas of natural and other disasters, environmental stewardship and conservation, urban and rural development, energy conservation, and infrastructure. Members of AmeriCorps will have an opportunity to learn new skills from our park professionals through training and application process, while giving back to the country and communities by working on projects that would normally go unrealized by the Department.

Ongoing Cost: \$119,400

↑ Administration and Support -Technology and Productivity

Recommended Action: Allocate one-time and ongoing funding for technology and productivity related equipment:

- Computers and Laptops – \$20,500 (one-time)
- Wireless equipment – \$5,500 (one-time)
- Cell phones – \$16,000 (ongoing)

Service Impact: The one-time funding will provide Martial Cottle Park staff with new computers, wireless equipment for the Park administration building, and Management Team members with laptop computers in place of their current desktop units based on the Department's technology upgrade plan. Wireless capability in the administration building and laptop computers are an effort to provide managers with mobility and efficiency in their work. The ongoing funds will provide the deployment of additional cell phones to support field lead staff, who normally do not work at a desk and will be using smart-phones as a way to communicate.

Ongoing Cost: \$16,000
One-time Cost: \$26,000

↑ Operation and Maintenance Fixed Asset Purchases

Recommended Action: One-time appropriation for the following fixed asset purchases:

- Emergency callbox – \$7,000
- Fire pumper – \$7,700
- Two (2) motorcycles – \$16,300
- Slope mower – \$105,000
- G-700 Grader – \$165,000
- Box scraper – \$5,500
- Skip loader tractor – \$95,000
- Flail tractor – \$37,500
- Two (2) Rough mowers – \$60,000
- All-terrain vehicle – \$18,200
- Trailer mounted pressure washer – \$7,700

Service Impact: The slope mower, rough mowers, grader, and tractor all replace aging equipment as part of the Department's 10-year off-road diesel replacement plan to meet California Air Resource Board diesel emission reduction targets. The pressure washer will provide staff with a tool for cleaning sanitizing garbage cans, food lockers, and BBQ units. The box scraper is a replacement and is used for minor trail and grading work. The all-terrain vehicle is a new addition for Hellyer Park and will allow staff to access trails in wet weather conditions. The emergency call-box will provide the public with the ability to make emergency calls at the Calero Park equestrian staging area, where there is limited cell-phone availability. The fire pumper will aid Calero and Almaden Quicksilver Park staff in managing prescribed burns and fire suppression. The motorcycle replacements follow the required replacement schedule and will be partially funded by the California State Parks Off-Highway Motor Vehicle Recreation Grants program.

One-time Cost: \$524,900

↑ Habitat Conservation Plan

Recommended Action: Add 1.0 FTE Program Manager II position and funding to support the creation of one new position (Resource Planner) in support of

implementing the Santa Clara County Habitat Conservation Plan (the Plan). The specific job classification for the new position is to be determined by ESA-HR.

Service Impact: The recommended positions will augment staffing in the Natural Resource Management (NRM) Program and play a pivotal role in implementing the Plan. The Natural Resource Program Manager will be responsible for managing the NRM Program and for implementing the Plan, as the County is one of the local partners who will be a party to the incidental take permit issued by the California Department of Fish and Game and the U.S. Fish and Wildlife Service. In addition to managing the NRM staff and directing their work, the NRM Program Manager will be the Department's representative to the Habitat Agency, working on a day-to-day basis to review and guide development of appropriate databases including GIS, protocols for pre-acquisition survey work, and reserve land recreation planning. The NRM Program Manager will insure that application packages submitted to the Habitat Agency for proposed capital projects with habitat impacts are complete and any approved mitigation measures are implemented by staff accordingly, including post construction monitoring if required.

The Resource Planner is a new classification to be developed to support the NRP Manager in the implementation of the Plan. This position will be responsible for the day-to-day work of Plan implementation.

Positions Added: 1.0 FTE

Ongoing Cost: \$237,145

Ongoing cost includes funding for a new position to be created pending ESA-HR review.

↑ Capital Projects

Recommended Action: Allocate one-time funding for nine Capital Projects. Funding for these projects come from a dedicated Park Development Fund and discretionary Capital Improvement Fund. The selection of projects was based on the Board approved high priority ranking criteria:

- health and safety concerns
- funding in jeopardy
- threat of loss of use
- regulatory requirements.

These projects are described in greater detail in the table below.

One-time Cost: 9,955,000

Fiscal Year 2014 Capital Projects

Project	Purpose	Amount
Anderson Visitor Center	Outfit the newly constructed Visitor Center as an interpretive center with natural and cultural history interpretive exhibits.	\$100,000
ADA Improvements	Fund ADA compliance assessment and improvements as part of an ongoing effort to improve accessibility at park facilities and programs.	\$100,000
Calero & Rancho San Vicente (RSV) Trails MP Implementation	Construct a staging area on RSV with access from McKean Road to connect Calero and RSV with a loop trail.	\$150,000
Coyote Lake-Harvey Bear Ranch Improvements	Expand an existing staging area at the Bear Ranch entrance to the park to accommodate the growing popularity of this entrance.	\$150,000
Grant Ranch Historic Buildings Rehabilitation	Fund high priority repairs and improvements for the Grant Ranch structures as outlined in the Historic Structures Report (HSR).	\$940,000
Hellyer Eucalyptus Tree Removal	Remove hazardous eucalyptus trees on Palisades Drive at Hellyer Park.	\$100,000
Forest Health Management	Develop a Forest Management Plan and assess the health of the forest at Mt. Madonna County Park.	\$75,000
Preventative Maintenance Program	Fund ongoing preventative maintenance program such as renovation and upgrade of restrooms, bridges, and kiosks. This ongoing maintenance program is on a two year funding cycle.	\$250,000



Fiscal Year 2014 Capital Projects

Project	Purpose	Amount
Unused Structure Management	Fund removal of approved unused structures within the County parks system. These structures include those that are partially or fully collapsed and/or are severely structurally unstable, pose major safety hazards, including rodent infestation and are a liability and a public nuisance.	\$100,000
Historical Heritage Grant Program	Grant funding to local public agencies and non-profit groups for historic preservation projects located in a public park or on eligible private property dedicated for park purposes.	\$90,000
Acquisition Holding Account	Funding from the estimated 15% set aside of the voter-approved Park Charter Fund for the acquisition of future parkland.	\$6,000,000
Labor Distribution	Set-asides to capture labor costs associated with capital projects	\$1,700,000
Contingency Reserve	Annual allocation used to augment CIP projects as needed	\$200,000
Total		\$9,955,000

Parks and Recreation Department— Budget Unit 710 Net Expenditures by Cost Center

CC	Cost Center Name	FY 2012 Actuals	FY 2013 Approved	FY 2014 Base Budget	FY 2014 Recommended	Amount Chg From 2013 Approved	% Chg From 2013 Approved
5803	Martial Cottle Park - Fund 0039	\$ —	\$ —	\$ —	\$ 178,654	\$ 178,654	NA
5851	Volunteer Program Fund 0039	301,218	180,718	326,725	446,125	265,407	146.9%
5852	Interpretive Program Fund 0039	1,019,949	606,899	1,188,196	1,188,196	581,297	95.8%
5864	Natural Resource Mgt Fund 0039	646,843	387,185	753,361	990,506	603,321	155.8%
5900	Parks Dedicated Development Fund 0064	771,614	1,922,290	163,484	1,678,484	(243,806)	-12.7%
5901	Parks Capital Improvement Fund 0056	7,913,725	1,751,432	56,330	2,306,330	554,898	31.7%
5902	Parks Hist Heritage Fund 0065	593,807	90,000	—	90,000	—	—
5903	Parks Acquisition Fund 0066	2,849,165	6,320,637	351,894	6,451,894	131,257	2.1%
5905	Parks Capital Improve Grant Fund 0067	147,932	—	—	—	—	—
5907	Planning & Dev Fund 0039	1,322,850	1,701,777	1,795,764	1,795,764	93,987	5.5%
5908	Construction Svcs Fund 0039	105,460	768,549	795,805	795,805	27,256	3.5%
071010	Administration Fund 0039	2,675,266	3,165,162	3,216,118	3,366,118	200,956	6.3%
071011	Customer & Business Svcs Fund 0039	5,713,068	4,812,186	4,855,035	4,946,735	134,549	2.8%
071013	Park Operations Fund 0039	12,423,294	13,278,749	12,865,480	12,907,480	(371,269)	-2.8%
071014	Park Maintenance Fund 0039	9,935,346	11,119,712	10,866,777	11,360,677	240,965	2.2%
Total Net Expenditures		\$ 46,419,536	\$ 46,105,296	\$ 37,234,969	\$ 48,502,768	\$ 2,397,472	5.2%



Parks and Recreation Department— Budget Unit 710
Gross Expenditures by Cost Center

CC	Cost Center Name	FY 2012 Actuals	FY 2013 Approved	FY 2014 Base Budget	FY 2014 Recommended	Amount Chg From 2013 Approved	% Chg From 2013 Approved
5803	Martial Cottle Park - Fund 0039	\$ —	\$ —	\$ —	\$ 178,654	\$ 178,654	NA
5851	Volunteer Program Fund 0039	301,218	180,718	326,725	446,125	265,407	146.9%
5852	Interpretive Program Fund 0039	1,019,949	606,899	1,188,196	1,188,196	581,297	95.8%
5864	Natural Resource Mgt Fund 0039	658,781	387,185	753,361	990,506	603,321	155.8%
5900	Parks Dedicated Development Fund 0064	771,614	1,922,290	182,080	1,697,080	(225,210)	-11.7%
5901	Parks Capital Improvement Fund 0056	7,913,725	1,751,432	56,330	2,306,330	554,898	31.7%
5902	Parks Hist Heritage Fund 0065	593,807	90,000	—	90,000	—	—
5903	Parks Acquisition Fund 0066	2,849,165	6,320,637	351,894	6,451,894	131,257	2.1%
5905	Parks Capital Improve Grant Fund 0067	147,932	—	—	—	—	—
5907	Planning & Dev Fund 0039	1,580,076	1,701,777	1,795,764	1,795,764	93,987	5.5%
5908	Construction Svcs Fund 0039	659,248	768,549	795,805	795,805	27,256	3.5%
071010	Administration Fund 0039	2,675,266	3,165,162	3,216,118	3,366,118	200,956	6.3%
071011	Customer & Business Svcs Fund 0039	5,713,068	6,512,186	6,555,035	6,646,735	134,549	2.1%
071013	Park Operations Fund 0039	12,423,294	13,278,749	12,865,480	12,907,480	(371,269)	-2.8%
071014	Park Maintenance Fund 0039	10,096,497	11,119,712	10,866,777	11,360,677	240,965	2.2%
Total Gross Expenditures		\$ 47,403,638	\$ 47,805,296	\$ 38,953,565	\$ 50,221,364	\$ 2,416,068	5.1%

Parks and Recreation Department— Budget Unit 710
Expenditures by Object

Object	FY 2012 Actuals	FY 2013 Approved	FY 2014 Base Budget	FY 2014 Recommended	Amount Chg From 2013 Approved	% Chg From 2013 Approved
Salary and Benefits	22,114,742	23,434,694	24,347,912	24,763,711	1,329,017	5.7%
Services And Supplies	11,938,206	12,396,102	12,815,653	13,187,753	791,651	6.4%
Fixed Assets	12,367,068	10,034,500	—	10,479,900	445,400	4.4%
Operating/Equity Transfers	983,623	1,690,000	1,690,000	1,690,000	—	—
Reserves	—	250,000	100,000	100,000	(150,000)	-60.0%
Total Gross Expenditures	\$ 47,403,638	\$ 47,805,296	\$ 38,953,565	\$ 50,221,364	\$ 2,416,068	5.1%
Expenditure Transfers	(984,102)	(1,700,000)	(1,718,596)	(1,718,596)	(18,596)	1.1%
Total Net Expenditures	\$ 46,419,536	\$ 46,105,296	\$ 37,234,969	\$ 48,502,768	\$ 2,397,472	5.2%



Parks and Recreation Department— Budget Unit 710
Revenues by Cost Center

CC	Cost Center Name	FY 2012 Actuals	FY 2013 Approved	FY 2014 Base Budget	FY 2014 Recommended	Amount Chg From 2013 Approved	% Chg From 2013 Approved
5851	Volunteer Program Fund 0039	75	—	—	—	—	—
5852	Interpretive Program Fund 0039	7,000	—	—	—	—	—
5900	Parks Dedicated Development Fund 0064	1,878,330	1,933,002	2,008,336	2,008,336	75,334	3.9%
5901	Parks Capital Improvement Fund 0056	1,402,551	1,600,000	1,600,000	1,600,000	—	—
5902	Parks Hist Heritage Fund 0065	90,000	90,000	90,000	90,000	—	—
5903	Parks Acquisition Fund 0066	5,660,710	5,799,009	6,025,011	6,025,011	226,002	3.9%
5905	Parks Capital Improve Grant Fund 0067	235,583	—	—	—	—	—
5906	Parks Interest Fund 0068	603,224	1,100,000	1,100,000	1,100,000	—	—
5907	Planning & Dev Fund 0039	1,437,282	1,360,000	1,490,000	1,490,000	130,000	9.6%
071010	Administration Fund 0039	65,907	32,930	32,930	32,930	—	—
071011	Customer & Business Svcs Fund 0039	33,886,878	34,800,842	36,606,193	36,606,193	1,805,351	5.2%
071013	Park Operations Fund 0039	933,328	375,000	375,000	375,000	—	—
071014	Park Maintenance Fund 0039	33	—	—	—	—	—
Total Revenues \$		46,200,902 \$	47,090,783 \$	49,327,470 \$	49,327,470 \$	2,236,687	4.7%

Martial Cottle Park - Fund 0039 — Cost Center 5803
Major Changes to the Budget

	Positions	Appropriations	Revenues
County Park Charter Fund (Fund Number 0039)			
Current Level Budget			
FY 2013 Approved Budget	—	\$ —	\$ —
Board Approved Adjustments During FY 2013	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
IntraCounty Adjustments	—	—	—
Other Adjustments	—	—	—
Subtotal (Current Level Budget)	—	\$ —	\$ —
Recommended Changes for FY 2014			
IntraCounty Adjustments	—	\$ —	\$ —
Decision Packages			
Martial Cottle Park	1.0	178,654	—
Information Technology			
Capital			
Subtotal (Recommended Changes)	1.0	\$ 178,654	\$ —
Recommended Budget	1.0	\$ 178,654	\$ —



Volunteer Program Fund 0039 — Cost Center 5851
Major Changes to the Budget

	Positions	Appropriations	Revenues
County Park Charter Fund (Fund Number 0039)			
Current Level Budget			
FY 2013 Approved Budget	1.0	\$ 180,718	\$ —
Board Approved Adjustments During FY 2013	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	1.0	162,627	—
IntraCounty Adjustments	—	—	—
Other Adjustments	—	(16,620)	—
Subtotal (Current Level Budget)	2.0	\$ 326,725	\$ —
Recommended Changes for FY 2014			
IntraCounty Adjustments	—	\$ —	\$ —
Decision Packages			
Volunteer Program Expansion	—	119,400	—
Information Technology			
Capital			
Subtotal (Recommended Changes)	—	\$ 119,400	\$ —
Recommended Budget	2.0	\$ 446,125	\$ —

Interpretive Program Fund 0039 — Cost Center 5852
Major Changes to the Budget

	Positions	Appropriations	Revenues
County Park Charter Fund (Fund Number 0039)			
Current Level Budget			
FY 2013 Approved Budget	3.5	\$ 606,899	\$ —
Board Approved Adjustments During FY 2013	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	5.0	571,101	—
IntraCounty Adjustments	—	3,941	—
Other Adjustments	—	6,255	—
Subtotal (Current Level Budget)	8.5	\$ 1,188,196	\$ —
Recommended Changes for FY 2014			
IntraCounty Adjustments	—	\$ —	\$ —
Decision Packages			
Information Technology			
Capital			
Subtotal (Recommended Changes)	—	\$ —	\$ —
Recommended Budget	8.5	\$ 1,188,196	\$ —



Natural Resource Mgt Fund 0039 — Cost Center 5864
Major Changes to the Budget

	Positions	Appropriations	Revenues
County Park Charter Fund (Fund Number 0039)			
Current Level Budget			
FY 2013 Approved Budget	1.0	\$ 387,185	\$ —
Board Approved Adjustments During FY 2013	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	3.0	372,839	—
IntraCounty Adjustments	—	19,222	—
Other Adjustments	—	(25,885)	—
Subtotal (Current Level Budget)	4.0	\$ 753,361	\$ —
Recommended Changes for FY 2014			
IntraCounty Adjustments	—	\$ —	\$ —
Decision Packages			
Habitat Conservation Plan	1.0	237,145	—
Information Technology			
Capital			
Subtotal (Recommended Changes)	1.0	\$ 237,145	\$ —
Recommended Budget	5.0	\$ 990,506	\$ —

Parks Dedicated Development Fund 0064 — Cost Center 5900
Major Changes to the Budget

	Positions	Appropriations	Revenues
County Park Fund - Development (Fund Number 0064)			
Current Level Budget			
FY 2013 Approved Budget	—	\$ 1,922,290	\$ 1,933,002
Board Approved Adjustments During FY 2013	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
IntraCounty Adjustments	—	(33,806)	—
Other Adjustments	—	(1,725,000)	75,334
Subtotal (Current Level Budget)	—	\$ 163,484	\$ 2,008,336
Recommended Changes for FY 2014			
IntraCounty Adjustments	—	\$ —	\$ —
Decision Packages			
Information Technology			
Capital			
Capital Projects	—	1,515,000	—
Subtotal (Recommended Changes)	—	\$ 1,515,000	\$ —
Recommended Budget	—	\$ 1,678,484	\$ 2,008,336



Parks Capital Improvement Fund 0056 — Cost Center 5901
Major Changes to the Budget

	Positions	Appropriations	Revenues
County Park Fund-Discretionary (Fund Number 0056)			
Current Level Budget			
FY 2013 Approved Budget	—	\$ 1,751,432	\$ 1,600,000
Board Approved Adjustments During FY 2013	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
IntraCounty Adjustments	—	(4,102)	—
Other Adjustments	—	(1,691,000)	—
Subtotal (Current Level Budget)	—	\$ 56,330	\$ 1,600,000
Recommended Changes for FY 2014			
IntraCounty Adjustments	—	\$ —	\$ —
Decision Packages			
Information Technology			
Capital			
Capital Projects	—	2,250,000	—
Subtotal (Recommended Changes)	—	\$ 2,250,000	\$ —
Recommended Budget	—	\$ 2,306,330	\$ 1,600,000

Parks Hist Heritage Fund 0065 — Cost Center 5902
Major Changes to the Budget

	Positions	Appropriations	Revenues
Historical Heritage Projects (Fund Number 0065)			
Current Level Budget			
FY 2013 Approved Budget	—	\$ 90,000	\$ 90,000
Board Approved Adjustments During FY 2013	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
IntraCounty Adjustments	—	—	—
Other Adjustments	—	(90,000)	—
Subtotal (Current Level Budget)	—	\$ —	\$ 90,000
Recommended Changes for FY 2014			
IntraCounty Adjustments	—	\$ —	\$ —
Decision Packages			
Information Technology			
Capital			
Capital Projects	—	90,000	—
Subtotal (Recommended Changes)	—	\$ 90,000	\$ —
Recommended Budget	—	\$ 90,000	\$ 90,000



Parks Acquisition Fund 0066 — Cost Center 5903
Major Changes to the Budget

	Positions	Appropriations	Revenues
County Park Charter Fund (Fund Number 0039)			
Current Level Budget			
FY 2013 Approved Budget	—	\$ —	\$ —
Board Approved Adjustments During FY 2013	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	1.0	132,383	—
IntraCounty Adjustments	—	—	—
Other Adjustments	—	—	—
Subtotal (Current Level Budget)	1.0	\$ 132,383	\$ —
Recommended Changes for FY 2014			
IntraCounty Adjustments	—	\$ —	\$ —
Decision Packages			
Information Technology			
Capital			
Subtotal (Recommended Changes)	—	\$ —	\$ —
Recommended Budget	1.0	\$ 132,383	\$ —

County Park Fund - Acquisition (Fund Number 0066)

Current Level Budget			
FY 2013 Approved Budget	—	\$ 6,320,637	\$ 5,799,009
Board Approved Adjustments During FY 2013	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
IntraCounty Adjustments	—	(1,126)	—
Other Adjustments	—	(6,100,000)	226,002
Subtotal (Current Level Budget)	—	\$ 219,511	\$ 6,025,011
Recommended Changes for FY 2014			
IntraCounty Adjustments	—	\$ —	\$ —
Decision Packages			
Information Technology			
Capital			
Capital Projects	—	6,100,000	—
Subtotal (Recommended Changes)	—	\$ 6,100,000	\$ —
Recommended Budget	—	\$ 6,319,511	\$ 6,025,011



Parks Interest Fund 0068 — Cost Center 5906
Major Changes to the Budget

	Positions	Appropriations	Revenues
County Park Fund - Interest (Fund Number 0068)			
Current Level Budget			
FY 2013 Approved Budget	— \$	— \$	1,100,000
Board Approved Adjustments During FY 2013	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
IntraCounty Adjustments	—	—	—
Other Adjustments	—	—	—
Subtotal (Current Level Budget)	— \$	— \$	1,100,000
Recommended Changes for FY 2014			
IntraCounty Adjustments	— \$	— \$	—
Decision Packages			
Information Technology			
Capital			
Subtotal (Recommended Changes)	— \$	— \$	—
Recommended Budget	— \$	— \$	1,100,000

Planning & Dev Fund 0039 — Cost Center 5907
Major Changes to the Budget

	Positions	Appropriations	Revenues
County Park Charter Fund (Fund Number 0039)			
Current Level Budget			
FY 2013 Approved Budget	8.3 \$	1,701,777 \$	1,360,000
Board Approved Adjustments During FY 2013	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	62,737	—
IntraCounty Adjustments	—	—	—
Other Adjustments	—	31,250	130,000
Subtotal (Current Level Budget)	8.3 \$	1,795,764 \$	1,490,000
Recommended Changes for FY 2014			
IntraCounty Adjustments	— \$	— \$	—
Decision Packages			
Information Technology			
Capital			
Subtotal (Recommended Changes)	— \$	— \$	—
Recommended Budget	8.3 \$	1,795,764 \$	1,490,000



Construction Svcs Fund 0039 — Cost Center 5908
Major Changes to the Budget

	Positions	Appropriations	Revenues
County Park Charter Fund (Fund Number 0039)			
Current Level Budget			
FY 2013 Approved Budget	5.0	\$ 768,549	\$ —
Board Approved Adjustments During FY 2013	—	(11,900)	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	8,097	—
IntraCounty Adjustments	—	—	—
Other Adjustments	—	31,059	—
Subtotal (Current Level Budget)	5.0	\$ 795,805	\$ —
Recommended Changes for FY 2014			
IntraCounty Adjustments	—	\$ —	\$ —
Decision Packages			
Information Technology			
Capital			
Subtotal (Recommended Changes)	—	\$ —	\$ —
Recommended Budget	5.0	\$ 795,805	\$ —

Administration Fund 0039 — Cost Center 071010
Major Changes to the Budget

	Positions	Appropriations	Revenues
County Park Charter Fund (Fund Number 0039)			
Current Level Budget			
FY 2013 Approved Budget	13.0	\$ 3,165,162	\$ 32,930
Board Approved Adjustments During FY 2013	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	-1.0	(65,265)	—
IntraCounty Adjustments	—	—	—
Other Adjustments	—	116,221	—
Subtotal (Current Level Budget)	12.0	\$ 3,216,118	\$ 32,930
Recommended Changes for FY 2014			
IntraCounty Adjustments	—	\$ —	\$ —
Decision Packages			
Customer & Interpretive Services Enhancement	—	50,000	—
STAR Initiative	—	100,000	—
Information Technology			
Capital			
Subtotal (Recommended Changes)	—	\$ 150,000	\$ —
Recommended Budget	12.0	\$ 3,366,118	\$ 32,930



Customer & Business Svcs Fund 0039 — Cost Center 071011
Major Changes to the Budget

	Positions	Appropriations	Revenues
County Park Charter Fund (Fund Number 0039)			
Current Level Budget			
FY 2013 Approved Budget	24.0	\$ 4,812,186	\$ 34,800,842
Board Approved Adjustments During FY 2013	—	(21,558)	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	153,397	—
IntraCounty Adjustments	—	121,660	—
Other Adjustments	—	(210,650)	1,805,351
Subtotal (Current Level Budget)	24.0	\$ 4,855,035	\$ 36,606,193
Recommended Changes for FY 2014			
IntraCounty Adjustments	—	\$ —	\$ —
Decision Packages			
Administration and Support – Technology and Productivity	—	42,000	—
Administration and Support – Training	—	49,700	—
Information Technology			
Capital			
Subtotal (Recommended Changes)	—	\$ 91,700	\$ —
Recommended Budget	24.0	\$ 4,946,735	\$ 36,606,193

Park Operations Fund 0039 — Cost Center 071013
Major Changes to the Budget

	Positions	Appropriations	Revenues
County Park Charter Fund (Fund Number 0039)			
Current Level Budget			
FY 2013 Approved Budget	78.0	\$ 13,278,749	\$ 375,000
Board Approved Adjustments During FY 2013	—	7,167	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	-6.0	(533,222)	—
IntraCounty Adjustments	—	208,176	—
Other Adjustments	—	(95,390)	—
Subtotal (Current Level Budget)	72.0	\$ 12,865,480	\$ 375,000
Recommended Changes for FY 2014			
IntraCounty Adjustments	—	\$ —	\$ —
Decision Packages			
Operation and Maintenance Fixed Asset Purchases	—	31,000	—
Customer & Interpretive Services Enhancement	—	11,000	—
Information Technology			
Capital			
Subtotal (Recommended Changes)	—	\$ 42,000	\$ —
Recommended Budget	72.0	\$ 12,907,480	\$ 375,000

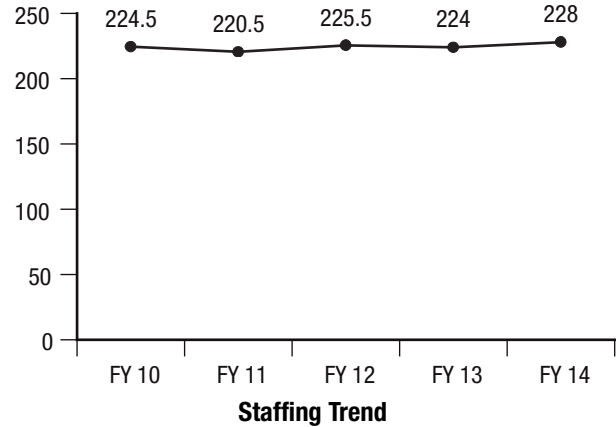
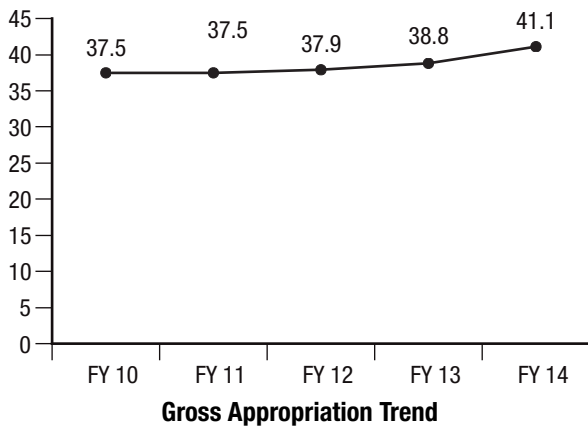
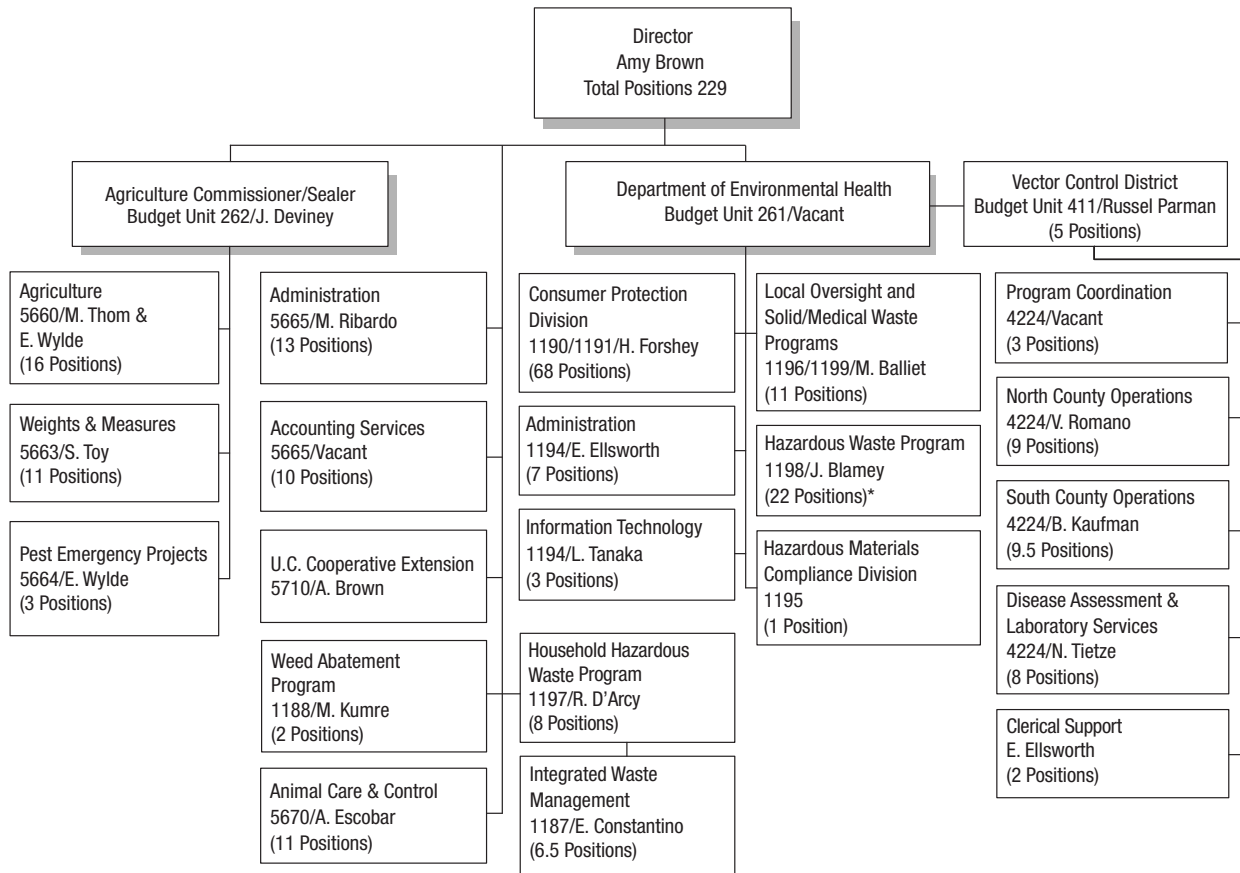


Park Maintenance Fund 0039 — Cost Center 071014
Major Changes to the Budget

	Positions	Appropriations		Revenues
County Park Charter Fund (Fund Number 0039)				
Current Level Budget				
FY 2013 Approved Budget	73.5	\$	11,119,712	\$ —
Board Approved Adjustments During FY 2013	—		5,333	—
Cost to Maintain Current Program Services				
Salary and Benefit Adjustments	-3.0		50,494	—
IntraCounty Adjustments	—		66,356	—
Other Adjustments	—		(375,118)	—
Subtotal (Current Level Budget)	70.5	\$	10,866,777	\$ —
Recommended Changes for FY 2014				
IntraCounty Adjustments	—	\$	—	\$ —
Decision Packages				
Operation and Maintenance Fixed Asset Purchases	—		493,900	—
Information Technology				
Capital				
Subtotal (Recommended Changes)	—	\$	493,900	\$ —
Recommended Budget	70.5	\$	11,360,677	\$ —



Agriculture and Environmental Management



* The Staffing Trend chart does not include one new position recommended for the Department, pending a classification review by the Employee Services Agency. Funding for the new position is included in the Gross Appropriation Trend chart and the new position is noted in the organization chart above.



Public Purpose

- Protection of the Environment
- Protection of Public Health
- Consumer Protection
- Environmental Stewardship through Cost-Effective Vector Control Strategies



Description of Major Services

The mission of the Department of Agriculture and Environmental Management is to:

- Promote and protect the agricultural industry of the County and its environment;
- Ensure the health and safety of the County's citizens and foster confidence and equity in the marketplace;
- Prevent, preserve and improve the environmental factors affecting the community's health and safety; and
- Protect public health and safety by detecting and minimizing vector-borne disease, abating mosquitoes, and assisting the public in resolving problems with rodents, wildlife, and insects of medical significance.

The mission is accomplished through education and the fair and uniform enforcement of laws, regulations, and ordinances enacted by the people of the State of California and the County of Santa Clara.

The Department includes the following major programs:

- Agriculture and Environmental Management
- Department of Environmental Health
- Vector Control District

Agriculture and Environmental Management

The Department enforces State and local laws and ordinances related to agriculture production, equity in the marketplace, animals, weed abatement and recycling and waste diversion.

The major services of the Department include:

- Ensure legal, responsible, and judicious use of pesticides by farmers, pest control companies, government, industry and the general public;
- Prevent the introduction, establishment and spread of pests and diseases;
- Test and certify all commercial weighing and measuring devices within the County, including gas pumps, retail checkout stands, and taxi meters;
- Inspect price verification systems (scanners) in retail businesses. The Weights & Measures division is responsible for protecting both buyers and sellers by

inspecting and testing various commercial devices to ensure accuracy. These inspections are mandated by the State and conducted in accordance with State regulations and procedures;

- Provide animal control field services and sheltering services to the unincorporated areas of Santa Clara County, to ensure and protect the health and safety of the people and animals of the unincorporated areas. The Animal Shelter accepts stray dogs, cats and livestock from the unincorporated areas, maintains lost and found records for animals throughout the County and actively works to reunite pet owners with their lost companions. The County also provides a widely available low-cost spay/neuter program for cats and dogs. This program is available to all County residents through partner veterinary clinics;
- Implement and monitor the County's integrated waste management plan and provide staff support to the Board's Recycling and Waste Reduction Commission;
- Inspect private parcels for minimum fire and safety standards; and
- Administer a Memorandum of Understanding with the University of California Cooperative Extension for research and education in agriculture, rangeland management, nutrition and youth development.

Department of Environmental Health

The Department of Environmental Health (DEH) enforces various State laws to protect the consumer and public from food-borne illnesses, contamination of the drinking water supply, and childhood lead poisoning. It also provides hazardous materials enforcement and collection.

The major services of the DEH include:

- Inspect and issue permits to retail food facilities, such as restaurants, markets, bars and food vehicles to prevent food-borne illnesses;
- Inspect public swimming pools and spas to prevent the transmission of disease and illness and to ensure public safety;

- Issue permits for private sewer systems and inspect drinking water sources from individual or private wells;
- Conduct public outreach and environmental monitoring of potential childhood lead exposures;
- Conduct household hazardous waste collection and solid medical waste enforcement programs;
- Monitor the handling, storage, and transportation of hazardous materials and hazardous waste; and
- Oversee clean-up of petroleum contaminated properties.

Vector Control District

The Vector Control District is an integral part of DEH, responsible for protecting health and safety through the surveillance and treatment of vectors that carry diseases, including mosquitoes, rodents, ticks, fleas and wildlife.

The major services of the District include:

- Provide surveillance and treatment of residential areas for mosquitoes to protect against West Nile Virus and other mosquito-borne diseases;
- Inspect and abate mosquito habitats within streams, marshlands and storm catch basins Countywide;
- Provide wildlife management services when health and safety are at risk; and
- Participate in the South Bay Salt Pond Restoration Project in the lower area of San Francisco Bay.

Current and Emerging Issues

Development of an Agency Structure

The Department of Agriculture and Environmental Management (AEM), Department of Environmental Health (DEH), and the Vector Control District presently operate more as individual departments than as fully-integrated partners of an Agency with a shared mission. A major goal for the recently-appointed Director of Agriculture and Environmental Management is to create a more cohesive Agency structure, to gain work process efficiencies, and promote a more unified sense of purpose for the many programs operated in these three Departments. The Department will remain cognizant of and vigilant in the separation of revenues and services related to funds derived from fee payers and those derived from the General Fund.

The first steps in recognizing efficiencies across the organization are laid out in the FY 2014 Recommended Budget with the consolidation of the Household Hazardous Waste and Integrated Waste Management Programs, and the consolidation of all accounting functions under one Department Fiscal Officer. Both of these changes are aimed at creating a more efficient work environment where resources can be shared,

bench strength can be built, and staff can gain a new understanding of broader programmatic aspects of the Agency.

County of Santa Clara Animal Shelter

In September 2011, the Board of Supervisors approved a project to construct a new animal shelter and to establish a capital building campaign to raise donated funds for its construction. With the help of benefactors interested in funding the construction of a new shelter, a modern, fully-equipped facility would enable the County to provide residents a wide range of services at affordable prices in a convenient location.

With an expanded new shelter, the County of Santa Clara can explore partnership opportunities with the cities of Gilroy and Morgan Hill to also provide their residents with expanded animal care services. A new facility can transform the County's animal shelter into a regional destination that makes a difference for the residents and the animals in our community.

The "programming" phase for the new animal shelter project was completed in January 2013. The Department will begin work with the Administration and the Board of Supervisors to kick-off the Shelter's capital building campaign starting with the formation

of a non-profit 501(c)(3). County staff are working with community stakeholders, such as local animal shelter and rescue groups, interested donors, and others to establish the Board of Directors, financial documents, and legal documents necessary for the non-profit organization. The Department will develop a feasibility study in order to prepare for and plan the fund raising campaign.

Integrated Waste Management Garbage Franchise Agreements

The Integrated Waste Management (IWM) Division is responsible for managing the garbage franchise agreements in unincorporated Santa Clara County. With the expiration of the existing franchise agreements on June 30, 2014, IWM has begun the process to issue a Request for Proposals, evaluate the submissions, negotiate with the selected vendor(s) and work with the vendor(s) through a transition period for the newly established garbage franchise agreements. IWM will combine the existing eight garbage districts into three “geographically logical” districts.

Over the past year, staff conducted customer surveys and outreach to research the diverse needs and interests of residents and businesses in unincorporated Santa Clara County. In order to obtain a greater economy of scale in the upcoming franchise agreements, IWM conducted focus groups in the proposed new garbage districts to assess rate payer priorities for their garbage, recycling, and yard waste services. Additionally, IWM will consider adding new services to the franchise agreements, such as mandatory commercial recycling and curbside food waste collection. The new franchise agreements would become effective July 1, 2014.

On-Site Wastewater Treatment System Ordinance

The Department of Environmental Health (DEH), with assistance of the Department of Planning and Development, is in the process of completing a long-term project to comprehensively review and update the County’s On-site Wastewater Treatment System (OWTS) Ordinance. Technical studies and GIS-based analyses were completed, which form the basis for recommendations for updates and improvements to the OWTS Ordinance.

In March 2013, both Departments launched the public comment period for the draft OWTS Ordinance, General Plan and Zoning Amendments, and draft

Program Environmental Impact Report (PEIR), and report back to HLUET and Board of Supervisors for final approval in August 2013.

The associated PEIR evaluates the potential environmental impacts of adopting and implementing the revised Ordinance. Zoning Ordinance and General Plan Amendments are needed to ensure consistency with the revised OWTS Ordinance.

The County of Santa Clara’s existing OWTS Ordinance and related General Plan policies allow only conventional septic tanks and drain fields; they do not allow the use of the alternative OWTS systems that have been used successfully in other jurisdictions over the past 20 years, nor have the requirements for conventional systems evolved. These alternative OWTS systems are more efficient and environmentally superior to conventional septic tank and drain-field systems, and would provide significant benefits to property owners in unincorporated areas of the County. Many older septic systems in the County are approaching the end of their design life and will significantly add to the need for efficient and sustainable solutions for dealing with marginal or failing systems. There are unincorporated communities (e.g., Holiday Lake Estates and Redwood Estates) where residences have conventional septic systems that are experiencing difficulties or are near the end of their useful life. One of the chief purposes for undertaking this process is to have a solution in place before an emergency arises in which DEH would have to red-tag a home for a failing septic system.

Site Mitigation Program - Local Oversight Program (LOP) Certification

As of January 1, 2013, AB 1701 amended the California Health & Safety Code Section 25297.1 and required the State Water Resources Control Board (SWRCB) to establish a certification program for local agencies that want to continue to oversee corrective action from underground storage tank releases beyond June 30, 2013. After that date, only a certified local agency may continue to oversee these corrective actions. Several criteria were established to evaluate local agency resources and include ongoing state agency audits of local programs.

DEH has served as a LOP through a contract with the SWRCB for underground storage tank releases since 2005. DEH submitted its application for certification on

January 8, 2013 and expects to be the primary oversight agency in the County for underground storage tank corrective actions. Maintaining a local program provides enhanced oversight and enforcement efforts for developers and responsible parties who are looking for faster turnaround for clean-up of these sites.

On-line Reporting of Restaurant Inspection Results

The DEH Consumer Protection Division (CPD) believes that it is important for the public to have access to information collected by its staff during routine and non-routine inspections. SB 180 (Sher, 2000) mandated a standardized approach to Internet posting of violations, which CPD implemented in 2001.

Since then, the CPD upgraded this inspection information portal by incorporating Google Maps to facilitate searches by the public and has made some modifications to the report on the website. In addition, the website visibility is regularly modified to ensure that when the public searches for “restaurant inspections in Santa Clara County,” the CPD website is at the top of the search results.

Significant changes to the presentation of the information and the content displayed on the website are planned for Summer 2014, following the completion of an upgrade to the equipment used by CPD field staff to document inspections. Portable, computerized devices will streamline data collection by field inspectors. The inspection data will be uploaded into the upgraded database to facilitate data analysis, improve on-line reporting of site-specific data, and reduce redundancies by field and office staff with less review and processing of paperwork by hand. With the incorporation of electronic inspection information and

modifications made to the Department’s website, the public will have access to more information in a more user-friendly format.

Certified Unified Program Agency

The Department of Environmental Health (DEH) was designated as a Certified Unified Program Agency (CUPA) by the California Environmental Protection Agency (Cal EPA) in 1997. The CUPA consolidates, coordinates, and makes consistent the administrative requirements, permits, inspections, and enforcement activities for six environmental and emergency response programs related to Hazardous Materials Management. The State Agencies responsible for these programs set the standards for their program while local governments implement those standards. Participating Agency agreements were developed with the Santa Clara County Fire Department and the Cities of San Jose, Palo Alto, Milpitas, and Mountain View for continued implementation of CUPA elements within their jurisdictions. The Cities of Santa Clara, Gilroy, and Sunnyvale are also CUPAs and implement all of the Unified Programs within their own jurisdictions.

As local cities continue to struggle with their service levels, funding, and their need to meet State mandates, they are turning implementation of their Hazardous Materials Programs over to the County. In response, DEH has successfully transitioned programs from the Cities of Palo Alto, San Jose, and Morgan Hill. Under State law, the County must implement these programs and has worked closely with the cities to ensure that the transition is seamless and supports the needs of our business community.

The successful transition and implementation of the CUPA in the Cities of Palo Alto, San Jose, and Morgan Hill were recognized by Cal EPA and the California Certified Unified Program Agencies, with DEH receiving an award for “CUPA of the Year” in 2012.

Summary of County Executive's Recommendations

Description	Impact	Impact on Services	Position Impact	FY 2014 Ongoing Net Cost/(Savings)	FY 2014 One-Time Net Cost/(Savings)
Reduce Integrated Waste Management (IWM) Expenditures for Unincorporated Activities	●	Reduce allocation for IWM services in unincorporated areas of the County to meet expected need for service, resulting in reduced reimbursements in IWM.			
General Fund Impact			—	(\$120,000)	—
Fund 0037/IWM Impact			—	\$120,000	—
Consolidate Household Hazardous Waste (HHW) with IWM	◆	Consolidation of administrative staff results in reduction of General Fund costs and increased reimbursements from HHW.			
General Fund Impact			—	(\$85,000)	—
Fund 0030/Department of Environmental Health (DEH) Impact			—	\$85,000	—
Consolidate Accounting Functions	↑	Add a Department Fiscal Officer to oversee all accounting work in Agriculture and Environmental Management (AEM), DEH, and Vector Control. Move eight existing accounting staff to AEM and fund salary with reimbursements from other programs/funds.			
General Fund Impact			9.0	\$135,700	(\$22,617)
Fund 0028/Vector Control Impact			-1.0	—	—
Fund 0030/DEH Impact			-7.0	—	—
Additional Reimbursement for Administrative Duties	◆	Increase reimbursement to General Fund for administrative work performed by the Director of AEM, resulting in increased expenditures in other programs/funds.			
General Fund Impact			—	(\$36,000)	—
Fund 0028/Vector Control Impact			—	\$9,000	—
Fund 0030/DEH Impact			—	\$16,200	—
Fund 0031/Weed Abatement Impact			—	\$1,800	—
Fund 0037/IWM Impact			—	\$9,000	—
Purchase Hand-held Devices for Field Inspection Staff	↑	One-time cost to purchase portable equipment for Consumer Protection Division staff.	—	—	\$55,000
↑ — Enhanced ◆ — Modified ● — No Change ↓ — Reduced ☒ — Eliminated					



Summary of County Executive's Recommendations

Description	Impact	Impact on Services	Position Impact	FY 2014 Ongoing Net Cost/(Savings)	FY 2014 One-Time Net Cost/(Savings)
Annual Funding for a New Household Hazardous Waste Facility	↑	Adjust expenditures to provide funding to operate a permanent HHW facility in San Jose. General public will have enhanced levels of service with no net cost increase.	—	—	—
Implement the State CERS in a Countywide Public Portal	↑	Add 1.0 position and provide one-time funding to Hazardous Materials Program to implement the California Electronic Reporting System and provide enhanced services to customers.	—	\$136,131	\$396,640
↑ — Enhanced ◆ — Modified ● — No Change ↓ — Reduced ☒ — Eliminated					

County Executive's Recommendation

● Reduce Integrated Waste Management Expenditures for Unincorporated Activities

Recommended Action: Reduce Integrated Waste Management (IWM) expenditures for activities in unincorporated areas of the County.

Service Impact: No change in the current level of service is anticipated.

Background: IWM is a non-General Fund program, sustained by grants and fees charged to cities for its various programs and activities. The unincorporated area share of cost is covered by a General Fund transfer to IWM. In FY 2011 and FY 2012, the General Fund share of cost increased as IWM focused on specific initiatives and referrals from the Board, such as banning single-use plastic bags and expanded polystyrene containers, purchasing recycled products, and developing a policy for recycling recyclable waste, such as paper, food and aluminum cans.

In the current fiscal year, the number of unincorporated activities has been less than that of prior years and this trend is expected to continue into the foreseeable future. The lower cost of service will reduce the need for reimbursement from the General Fund to IWM

Fund 37. Future referrals will require budgetary consideration regarding the need for one-time or ongoing funding.

Ongoing Savings: \$120,000
Ongoing Reduction of Reimbursement (Fund 0037): \$120,000

◆ Consolidate Household Hazardous Waste with Integrated Waste Management

Recommended Action: Consolidate the Household Hazardous Waste (HHW) Division in the Department of Environmental Health (DEH) with the Integrated Waste Management (IWM) Division in the Department of Agriculture and Environmental Management (AEM) under AEM.

Service Impact: DEH and AEM operate similar programs that can be consolidated to achieve efficiencies in both cost and service delivery. The HHW program promotes recycling of HHW, collects and disposes of HHW, and works closely with manufacturers to develop take-back programs. IWM operates a program that also promotes recycling and waste reduction and works closely with HHW to meet program objectives. The two functions are currently allocated to separate budget units, but if consolidated



under AEM, can increase efficiencies overall, allow for cross-utilization of staff, lower the cost of the service, and allow for efficient use of administrative support.

The initial ongoing operational savings to the General Fund is estimated at \$85,000, based on historical trends, and will be adjusted in future budget years. This is offset by an increase in costs in DEH (Fund 30) to cover costs of administrative staff.

Ongoing Savings: \$85,000
Ongoing Cost (Fund 0030): \$85,000

↑ Consolidate Accounting Functions

Recommended Action: Add 1.0 FTE Department Fiscal Officer (DFO) to oversee accounting operations and consolidate accounting functions within Agriculture and Environmental Management (AEM), Department of Environmental Health (DEH) and Vector Control under the Director of Agriculture and Environmental Management.

Service Impact: The consolidation of AEM, DEH and Vector Control accounting services will achieve operational efficiencies and improve service delivery for all programs by enabling cross-departmental utilization of accounting staff and increasing staff knowledge of operations across the Agency. Cross-training staff will increase the capacity of accounting services to meet the growing needs of the Agency, contribute to the professional development of staff, allow for promotional opportunities, and reduce utilization of extra help.

The DFO will be responsible for coordinating the fiscal activities of AEM, DEH, and Vector Control, which includes three budget units, 19 cost centers, six funds and a future 501(c)(3) non-profit entity responsible for developing the Capital Building Campaign for the new regional Animal Shelter in South County. This position will aid in planning, organizing, and structuring the growing accounting needs of the Agency.

In addition to adding a new DFO, eight accounting positions will move to the General Fund from non-General Fund programs. Costs to the General Fund will be reimbursed by DEH Fund 30 and Vector Control Fund 28 for the salary and benefit costs of the transferred positions. As the use of accounting services

within the Agency is better understood, reimbursements between funds will be updated in future years.

Net Positions Added: 1.0 FTE

Positions Added in General Fund: 9.0 FTE
Positions transferred from Fund 0030: 7.0 FTE
Positions transferred from Fund 0028: 1.0 FTE

Ongoing Net Cost: \$135,700

One-time Savings: \$22,617

Increased ongoing General Fund cost of \$957,212 for new positions is partially offset by ongoing reimbursements of \$821,512 and in FY 2014 by two months of salary savings for recruitment time. Ongoing cost reductions in Fund 0030 and Fund 0028 for positions is completely offset by increased reimbursements paid to the General Fund.

◆ Additional Reimbursement for Administrative Duties

Recommended Action: Recognize additional General Fund reimbursement for administrative overhead.

Service Impact: With the recent appointment of the Agricultural Commissioner/Sealer, the Director of Agriculture and Environmental Management will dedicate more time to overseeing the non-General Fund divisions and programs and less time involved in managing the day to day operations of Agriculture and Weights and Measures programs. The non-General Fund divisions will reimburse the General Fund for time spent by the Director on non-General Fund programs.

Ongoing Savings: \$36,000

Ongoing Cost (Fund 0028): \$9,000
Ongoing Cost (Fund 0030): \$16,200
Ongoing Cost (Fund 0031): \$1,800
Ongoing Cost (Fund 0037): \$9,000

↑ Purchase Hand-held Devices for Field Inspection Staff

Recommended Action: Allocate one-time funding to purchase hand-held computers and printers, enabling Consumer Protection Division (CPD) staff to more efficiently perform field inspections and investigations.

Service Impact: The purchase of portable devices will allow inspectors to provide better customer service to facility owners, with prior inspection history data readily available in the field. In addition, the ability to capture inspection and investigation data electronically reduces the staff time involved with handling paperwork and manually re-entering information into a

database. The devices will also create a much quicker turnaround time for inspection information to be available to the general public on the CPD website.

This action will have no impact on the General Fund and is funded by fund balance reserves in DEH Fund 30.

One-time Cost: \$55,000

↑ Annual Funding for a New Household Hazardous Waste Facility

Recommended Action: Increase ongoing funding within the Household Hazardous Waste (HHW) program for leased space and reduce the appropriation for hazardous materials management. Costs of leasing the dedicated facility for six months (\$193,000) are estimated to be the same as the costs associated with facilitating collection events at temporary locations, resulting in no net fiscal impact.

Service Impact: A new HHW facility is nearing completion at 1608 Las Plumas Avenue in San Jose and will be available for occupancy in January 2014. As a result of moving into the new facility, HHW collection services will be significantly improved by expanded operating hours. Currently, the HHW Program operates at temporary locations on most Saturdays and at the San Martin and Sunnyvale facilities once a month. The new facility will allow the HHW Program to operate every Wednesday through Saturday, excluding holidays. Enhanced operations will more than double the number of HHW Program operating days for the public.

Background: In 2006, the HHW facility leased from the City of San Jose (City) on 10th Street in San Jose was vacated at the City's request in order to build out the property for other services. Subsequently, the City and the County partnered to find a new site to relocate the facility. In 2009, the Las Plumas site was identified as a location for a City Environmental Innovation Center and an HHW facility. Over the next several years, the City secured the land, identified funding, and began project development and construction.

Net Ongoing Cost Impact: \$0

↑ Implement the State CERS in a County-wide Public Portal

Recommended Action: Allocate one-time funding in the Hazardous Materials Program for implementation of the State of California Electronic Reporting System (CERS), and allocate ongoing funding for 1.0 FTE unclassified Hazardous Materials Specialist position to aid in project implementation, pending a classification review by the Employee Services Agency.

Service Impact: One-time funding would allow for software, training, equipment and contractual services necessary to implement CERS, resulting in a multi-agency, countywide public portal that is able to meet the Statewide reporting requirements related to the disposal of hazardous materials. Consultant expertise will assist in creating public outreach materials, handling inquiries, training staff, and developing web-based modules to allow businesses to meet the new mandate. New vehicles are recommended to allow staff to be able to perform field inspections.

The recommended 1.0 FTE position, pending ESA review, will aid in meeting the challenges of increased workload due to the implementation of CERS and increase in public outreach and customer service.

Fund balance in the DEH Enforcement Trust Fund (Fund 30) will cover the costs associated with CERS implementation. There is no impact to the General Fund. Ongoing costs are to fund a temporary position and will be removed after the position has been funded for up to 18 months.

Background: In 1998, the Board of Supervisors approved funding to establish a process to standardize forms, guidelines, and procedures within the County related to the management of hazardous materials, resulting in the creation of a Uniform Documents (Unidocs) website. In 1999, additional funding supported the creation of the Hazardous Materials On-line Inventory Project that enhanced electronic reporting features for businesses, industry, and local agencies. Membership to the Unidocs program has expanded to include agencies outside of Santa Clara County and provides access to necessary documents and links to local hazardous materials and hazardous waste regulatory agencies.

Beginning January 1, 2013, all regulated businesses are required by law (AB 2286) to submit environmental business information electronically through CERS. Previously, information was submitted to the State

using paper forms. Changes to the Unidocs website will provide greater assistance and outreach to our business community as they transition to CERS reporting.

Position Added: 1.0 FTE

Ongoing Cost: \$136,131

Ongoing funding is for an unclassified position to be staffed no longer than 18 months.

One-time Cost: \$396,640

Agriculture and Environmental Mgmt— Budget Unit 262 Net Expenditures by Cost Center

CC	Cost Center Name	FY 2012 Actuals	FY 2013 Approved	FY 2014 Base Budget	FY 2014 Recommended	Amount Chg From 2013 Approved	% Chg From 2013 Approved
1187	Integrated Waste Mgt Fund 0037	\$ 1,045,337	\$ 1,035,976	\$ 1,055,149	\$ 1,064,149	\$ 28,173	2.7%
1188	Weed Abatement Fund 0031	545,324	884,351	888,607	890,407	6,056	0.7%
1197	Household Hazardous Waste Fund 0030	3,512,835	4,405,231	4,429,777	4,514,777	109,546	2.5%
5660	Agriculture Fund 0001	1,766,403	1,860,205	1,910,138	1,910,138	49,933	2.7%
5663	Weights & Measures Fund 0001	1,022,120	1,300,921	1,180,335	1,180,335	(120,586)	-9.3%
5664	Pierces Disease Control Prog Fund 0001	660,478	635,509	663,525	663,525	28,016	4.4%
5665	Administration Fund 0001	1,674,651	1,879,270	1,965,613	1,957,696	78,426	4.2%
5666	Integrated Waste Mgt Fran Fund 0001	—	382,385	298,095	178,095	(204,290)	-53.4%
5670	Animal Control Fund 0001	1,431,580	1,429,497	1,460,205	1,460,205	30,708	2.1%
5710	U.C. Cooperative Ext Fund 0001	114,291	115,000	115,000	115,000	—	—
Total Net Expenditures		\$ 11,773,019	\$ 13,928,345	\$ 13,966,444	\$ 13,934,327	\$ 5,982	0.0%

Agriculture and Environmental Mgmt— Budget Unit 262 Gross Expenditures by Cost Center

CC	Cost Center Name	FY 2012 Actuals	FY 2013 Approved	FY 2014 Base Budget	FY 2014 Recommended	Amount Chg From 2013 Approved	% Chg From 2013 Approved
1187	Integrated Waste Mgt Fund 0037	\$ 1,045,337	\$ 1,035,976	\$ 1,055,149	\$ 1,064,149	\$ 28,173	2.7%
1188	Weed Abatement Fund 0031	605,923	921,351	925,607	927,407	6,056	0.7%
1197	Household Hazardous Waste Fund 0030	3,512,835	4,405,231	4,429,777	4,514,777	109,546	2.5%
5660	Agriculture Fund 0001	1,766,403	1,860,205	1,910,138	1,910,138	49,933	2.7%
5663	Weights & Measures Fund 0001	1,022,120	1,300,921	1,180,335	1,180,335	(120,586)	-9.3%



Agriculture and Environmental Mgmt— Budget Unit 262 Gross Expenditures by Cost Center

CC	Cost Center Name	FY 2012 Actuals	FY 2013 Approved	FY 2014 Base Budget	FY 2014 Recommended	Amount Chg From 2013 Approved	% Chg From 2013 Approved
5664	Pierces Disease Control Prog Fund 0001	660,478	635,509	663,525	663,525	28,016	4.4%
5665	Administration Fund 0001	2,010,397	2,197,231	2,284,382	3,218,977	1,021,746	46.5%
5666	Integrated Waste Mgt Fran Fund 0001	—	382,385	298,095	178,095	(204,290)	-53.4%
5670	Animal Control Fund 0001	1,495,540	1,479,497	1,510,205	1,510,205	30,708	2.1%
5710	U.C. Cooperative Ext Fund 0001	114,291	115,000	115,000	115,000	—	—
Total Gross Expenditures \$		12,233,324 \$	14,333,306 \$	14,372,213 \$	15,282,608 \$	949,302	6.6%

Agriculture and Environmental Mgmt— Budget Unit 262 Expenditures by Object

Object	FY 2012 Actuals	FY 2013 Approved	FY 2014 Base Budget	FY 2014 Recommended	Amount Chg From 2013 Approved	% Chg From 2013 Approved
Salary and Benefits	7,175,730	7,815,035	8,095,518	8,918,895	1,103,860	14.1%
Services And Supplies	5,021,101	6,191,221	5,949,645	6,156,663	(34,558)	-0.6%
Other Charges	(873)	22,000	22,000	22,000	—	—
Fixed Assets	26,666	—	—	—	—	—
Operating/Equity Transfers	10,700	305,050	305,050	185,050	(120,000)	-39.3%
Total Gross Expenditures \$	12,233,324 \$	14,333,306 \$	14,372,213 \$	15,282,608 \$	949,302	6.6%
Expenditure Transfers	(460,305)	(404,961)	(405,769)	(1,348,281)	(943,320)	232.9%
Total Net Expenditures \$	11,773,019 \$	13,928,345 \$	13,966,444 \$	13,934,327 \$	5,982	0.0%

Agriculture and Environmental Mgmt— Budget Unit 262 Revenues by Cost Center

CC	Cost Center Name	FY 2012 Actuals	FY 2013 Approved	FY 2014 Base Budget	FY 2014 Recommended	Amount Chg From 2013 Approved	% Chg From 2013 Approved
1187	Integrated Waste Mgt Fund 0037	\$ 1,241,211	\$ 1,177,283	\$ 1,227,250	\$ 1,107,250	\$ (70,033)	-5.9%
1188	Weed Abatement Fund 0031	339,161	600,000	600,000	600,000	—	—
1197	Household Hazardous Waste Fund 0030	3,788,710	4,367,670	4,561,298	4,561,298	193,628	4.4%
5660	Agriculture Fund 0001	1,527,403	1,388,000	1,506,436	1,506,436	118,436	8.5%
5663	Weights & Measures Fund 0001	1,398,741	1,343,339	1,364,147	1,364,147	20,808	1.5%



Agriculture and Environmental Mgmt— Budget Unit 262

Revenues by Cost Center

CC	Cost Center Name	FY 2012 Actuals	FY 2013 Approved	FY 2014 Base Budget	FY 2014 Recommended	Amount Chg From 2013 Approved	% Chg From 2013 Approved
5664	Pierces Disease Control Prog Fund 0001	701,145	634,681	440,000	440,000	(194,681)	-30.7%
5665	Administration Fund 0001	103,539	67,000	67,000	67,000	—	—
5666	Integrated Waste Mgt Fran Fund 0001	620,839	825,000	825,000	825,000	—	—
5670	Animal Control Fund 0001	347,402	278,500	245,000	245,000	(33,500)	-12.0%
Total Revenues \$		10,068,151 \$	10,681,473 \$	10,836,131 \$	10,716,131 \$	34,658	0.3%

Integrated Waste Mgt Fund 0037 — Cost Center 1187

Major Changes to the Budget

	Positions	Appropriations	Revenues
Integrated Waste Management Fund (Fund Number 0037)			
Current Level Budget			
FY 2013 Approved Budget	6.5	\$ 1,035,976	\$ 1,177,283
Board Approved Adjustments During FY 2013	—	(524)	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	62,447	—
IntraCounty Adjustments	—	(42,750)	—
Other Adjustments	—	—	49,967
Subtotal (Current Level Budget)	6.5	\$ 1,055,149	\$ 1,227,250
Recommended Changes for FY 2014			
IntraCounty Adjustments	—	\$ —	\$ —
Decision Packages			
Reduce IWM Expenditures for Unincorporated Activities	—	—	(120,000)
Additional Reimbursement for Administrative Duties	—	9,000	—
Information Technology			
Capital			
Subtotal (Recommended Changes)	—	\$ 9,000	\$ (120,000)
Recommended Budget	6.5	\$ 1,064,149	\$ 1,107,250

Weed Abatement Fund 0031 — Cost Center 1188

Major Changes to the Budget

	Positions	Appropriations	Revenues
Weed Abatement (Fund Number 0031)			
Current Level Budget			
FY 2013 Approved Budget	2.0	\$ 884,351	\$ 600,000
Board Approved Adjustments During FY 2013	—	(110)	—
Cost to Maintain Current Program Services			



Weed Abatement Fund 0031 — Cost Center 1188 Major Changes to the Budget

	Positions	Appropriations	Revenues
Salary and Benefit Adjustments	—	11,656	—
IntraCounty Adjustments	—	(7,290)	—
Other Adjustments	—	—	—
Subtotal (Current Level Budget)	2.0	\$ 888,607	\$ 600,000
Recommended Changes for FY 2014			
IntraCounty Adjustments	—	\$ —	\$ —
Decision Packages			
Additional Reimbursement for Administrative Duties	—	1,800	—
Information Technology			
Capital			
Subtotal (Recommended Changes)	—	\$ 1,800	\$ —
Recommended Budget	2.0	\$ 890,407	\$ 600,000

Household Hazardous Waste Fund 0030 — Cost Center 1197 Major Changes to the Budget

	Positions	Appropriations	Revenues
Environmental Health (Fund Number 0030)			
Current Level Budget			
FY 2013 Approved Budget	10.0	\$ 4,405,231	\$ 4,367,670
Board Approved Adjustments During FY 2013	—	(1,145)	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	-1.0	(34,326)	—
IntraCounty Adjustments	—	60,017	—
Other Adjustments	—	—	193,628
Subtotal (Current Level Budget)	9.0	\$ 4,429,777	\$ 4,561,298
Recommended Changes for FY 2014			
IntraCounty Adjustments	—	\$ —	\$ —
Decision Packages			
Consolidate Accounting Functions	-1.0	—	—
Annual Funding for a New Household Hazardous Waste Facility	—	—	—
Consolidate HHW with IWM	—	85,000	—
Information Technology			
Capital			
Subtotal (Recommended Changes)	-1.0	\$ 85,000	\$ —
Recommended Budget	8.0	\$ 4,514,777	\$ 4,561,298



Agriculture Fund 0001 — Cost Center 5660 Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
Current Level Budget			
FY 2013 Approved Budget	16.0	\$ 1,860,205	\$ 1,388,000
Board Approved Adjustments During FY 2013	—	(11,815)	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	68,342	—
IntraCounty Adjustments	—	(6,594)	—
Other Adjustments	—	—	118,436
Subtotal (Current Level Budget)	16.0	\$ 1,910,138	\$ 1,506,436
Recommended Changes for FY 2014			
IntraCounty Adjustments	—	\$ —	\$ —
Decision Packages			
Information Technology			
Capital			
Subtotal (Recommended Changes)	—	\$ —	\$ —
Recommended Budget	16.0	\$ 1,910,138	\$ 1,506,436

Weights & Measures Fund 0001 — Cost Center 5663 Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
Current Level Budget			
FY 2013 Approved Budget	10.0	\$ 1,300,921	\$ 1,343,339
Board Approved Adjustments During FY 2013	1.0	8,968	23,208
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	13,181	—
IntraCounty Adjustments	—	(142,735)	—
Other Adjustments	—	—	(2,400)
Subtotal (Current Level Budget)	11.0	\$ 1,180,335	\$ 1,364,147
Recommended Changes for FY 2014			
IntraCounty Adjustments	—	\$ —	\$ —
Decision Packages			
Information Technology			
Capital			
Subtotal (Recommended Changes)	—	\$ —	\$ —
Recommended Budget	11.0	\$ 1,180,335	\$ 1,364,147



Pierces Disease Control Prog Fund 0001 — Cost Center 5664
Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
Current Level Budget			
FY 2013 Approved Budget	3.0	\$ 635,509	\$ 634,681
Board Approved Adjustments During FY 2013	—	(626)	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	27,216	—
IntraCounty Adjustments	—	91,426	—
Other Adjustments	—	(90,000)	(194,681)
Subtotal (Current Level Budget)	3.0	\$ 663,525	\$ 440,000
Recommended Changes for FY 2014			
IntraCounty Adjustments	—	\$ —	\$ —
Decision Packages			
Information Technology			
Capital			
Subtotal (Recommended Changes)	—	\$ —	\$ —
Recommended Budget	3.0	\$ 663,525	\$ 440,000

Administration Fund 0001 — Cost Center 5665
Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
Current Level Budget			
FY 2013 Approved Budget	13.0	\$ 1,879,270	\$ 67,000
Board Approved Adjustments During FY 2013	1.0	14,206	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	73,275	—
IntraCounty Adjustments	—	(58,138)	—
Other Adjustments	—	57,000	—
Subtotal (Current Level Budget)	14.0	\$ 1,965,613	\$ 67,000
Recommended Changes for FY 2014			
IntraCounty Adjustments	—	\$ —	\$ —
Decision Packages			
Consolidate Accounting Functions	9.0	113,083	—
Consolidate HHW with IWM into BU 262	—	(85,000)	—
Additional Reimbursement for Administrative Duties	—	(36,000)	—
Information Technology			
Capital			
Subtotal (Recommended Changes)	9.0	\$ (7,917)	\$ —
Recommended Budget	23.0	\$ 1,957,696	\$ 67,000



Integrated Waste Mgt Fran Fund 0001 — Cost Center 5666
Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
Current Level Budget			
FY 2013 Approved Budget	—	\$ 382,385	\$ 825,000
Board Approved Adjustments During FY 2013	—	(75)	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
IntraCounty Adjustments	—	(42,215)	—
Other Adjustments	—	(42,000)	—
Subtotal (Current Level Budget)	—	\$ 298,095	\$ 825,000
Recommended Changes for FY 2014			
IntraCounty Adjustments	—	\$ —	\$ —
Decision Packages			
Reduce IWM Expenditures for Unincorporated Activities	—	(120,000)	—
Information Technology			
Capital			
Subtotal (Recommended Changes)	—	\$ (120,000)	\$ —
Recommended Budget	—	\$ 178,095	\$ 825,000

Animal Control Fund 0001 — Cost Center 5670
Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
Current Level Budget			
FY 2013 Approved Budget	10.0	\$ 1,429,497	\$ 278,500
Board Approved Adjustments During FY 2013	1.0	(5,296)	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	43,577	—
IntraCounty Adjustments	—	(7,573)	—
Other Adjustments	—	—	(33,500)
Subtotal (Current Level Budget)	11.0	\$ 1,460,205	\$ 245,000
Recommended Changes for FY 2014			
IntraCounty Adjustments	—	\$ —	\$ —
Decision Packages			
Information Technology			
Capital			
Subtotal (Recommended Changes)	—	\$ —	\$ —
Recommended Budget	11.0	\$ 1,460,205	\$ 245,000



U.C. Cooperative Ext Fund 0001 — Cost Center 5710 Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
Current Level Budget			
FY 2013 Approved Budget	—	\$ 115,000	\$ —
Board Approved Adjustments During FY 2013	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
IntraCounty Adjustments	—	—	—
Other Adjustments	—	—	—
Subtotal (Current Level Budget)	—	\$ 115,000	\$ —
Recommended Changes for FY 2014			
IntraCounty Adjustments	—	\$ —	\$ —
Decision Packages			
Information Technology			
Capital			
Subtotal (Recommended Changes)	—	\$ —	\$ —
Recommended Budget	—	\$ 115,000	\$ —

Department of Environmental Health— Budget Unit 261 Net Expenditures by Cost Center

CC	Cost Center Name	FY 2012 Actuals	FY 2013 Approved	FY 2014 Base Budget	FY 2014 Recommended	Amount Chg From 2013 Approved	% Chg From 2013 Approved
1194	DEH - Admin Fund 0030	\$ 2,768,161	\$ 3,013,040	\$ 2,703,858	\$ 2,720,058	\$ (292,982)	-9.7%
026102	EHS - Planning Fund 0030	8,393,240	9,161,612	9,710,512	9,765,512	603,900	6.6%
026103	Toxics Solid & Haz Materials Fund 0030	3,931,102	5,185,438	5,554,863	6,087,634	902,196	17.4%
	Total Net Expenditures	\$ 15,092,503	\$ 17,360,090	\$ 17,969,233	\$ 18,573,204	\$ 1,213,114	7.0%

Department of Environmental Health— Budget Unit 261 Gross Expenditures by Cost Center

CC	Cost Center Name	FY 2012 Actuals	FY 2013 Approved	FY 2014 Base Budget	FY 2014 Recommended	Amount Chg From 2013 Approved	% Chg From 2013 Approved
1194	DEH - Admin Fund 0030	\$ 3,069,079	\$ 3,398,040	\$ 3,003,858	\$ 3,020,058	\$ (377,982)	-11.1%
026102	EHS - Planning Fund 0030	8,553,903	9,408,193	9,823,232	9,878,232	470,039	5.0%
026103	Toxics Solid & Haz Materials Fund 0030	3,931,102	5,185,438	5,554,863	6,087,634	902,196	17.4%
	Total Gross Expenditures	\$ 15,554,084	\$ 17,991,671	\$ 18,381,953	\$ 18,985,924	\$ 994,253	5.5%



Department of Environmental Health— Budget Unit 261 Expenditures by Object

Object	FY 2012 Actuals	FY 2013 Approved	FY 2014 Base Budget	FY 2014 Recommended	Amount Chg From 2013 Approved	% Chg From 2013 Approved
Salary and Benefits	13,165,702	15,224,296	16,118,071	15,635,595	411,299	2.7%
Services And Supplies	2,388,381	2,767,375	2,263,882	3,272,329	504,954	18.2%
Fixed Assets	—	—	—	78,000	78,000	NA
Total Gross Expenditures \$	15,554,084 \$	17,991,671 \$	18,381,953 \$	18,985,924 \$	994,253	5.5%
Expenditure Transfers	(461,581)	(631,581)	(412,720)	(412,720)	218,861	-34.7%
Total Net Expenditures \$	15,092,503 \$	17,360,090 \$	17,969,233 \$	18,573,204 \$	1,213,114	7.0%

Department of Environmental Health— Budget Unit 261 Revenues by Cost Center

CC	Cost Center Name	FY 2012 Actuals	FY 2013 Approved	FY 2014 Base Budget	FY 2014 Recommended	Amount Chg From 2013 Approved	% Chg From 2013 Approved
1194	DEH - Admin Fund 0030	\$ 86,514	\$ 75,738	\$ 103,807	\$ 103,807	\$ 28,069	37.1%
026102	EHS - Planning Fund 0030	9,913,340	11,508,015	12,980,970	12,980,970	1,472,955	12.8%
026103	Toxics Solid & Haz Materials Fund 0030	6,266,078	6,157,033	6,313,459	6,313,459	156,426	2.5%
	Total Revenues \$	16,265,932 \$	17,740,786 \$	19,398,236 \$	19,398,236 \$	1,657,450	9.3%

DEH - Admin Fund 0030 — Cost Center 1194 Major Changes to the Budget

	Positions	Appropriations	Revenues
Environmental Health (Fund Number 0030)			
Current Level Budget			
FY 2013 Approved Budget	16.0	\$ 3,013,040	\$ 75,738
Board Approved Adjustments During FY 2013	—	(107,300)	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	122,423	—
IntraCounty Adjustments	—	(534,305)	—
Other Adjustments	—	210,000	28,069
Subtotal (Current Level Budget)	16.0	\$ 2,703,858	\$ 103,807
Recommended Changes for FY 2014			
IntraCounty Adjustments	—	\$ —	\$ —
Decision Packages			
Consolidate Accounting Functions	-6.0	—	—
Additional Reimbursement for Administrative Duties	—	16,200	—
Information Technology			
Capital			
Subtotal (Recommended Changes)	-6.0	\$ 16,200	\$ —
Recommended Budget	10.0	\$ 2,720,058	\$ 103,807



EHS - Planning Fund 0030 — Cost Center 026102 Major Changes to the Budget

	Positions	Appropriations	Revenues
Environmental Health (Fund Number 0030)			
Current Level Budget			
FY 2013 Approved Budget	68.0	\$ 9,161,612	\$ 11,508,015
Board Approved Adjustments During FY 2013	—	(35,096)	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	422,022	—
IntraCounty Adjustments	—	111,150	—
Other Adjustments	—	50,824	1,472,955
Subtotal (Current Level Budget)	68.0	\$ 9,710,512	\$ 12,980,970
Recommended Changes for FY 2014			
IntraCounty Adjustments	—	\$ —	\$ —
Decision Packages			
Purchase Hand-held Devices for Field Inspection Staff	—	55,000	—
Information Technology			
Capital			
Subtotal (Recommended Changes)	—	\$ 55,000	\$ —
Recommended Budget	68.0	\$ 9,765,512	\$ 12,980,970

Toxics Solid & Haz Materials Fund 0030 — Cost Center 026103 Major Changes to the Budget

	Positions	Appropriations	Revenues
Environmental Health (Fund Number 0030)			
Current Level Budget			
FY 2013 Approved Budget	32.0	\$ 5,185,438	\$ 6,157,033
Board Approved Adjustments During FY 2013	—	(7,683)	24,127
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	1.0	341,281	—
IntraCounty Adjustments	—	27,778	—
Other Adjustments	—	8,049	132,299
Subtotal (Current Level Budget)	33.0	\$ 5,554,863	\$ 6,313,459
Recommended Changes for FY 2014			
IntraCounty Adjustments	—	\$ —	\$ —
Decision Packages			
Implement the State CERS in a Countywide Public Portal	—	532,771	—
Information Technology			
Capital			
Subtotal (Recommended Changes)	—	\$ 532,771	\$ —
Recommended Budget	33.0	\$ 6,087,634	\$ 6,313,459



Vector Control District— Budget Unit 411 Net Expenditures by Cost Center

CC	Cost Center Name	FY 2012 Actuals	FY 2013 Approved	FY 2014 Base Budget	FY 2014 Recommended	Amount Chg From 2013 Approved	% Chg From 2013 Approved
4224	Vector Control Fund 0028	\$ 5,687,821	\$ 6,540,970	\$ 6,809,680	\$ 6,818,680	\$ 277,710	4.2%
Total Net Expenditures		\$ 5,687,821	\$ 6,540,970	\$ 6,809,680	\$ 6,818,680	\$ 277,710	4.2%

Vector Control District— Budget Unit 411 Gross Expenditures by Cost Center

CC	Cost Center Name	FY 2012 Actuals	FY 2013 Approved	FY 2014 Base Budget	FY 2014 Recommended	Amount Chg From 2013 Approved	% Chg From 2013 Approved
4224	Vector Control Fund 0028	\$ 5,687,821	\$ 6,540,970	\$ 6,809,680	\$ 6,818,680	\$ 277,710	4.2%
Total Gross Expenditures		\$ 5,687,821	\$ 6,540,970	\$ 6,809,680	\$ 6,818,680	\$ 277,710	4.2%

Vector Control District— Budget Unit 411 Expenditures by Object

Object	FY 2012 Actuals	FY 2013 Approved	FY 2014 Base Budget	FY 2014 Recommended	Amount Chg From 2013 Approved	% Chg From 2013 Approved
Salary and Benefits	3,592,361	3,749,980	3,957,356	3,865,669	115,689	3.1%
Services And Supplies	1,741,839	2,410,990	2,472,324	2,573,011	162,021	6.7%
Other Charges	350,956	380,000	380,000	380,000	—	—
Fixed Assets	2,664	—	—	—	—	—
Total Gross Expenditures	\$ 5,687,821	\$ 6,540,970	\$ 6,809,680	\$ 6,818,680	\$ 277,710	4.2%
Total Net Expenditures	\$ 5,687,821	\$ 6,540,970	\$ 6,809,680	\$ 6,818,680	\$ 277,710	4.2%

Vector Control District— Budget Unit 411 Revenues by Cost Center

CC	Cost Center Name	FY 2012 Actuals	FY 2013 Approved	FY 2014 Base Budget	FY 2014 Recommended	Amount Chg From 2013 Approved	% Chg From 2013 Approved
4224	Vector Control Fund 0028	\$ 7,098,937	\$ 7,109,319	\$ 7,119,943	\$ 7,119,943	\$ 10,624	0.1%
4225	Vector Control Fund 0199	1,996	2,224	2,142	2,142	(82)	-3.7%
Total Revenues		\$ 7,100,933	\$ 7,111,543	\$ 7,122,085	\$ 7,122,085	\$ 10,542	0.1%



Vector Control Fund 0028 — Cost Center 4224
Major Changes to the Budget

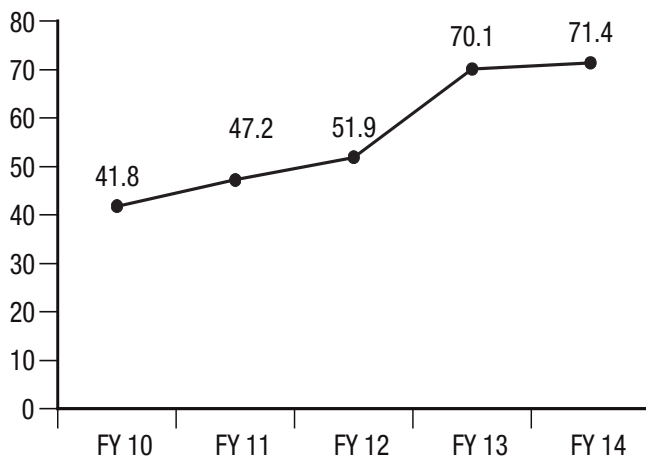
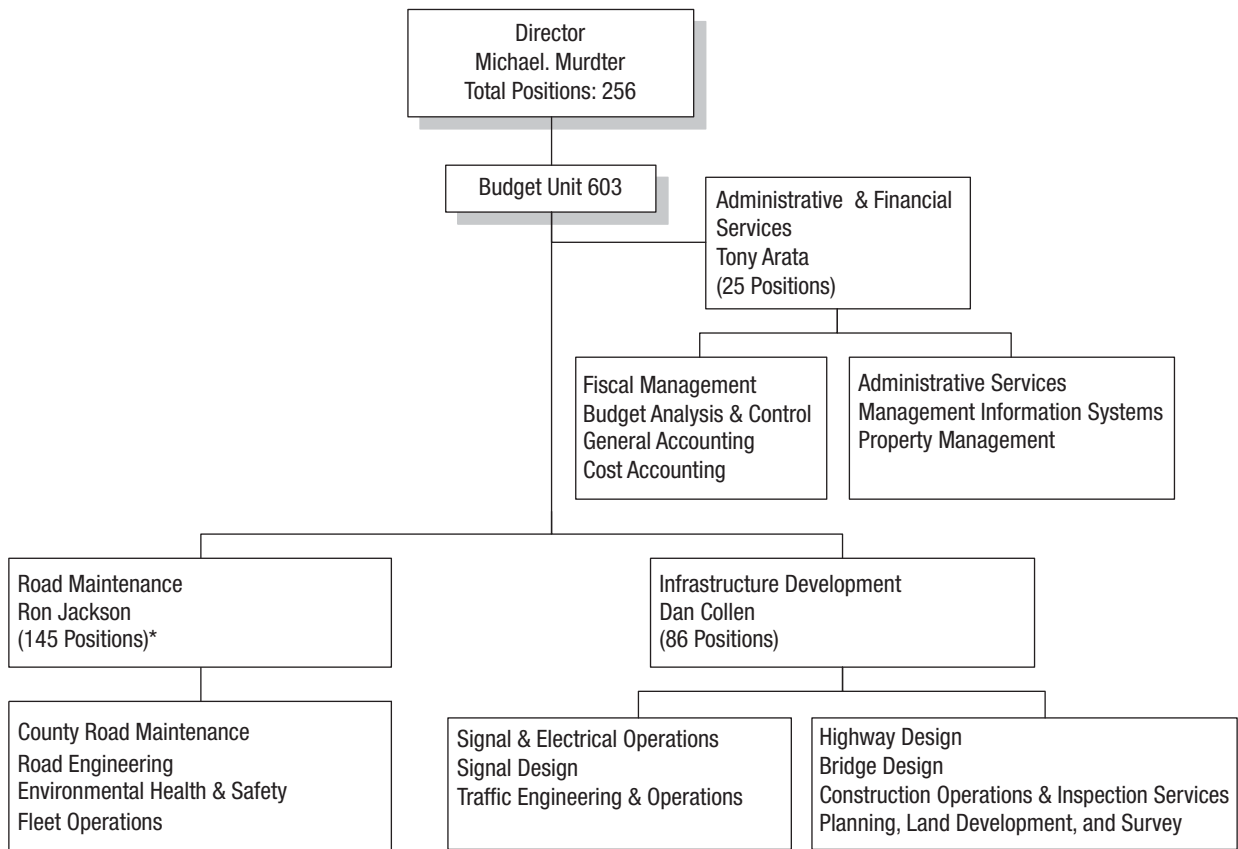
	Positions	Appropriations	Revenues
Vector Control District (Fund Number 0028)			
Current Level Budget			
FY 2013 Approved Budget	37.5 \$	6,540,970 \$	7,109,319
Board Approved Adjustments During FY 2013	—	(37,545)	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	217,521	—
IntraCounty Adjustments	—	88,734	—
Other Adjustments	—	—	10,624
Subtotal (Current Level Budget)	37.5 \$	6,809,680 \$	7,119,943
Recommended Changes for FY 2014			
IntraCounty Adjustments	— \$	— \$	—
Decision Packages			
Consolidate Accounting Functions	-1.0	—	—
Additional Reimbursement for Administrative Duties	—	9,000	—
Information Technology			
Capital			
Subtotal (Recommended Changes)	-1.0 \$	9,000 \$	—
Recommended Budget	36.5 \$	6,818,680 \$	7,119,943

Vector Control Fund 0199 — Cost Center 4225
Major Changes to the Budget

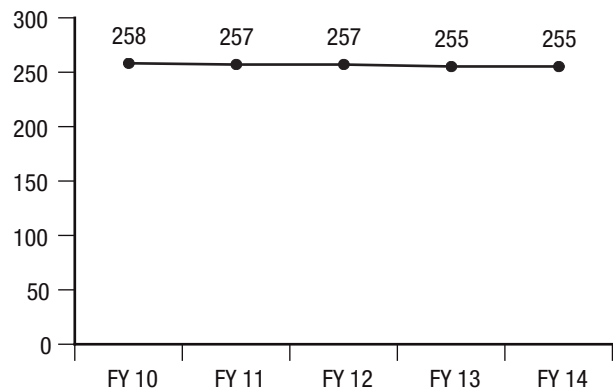
	Positions	Appropriations	Revenues
VCD Capital Fund (Fund Number 0199)			
Current Level Budget			
FY 2013 Approved Budget	— \$	— \$	2,224
Board Approved Adjustments During FY 2013	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
IntraCounty Adjustments	—	—	—
Other Adjustments	—	—	(82)
Subtotal (Current Level Budget)	— \$	— \$	2,142
Recommended Changes for FY 2014			
IntraCounty Adjustments	— \$	— \$	—
Decision Packages			
Information Technology			
Capital			
Subtotal (Recommended Changes)	— \$	— \$	—
Recommended Budget	— \$	— \$	2,142



Roads Department



Gross Appropriation Trend



Staffing Trend

* The Staffing Trend chart does not include 1 new position recommended for the Department, pending a classification review by the Employee Services Agency. Funding for the new position is included in the Gross Appropriation Trend chart and the new position is noted in the organization chart above.



Public Purpose

- ➔ **Promote the economic vitality and quality of life of the County by ensuring the safety of the traveling public and accommodating road travelers**



Description of Major Services

The Department maintains and operates approximately 646 miles of expressway and rural and urban roadways in the unincorporated areas, including:

- 23 miles of sound walls
- 172 bridges
- 39 miles of carpool lanes
- 160 signalized intersections
- 4,500 street lights
- 25,000 regulatory signs, and
- 2,185 drain inlets

The County of Santa Clara is the only County in the State of California that maintains its own expressway system. The mission of the Department is to maintain, operate and enhance the County's roadways and promote the economic vitality and the quality of life of the County by ensuring the safety of the traveling public and accommodating road travelers.

The Department achieves this mission through three main functional areas: traffic management, infrastructure development, and property management.

Traffic Management

Traffic is managed by:

- Providing ongoing roadway monitoring, traffic engineering services as needed or in conjunction with Capital Improvement Projects
- Optimizing traffic signal timing
- Installing and maintaining traffic control devices to mitigate recurrent traffic congestion

Road and Expressway Infrastructure Improvement

Road and expressway infrastructure is preserved by:

- Maintaining, repairing and replacing paved surfaces, bridges and traffic signals

- Repairing and replacing road signage, pavement striping, road markings and street lights
- Maintaining and improving other road features to ensure safety and minimize life-cycle costs

Property Management

Property is managed by providing land development, survey, inspection, permit and property services in a responsive and effective manner.

The Property Section handles the disposal of surplus property, acquisition of property rights necessary for capital projects, development of surplus properties for revenue-generating purposes, vacation applications, and numerous other property-related transactions such as temporary rights of entry, etc.

Summary of County Executive's Recommendations

Description	Impact	Impact on Services	Position Impact	FY 2014 Ongoing Net Cost/(Savings)	FY 2014 One-Time Net Cost/(Savings)
Add Staff to Road Maintenance Division	↑	This position will assist in the management of specific functions in the Road Maintenance Division.	1.0	\$113,718	—
Road Material Expense	↑	This augmentation increases the annual budget allocation for road resurfacing, providing for an increase in rural roads to be chip sealed from 35 to 45 miles and the micro-surfacing of 13 miles of unincorporated residential roads, consistent with the Department's 10-Year Road Maintenance Plan	—	—	\$2,770,000
San Jose Conservation Corps Services	↑	Assists with mechanical weed abatement on unincorporated roadways, thereby helping to minimize the application of herbicides and freeing up road maintenance staff to concentrate on higher-skilled road maintenance activities.	—	—	\$200,000
↑ — Enhanced ◆ — Modified ● — No Change ↓ — Reduced ☒ — Eliminated					



Summary of County Executive's Recommendations

Description	Impact	Impact on Services	Position Impact	FY 2014 Ongoing Net Cost/(Savings)	FY 2014 One-Time Net Cost/(Savings)
Homeless Encampment Clean-up Contract	↑	The homeless encampment clean-up contract is necessary to remove all hazardous materials from the encampment sites. Road maintenance staff removes all non-hazardous materials from the encampment sites.	—	—	\$100,000
Contacted Street Sweeping Services	↑	Sweeps the expressways on a bi-weekly basis as required by the contract specifications and will also provide a higher level of service to the traveling public than is currently provided.	—	\$215,000	—
Lease to Own Heavy Equipment	↑	This lease will provide for 14 pieces of badly needed heavy equipment and accelerate the much needed acquisition of expensive heavy equipment. At the end of the five year lease, the Department will retain full ownership of the equipment.	—	\$700,000	—
Land Development and Encroachment Permit Software	↑	The new software system will increase the Department's efficiency in processing land development reviews and issuing encroachment permits.	—	\$30,000	—
Add Staff to Planning, Land Development, and Survey Division	↑	This position will support the County Transportation Planner.	—	\$62,700	—
Reduce Staff to Traffic Engineering and Operations Division	●	The duties assigned to this position will be absorbed by staff within the Division.	-1.0	(\$87,126)	—
Fixed Asset Purchases	↑	This is required to fund the replacement of equipment/vehicles that are at the end of their useful life, as well as the purchase of 5 new vehicles.	—	—	\$875,000
Labor Cost Adjustment for Capital Projects	↑	This ensures accurate labor costs and prevents double-counting of program costs.	—	—	(\$3,400,001)
Revenues for Capital Projects	↑		—	—	(\$15,760,935)
Funding for Capital Projects - Roads and Airports	●			—	\$22,693,001
↑ — Enhanced ◆ — Modified ● — No Change ↓ — Reduced ☒ — Eliminated					



County Executive's Recommendation

↑ Add Staff to Road Maintenance Division

Recommended Action: Add 1.0 FTE Administrative Support Officer III/II position in the Road Maintenance Division - Administration

Service Impact: Starting in FY 2004, the Roads and Airports Department implemented a wide range of cost-saving actions to mitigate the loss or suspension of former Proposition 42 revenue by the State. These actions included freezing vehicle replacements, reducing various services and supplies accounts, limiting new capital project appropriations to just the local match needed for grant-funded projects, and deleting 31 positions including an Administrative Support Officer III/II position in the Road Maintenance Division. A reevaluation of the Road Maintenance Division's current responsibilities and staffing necessitates reestablishing an Administrative Support Officer III/II position to manage the following functions:

- Infrastructure Maintenance Management System (IMMS), provide overall management of the IMMS, which is the Department's primary tool for planning, budgeting, and documenting all road maintenance activities performed by the three road maintenance yards.
- Road Maintenance Training Program. Organize, schedule and document all required and essential training for the Division's 130 Road Maintenance Workers, including sexual harassment prevention training, drivers training, and all other Countywide training for new and recently promoted road maintenance workers.
- Facilities and Fleet Assets. Provide overall management of the Department's 300 light and heavy duty vehicles and the majority of the Department's facilities infrastructure, including planning, budgeting and documenting maintenance and repairs; coordinating with the Facilities and Fleet Department; preparing long and short-term vehicle replacement plans; writing vehicle specifications with input from the Road Maintenance Superintendents; and coordinating with Procurement to lease or purchase new and used vehicles.

- Return-to-Work and Americans with Disabilities Act (ADA) Programs. Serve as the Departmental coordinator for return-to-work and ADA programs, consult with Workers Compensation (if an on-the-job injury) and Equal Opportunity on all return-to-work issues, complete an analysis of each case to determine if an injury limitation will impact the employees ability to perform his or her essential job duties.
- Procurement Management. Manage the Division's procurement activities, including supervision of the Assistant Buyer, preparation of all purchase orders, and approval of invoices.

Positions Added: 1.0 FTE
Ongoing Cost: \$113,718

↑ Road Material Expense

Recommended Action: Allocate one-time funding for road material expense.

Service Impact: This augmentation increases the annual budget allocation for road resurfacing, providing for an increase in rural roads to be chip sealed from 35 to 45 miles and the micro-surfacing of 13 miles of unincorporated residential roads, consistent with the Department's 10-Year Road Maintenance Plan.

One-time Cost: \$2,770,000

↑ San Jose Conservation Corps Services

Recommended Action: Allocate one-time funding for contract services with the San Jose Conservation Corps.

Service Impact: The Department utilizes the San Jose Conservation Corps to assist with mechanical weed abatement on unincorporated roadways, thereby helping to minimize the application of herbicides and freeing up road maintenance staff to concentrate on higher-skilled road maintenance activities. The Conservation Corps program also benefits disadvantaged youth by giving them work experience.

One-time Cost: \$200,000

↑ Homeless Encampment Clean-up Contract

Recommended Action: Allocate one-time funding for homeless encampment clean-up services.

Service Impact: The number of homeless encampments within unincorporated road rights-of-way has increased significantly over the last several years. The homeless encampment clean-up contract is necessary to remove all hazardous materials from the encampment sites. Road maintenance staff removes all non-hazardous materials from the encampment sites.

One-time Cost: \$100,000

↑ Contracted Street Sweeping Services

Recommended Action: Allocate ongoing funding for contracted street sweeping services.

Service Impact: Sweeping the expressways on a bi-weekly basis as required by the contract specifications will provide a higher level of service to the traveling public than is currently provided. The Department will continue to perform sweeping related to the annual chip-seal program using Road Maintenance staff. The Department has completed the Meet and Confer process with SEIU 521 and a side letter of agreement has been signed.

Ongoing Cost: \$215,000

↑ Lease to Own Heavy Equipment

Recommended Action: Allocate ongoing funding to lease 14 pieces of heavy equipment.

Service Impact: The lease is for a total of five years. The leasing of high-priced heavy equipment allows the Department to spread the purchase price over a five year period and stabilize the Department's annual vehicle/equipment budget. This lease will provide for 14 pieces of badly needed heavy equipment and accelerate the much needed acquisition of expensive heavy equipment. At the end of the five year lease, the Department will retain full ownership of the equipment.

Net Ongoing Cost: \$700,000

\$3,710,000 expense offset by \$3,010,000 revenue from lease-purchase revenue bonds

↑ Land Development and Encroachment Permit Software

Recommended Action: Allocate ongoing funding to lease a Land Development and Encroachment Permit software system.

Service Impact: The new software system will increase the Department's efficiency in processing land development reviews and issuing encroachment permits. It will provide real-time information on the status of permit applications and reduce the time to process applications. The Department will also be able to use this software to schedule and track permit inspections. As the economy continues to improve and development activity increases, the software will help the Department keep up with the increasing demand without having to add additional staff to process the various types of applications.

Ongoing Cost: \$30,000

↑ Add Staff to Planning, Land Development, and Survey Division

Recommended Action: Allocate \$62,700 to fund the addition of a new position in FY 2014. The specific job classification for the new position is to be determined by the Employee Services Agency Human Resources Department (ESA-HR).

Service Impact: This position will support the County Transportation Planner.

Background: In 2012, the Roads and Airports Department consolidated the planning and grants functions with the Land Development and Survey Unit and placed the County Transportation Planner in charge of the new unit. This allowed the Department to reassign a Senior Civil Engineer position to the Road Maintenance Division, where the need for Senior Engineer was greater. In early 2013, the Department's encroachment permitting functions were also moved into the Planning, Land Development, and Survey Unit. Since the scope of the County Transportation Planner's responsibilities have increased substantially beyond the

original planning and grants functions, additional staff support is required to perform these duties.

Ongoing Cost: \$62,700

Funding for FY 2014 in the amount of \$62,700 is for the second half of the fiscal year and full funding will start in FY 2015.

● Reduce Staff to Traffic Engineering and Operations Division

Recommended Action: Delete 1.0 FTE Engineering Technician I position.

Service Impact: The duties assigned to this position will be absorbed by staff within the Division.

Positions Deleted: 1.0 FTE
Ongoing Savings: \$87,126

↑ Fixed Asset Purchases

Recommended Action: Allocate one-time funding for fixed asset purchases.

Service Impact: This augmentation is required to fund the replacement of equipment/vehicles that are at the end of their useful life, as well as the purchase of 5 new vehicles. Replacement of these vehicles/equipment has already been deferred for several years due to budget uncertainty.

FY 2014 Capital Projects

Project Description	Revenue	Fund Balance	Total Appropriation
Pole Line Road Pavement Repair Project		\$420,000	\$420,000
Summit Road Pavement Repair Project		\$590,000	\$590,000
California Avenue Pavement Recycling Project		\$275,000	\$275,000
Bannister Avenue Pavement Recycling Project		\$175,000	\$175,000
Tire Derived Synthetic Turf Project	\$75,000	\$400,000	\$475,000
Miscellaneous Road Operations JOC Projects		\$250,000	\$250,000
Hellyer Avenue Slide Repair Project		\$440,000	\$440,000
Soundwall Replacement Project		\$150,000	\$150,000
2014 TDA Project - Construct Pedestrian Improvements	\$232,501		\$232,501
2014 Expressway Pedestrian Program		\$150,000	\$150,000
Various Pedestrian Sensor Module		\$50,000	\$50,000
Foothill Expressway Bicycle Signal Detection	\$250,000	\$62,500	\$312,000
Montague Expressway Bicycle Signal Detection	\$247,500	\$27,500	\$275,000
Page Mill Expressway Bicycle Signal Detection		\$20,000	\$20,000
Central and San Tomas Expressways Bicycle Signal Detection		\$60,000	\$60,000
San Tomas/Camden-Curtner/White Oaks Loop Detector Repairs	\$35,000		\$35,000
Capitol Expressway Snell Av to Seven Trees Blvd. 3" Conduit	\$150,000	\$60,000	\$210,000
Almaden Expressway Traffic Signal Modifications Trinidad Drive		\$25,000	\$25,000

FY 2014 Fixed Assets:

Items	One-time Cost
3 - Sedans	\$105,000
7 - Trucks	\$570,000
3 - Trailers	\$100,000
1 - Mower	\$100,000
Total	\$875,000

One-time Cost: \$875,000

↑ Labor Cost Adjustment for Capital Projects

Recommended Action: Approve one-time labor cost adjustment for Capital Projects. This action recognizes various one-time reimbursements of labor costs charged to individual projects. This is a technical adjustment for accounting purposes.

Service Impact: This action ensures accurate labor costs and prevents double-counting of program costs.

One-time Reimbursement: \$3,400,001

↑ Capital Projects

Recommended Action: Allocate funding for capital projects as reflected in the following table.



FY 2014 Capital Projects

Project Description	Revenue	Fund Balance	Total Appropriation
Santa Teresa Boulevard Traffic Signal Modifications		\$25,000	\$25,000
Expressway Planning Study - Professional & Special Services	\$250,000	\$125,000	\$375,000
Review & Revise Future Width Lines & Expressway Access Policy		\$500,000	\$500,000
Almaden Expressway Traffic Signal Modifications Camden Drive		\$75,000	\$75,000
Intersection Improvements San Tomas Expressway @ Stevens Creek	\$376,775	\$632,225	\$1,000,000
VTA Competitive Complete Street Grant Project - PE Phase	\$454,250	\$120,750	\$575,000
VTA VERBS Grant Project - PE Phase	\$74,200	\$31,800	\$106,000
FY14 Metal Beam Guard Rail		\$175,000	\$175,000
Traffic Count Update		\$150,000	\$150,000
Alamitos Creek Bridge at Bertram Road (37C0515)	\$420,518	\$79,482	\$500,000
Hooker Creek Bridge @ Aldecrofts Heights Road (37C0506)	\$420,518	\$79,482	\$500,000
Los Gatos Creek Bridge @ Aldecrofts Heights Road (37C0507)	\$420,518	\$79,482	\$500,000
Los Gatos Creek Bridge @ Aldecrofts Heights Road (37C0508)	\$420,518	\$79,482	\$500,000
Stevens Creek Bridge at Stevens Canyon Road (37C-574)	\$100,000		\$100,000
Stevens Creek Bridge at Stevens Canyon Road (37C-575)	\$100,000		\$100,000
Little Uvas Creek Bridge at Uvas Road (37C-095)	\$354,120	\$145,880	\$500,000
Llagas Creek Bridge at Uvas Road (37C-096)	\$3,280,037	\$524,963	\$3,805,000
Uvas Creek Bridge at Uvas Road (37C-094)	\$3,510,215	\$534,785	\$4,045,000
Isabel Creek Bridge at San Antonio Valley Road (37C0089)	\$4,525,000		\$4,525,000
Alma Pump Station Modification San Tomas/San Aquino Box Culvert		\$100,000	\$100,000
San Tomas/San Aquino Box Culvert		\$167,000	\$167,000
Cochran Bridge Monitoring (37C-166)		\$90,000	\$90,000
Herbert Creek/Alamitos Road (37C-0501)	\$10,000		\$10,000
37C0053 Los Gatos Creek/San Tomas Expressway	\$44,265	\$15,735	\$60,000
37C0537 Llagas Creek/Gilman Road	\$10,000		\$10,000
Emergency Scour Countermeasure for 37C0089 & 37C0091		\$55,000	\$55,000
Total	\$15,760,935	\$6,932,066	\$22,693,001

Roads & Airports Department - Roads— Budget Unit 603
Net Expenditures by Cost Center

CC	Cost Center Name	FY 2012 Actuals	FY 2013 Approved	FY 2014 Base Budget	FY 2014 Recommended	Amount Chg From 2013 Approved	% Chg From 2013 Approved
6410	Roads & Airports Admin Fund 0023	\$ 5,756,210	\$ 6,103,186	\$ 6,129,005	\$ 6,129,005	\$ 25,819	0.4%
6480	Accumulating Overhead Fund 0023	(10,743,169)	—	—	—	—	—
060302	Roads & Fleet	31,312,004	26,078,645	21,143,513	31,883,360	5,804,715	22.3%
060303	Infrastructure Development - Fund 0023	26,338,291	34,761,004	14,444,298	30,986,743	(3,774,261)	-10.9%
	Total Net Expenditures	\$ 52,663,336	\$ 66,942,835	\$ 41,716,816	\$ 68,999,108	\$ 2,056,273	3.1%



Roads & Airports Department - Roads— Budget Unit 603 Gross Expenditures by Cost Center

CC	Cost Center Name	FY 2012 Actuals	FY 2013 Approved	FY 2014 Base Budget	FY 2014 Recommended	Amount Chg From 2013 Approved	% Chg From 2013 Approved
6410	Roads & Airports Admin Fund 0023	\$ 5,788,839	\$ 6,194,013	\$ 6,129,005	\$ 6,129,005	\$ (65,008)	-1.0%
6480	Accumulating Overhead Fund 0023	(9,112,849)	—	—	—	—	—
060302	Roads & Fleet	31,339,331	26,153,143	21,143,513	31,902,231	5,749,088	22.0%
060303	Infrastructure Development - Fund 0023	28,634,468	37,795,679	14,444,298	34,367,873	(3,427,806)	-9.1%
Total Gross Expenditures		\$ 56,649,790	\$ 70,142,835	\$ 41,716,816	\$ 72,399,109	\$ 2,256,274	3.2%

Roads & Airports Department - Roads— Budget Unit 603 Expenditures by Object

Object	FY 2012 Actuals	FY 2013 Approved	FY 2014 Base Budget	FY 2014 Recommended	Amount Chg From 2013 Approved	% Chg From 2013 Approved
Salary and Benefits	26,846,493	28,481,044	29,820,147	29,909,439	1,428,395	5.0%
Services And Supplies	10,724,598	14,387,371	11,811,644	15,126,644	739,273	5.1%
Other Charges	—	—	—	700,000	700,000	NA
Fixed Assets	19,078,698	27,274,420	85,025	26,663,026	(611,394)	-2.2%
Total Gross Expenditures	\$ 56,649,790	\$ 70,142,835	\$ 41,716,816	\$ 72,399,109	\$ 2,256,274	3.2%
Expenditure Transfers	(3,986,454)	(3,200,000)	—	(3,400,001)	(200,001)	6.3%
Total Net Expenditures	\$ 52,663,336	\$ 66,942,835	\$ 41,716,816	\$ 68,999,108	\$ 2,056,273	3.1%

Roads & Airports Department - Roads— Budget Unit 603 Revenues by Cost Center

CC	Cost Center Name	FY 2012 Actuals	FY 2013 Approved	FY 2014 Base Budget	FY 2014 Recommended	Amount Chg From 2013 Approved	% Chg From 2013 Approved
6410	Roads & Airports Admin Fund 0023	\$ 40,262,872	\$ 38,653,624	\$ 40,059,066	\$ 40,059,066	\$ 1,405,442	3.6%
060302	Roads & Fleet	424,901	406,857	225,175	3,310,175	2,903,318	713.6%
060303	Infrastructure Development - Fund 0023	19,063,571	23,430,896	18,701,793	34,387,728	10,956,832	46.8%
Total Revenues		\$ 59,751,344	\$ 62,491,377	\$ 58,986,034	\$ 77,756,969	\$ 15,265,592	24.4%



Roads & Airports Admin Fund 0023 — Cost Center 6410

Major Changes to the Budget

	Positions	Appropriations	Revenues
Road Fund (Fund Number 0023)			
Current Level Budget			
FY 2013 Approved Budget	22.0	\$ 6,103,186	\$ 38,653,624
Board Approved Adjustments During FY 2013	—	(37,578)	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	126,716	—
IntraCounty Adjustments	—	(154,583)	21,884
Other Adjustments	—	91,264	1,383,558
Subtotal (Current Level Budget)	22.0	\$ 6,129,005	\$ 40,059,066
Recommended Changes for FY 2014			
IntraCounty Adjustments	—	\$ —	\$ —
Decision Packages			
Information Technology			
Capital			
Subtotal (Recommended Changes)	—	\$ —	\$ —
Recommended Budget	22.0	\$ 6,129,005	\$ 40,059,066

Roads & Fleet — Cost Center 060302

Major Changes to the Budget

	Positions	Appropriations	Revenues
Road Fund (Fund Number 0023)			
Current Level Budget			
FY 2013 Approved Budget	144.0	\$ 24,262,788	\$ 405,857
Board Approved Adjustments During FY 2013	—	(9,050)	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	628,308	—
IntraCounty Adjustments	—	162,973	(832)
Other Adjustments	—	(3,916,531)	(180,000)
Subtotal (Current Level Budget)	144.0	\$ 21,128,488	\$ 225,025
Recommended Changes for FY 2014			
IntraCounty Adjustments	—	\$ —	\$ —
Decision Packages			
Add Staff to Road Maintenance Division	1.0	113,718	—
San Jose Conservation Corps Services	—	200,000	—
Homeless Encampment Clean-up Contract	—	100,000	—
Road Material Expense	—	2,770,000	—
Labor Cost Adjustment for Capital Projects	—	(18,871)	—
Fixed Asset Purchases	—	875,000	—
Lease to Own Heavy Equipment	—	3,710,000	3,010,000
Contacted Street Sweeping Services	—	215,000	—
Information Technology			
Capital			



Roads & Fleet — Cost Center 060302
Major Changes to the Budget

	Positions	Appropriations	Revenues
Subtotal (Recommended Changes)	1.0	\$ 7,964,847	\$ 3,010,000
Recommended Budget	145.0	\$ 29,093,335	\$ 3,235,025

El Matador Drive Maint (Fund Number 1620)

Current Level Budget

FY 2013 Approved Budget	—	\$ 15,857	\$ 1,000
Board Approved Adjustments During FY 2013	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
IntraCounty Adjustments	—	(832)	—
Other Adjustments	—	—	(850)
Subtotal (Current Level Budget)	—	\$ 15,025	\$ 150

Recommended Changes for FY 2014

IntraCounty Adjustments	—	\$ —	\$ —
Decision Packages			
Information Technology			
Capital			
Subtotal (Recommended Changes)	—	\$ —	\$ —
Recommended Budget	—	\$ 15,025	\$ 150

Road CIP (Fund Number 0020)

Current Level Budget

FY 2013 Approved Budget	—	\$ 1,800,000	\$ —
Board Approved Adjustments During FY 2013	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
IntraCounty Adjustments	—	—	—
Other Adjustments	—	(1,800,000)	—
Subtotal (Current Level Budget)	—	\$ —	\$ —

Recommended Changes for FY 2014

IntraCounty Adjustments	—	\$ —	\$ —
Decision Packages			
Funding for Capital Projects	—	—	75,000
Information Technology			
Capital			
Capital Projects - Roads and Airports	—	2,775,000	—
Subtotal (Recommended Changes)	—	\$ 2,775,000	\$ 75,000
Recommended Budget	—	\$ 2,775,000	\$ 75,000



Infrastructure Development - Fund 0023 — Cost Center 060303

Major Changes to the Budget

	Positions	Appropriations	Revenues
Road Fund (Fund Number 0023)			
Current Level Budget			
FY 2013 Approved Budget	89.0	\$ 10,191,441	\$ 1,107,239
Board Approved Adjustments During FY 2013	—	(46,273)	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	348,612	—
IntraCounty Adjustments	—	34,400	—
Other Adjustments	—	3,312,118	(33,446)
Subtotal (Current Level Budget)	89.0	\$ 13,840,298	\$ 1,073,793

Recommended Changes for FY 2014			
IntraCounty Adjustments	—	\$ —	\$ —
Decision Packages			
Reduce Staff to Traffic Engineering and Operations Division	-1.0	(87,126)	—
Labor Cost Adjustment for Capital Projects	—	(3,381,130)	—
Add Staff to Planning, Land Development, and Survey Division	—	62,700	—
Land Development and Encroachment Permit Software	—	30,000	—
Information Technology			
Capital			
Subtotal (Recommended Changes)	-1.0	\$ (3,375,556)	\$ —
Recommended Budget	88.0	\$ 10,464,742	\$ 1,073,793

County Lighting Service Fund (Fund Number 1528)

Current Level Budget			
FY 2013 Approved Budget	—	\$ 405,000	\$ 361,000
Board Approved Adjustments During FY 2013	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
IntraCounty Adjustments	—	—	—
Other Adjustments	—	(100,000)	(93,000)
Subtotal (Current Level Budget)	—	\$ 305,000	\$ 268,000

Recommended Changes for FY 2014			
IntraCounty Adjustments	—	\$ —	\$ —
Decision Packages			
Information Technology			
Capital			
Subtotal (Recommended Changes)	—	\$ —	\$ —
Recommended Budget	—	\$ 305,000	\$ 268,000

Road CIP (Fund Number 0020)

Current Level Budget			
FY 2013 Approved Budget	—	\$ 24,164,563	\$ 21,962,657
Board Approved Adjustments During FY 2013	—	—	—

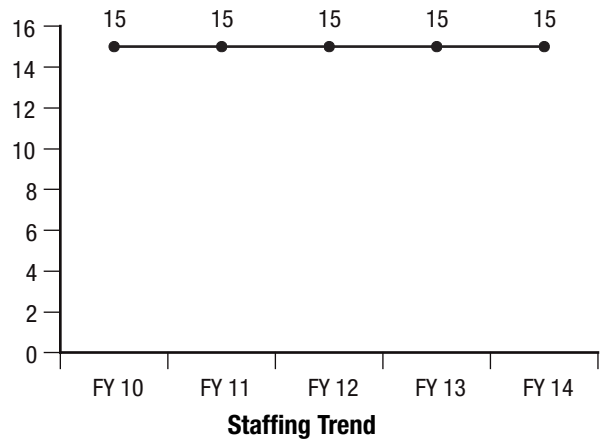
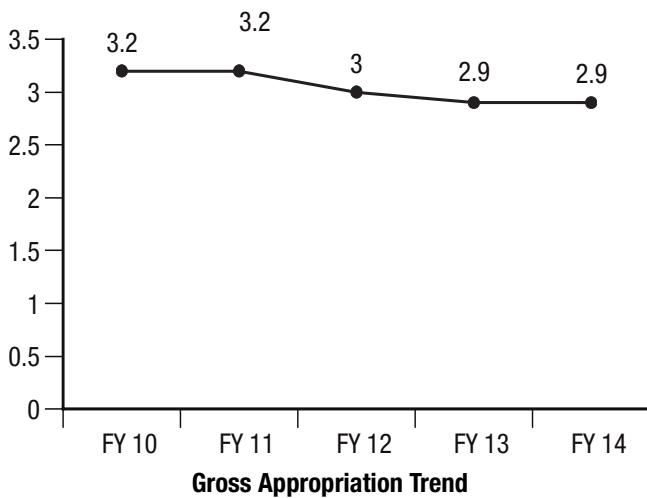
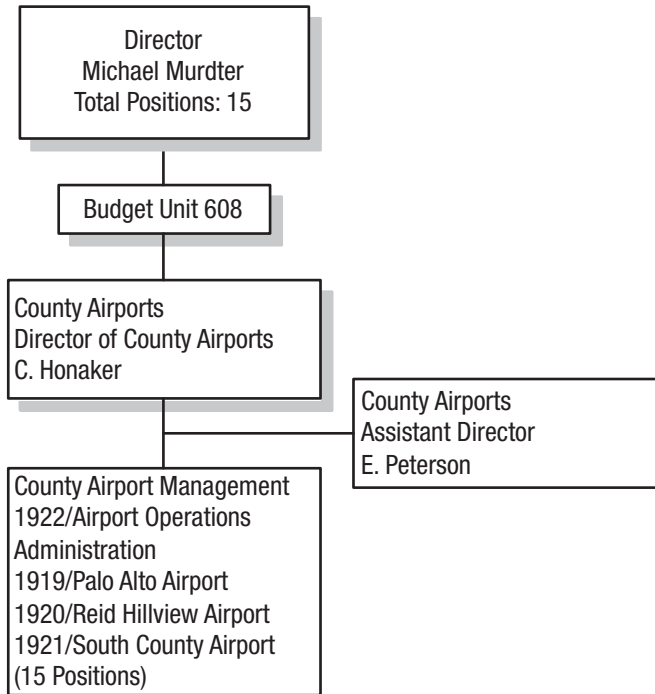


Infrastructure Development - Fund 0023 — Cost Center 060303
Major Changes to the Budget

	Positions	Appropriations	Revenues
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
IntraCounty Adjustments	—	—	—
Other Adjustments	—	(23,865,563)	(4,602,657)
Subtotal (Current Level Budget)	—	\$ 299,000	\$ 17,360,000
Recommended Changes for FY 2014			
IntraCounty Adjustments	—	\$ —	\$ —
Decision Packages			
Funding for Capital Projects	—	—	15,685,935
Information Technology			
Capital			
Capital Projects - Roads and Airports	—	19,918,001	—
Subtotal (Recommended Changes)	—	\$ 19,918,001	\$ 15,685,935
Recommended Budget	—	\$ 20,217,001	\$ 33,045,935



Airports Department



Public Purpose

- ➔ **Promote the economic and social vitality of the County by meeting the needs of the General Aviation community and the traveling public**



Description of Major Services

The Airports Department is authorized by the Santa Clara County Code (Section A13-13(c)) to “Plan, design, construct, maintain, and operate County airports.” The Board of Supervisors determines the level of service to be provided at the airports, and the Santa Clara County Airports Commission provides advice, studies, and recommendations to the Board on airport issues.

The Department manages three airports: Palo Alto, Reid-Hillview, and South County Airports, comprised of:

- 7 miles of runways and taxiways
- 245 aircraft hangars, and
- 648 open aircraft tie-down storage spaces

Operations Management

This function oversees the daily operations and maintenance services of the three airports. The services include general maintenance and repair, runway and taxiway maintenance, storm-water pollution prevention, aircraft storage and twice-daily airfield safety inspections. In addition, Operations Management provides community and education services, business planning, noise abatement and special event services, as well as support to the Airport Commission.

Property Management

This function oversees airport-related licenses, leases, and rental agreements along with monitoring the Fixed Based Operator (FBO) agreements while maintaining a self-sufficient financial status.

Over the years the Department has maintained financial self-sufficiency in its management of the airport facilities and resources.

Capital Improvement Projects

This function is responsible for the design and implementation of capital projects necessary to provide safe and useful facilities for general aircraft pilots while improving upon the current infrastructure.

With the help of FAA grant funding, the Department is nearing completion of two projects to acoustically insulate a number of nearby homes and install a Noise Monitoring System as part of ongoing noise mitigation measures at Reid-Hillview Airport. The Department also received an FAA grant for a project to install an Automated Weather Observation System at the South County Airport which should be completed early in the new fiscal year.

County Executive's Recommendation

Maintain Current Level Budget for Fiscal Year 2014.

Roads & Airports Dept - Airports— Budget Unit 608 Net Expenditures by Cost Center

CC	Cost Center Name	FY 2012 Actuals	FY 2013 Approved	FY 2014 Base Budget	FY 2014 Recommended	Amount Chg From 2013 Approved	% Chg From 2013 Approved
060805	Airport Operations	\$ 2,644,489	\$ 2,852,427	\$ 2,893,438	\$ 2,893,438	\$ 41,011	1.4%
Total Net Expenditures		\$ 2,644,489	\$ 2,852,427	\$ 2,893,438	\$ 2,893,438	\$ 41,011	1.4%

Roads & Airports Dept - Airports— Budget Unit 608 Gross Expenditures by Cost Center

CC	Cost Center Name	FY 2012 Actuals	FY 2013 Approved	FY 2014 Base Budget	FY 2014 Recommended	Amount Chg From 2013 Approved	% Chg From 2013 Approved
060805	Airport Operations	\$ 2,644,489	\$ 2,852,427	\$ 2,893,438	\$ 2,893,438	\$ 41,011	1.4%
Total Gross Expenditures		\$ 2,644,489	\$ 2,852,427	\$ 2,893,438	\$ 2,893,438	\$ 41,011	1.4%

Roads & Airports Dept - Airports— Budget Unit 608 Expenditures by Object

Object	FY 2012 Actuals	FY 2013 Approved	FY 2014 Base Budget	FY 2014 Recommended	Amount Chg From 2013 Approved	% Chg From 2013 Approved
Salary and Benefits	1,195,433	1,402,893	1,414,035	1,414,035	11,142	0.8%
Services And Supplies	1,011,480	1,029,139	1,059,008	1,059,008	29,869	2.9%
Other Charges	242,395	420,395	420,395	420,395	—	—
Fixed Assets	195,181	—	—	—	—	—
Total Net Expenditures	\$ 2,644,489	\$ 2,852,427	\$ 2,893,438	\$ 2,893,438	\$ 41,011	1.4%

Roads & Airports Dept - Airports— Budget Unit 608 Revenues by Cost Center

CC	Cost Center Name	FY 2012 Actuals	FY 2013 Approved	FY 2014 Base Budget	FY 2014 Recommended	Amount Chg From 2013 Approved	% Chg From 2013 Approved
060805	Airport Operations	\$ 3,176,328	\$ 2,946,682	\$ 2,878,082	\$ 2,878,082	\$ (68,600)	-2.3%
Total Revenues		\$ 3,176,328	\$ 2,946,682	\$ 2,878,082	\$ 2,878,082	\$ (68,600)	-2.3%



Airport Operations — Cost Center 060805
Major Changes to the Budget

	Positions	Appropriations		Revenues
Airport Enterprise Fund (Fund Number 0061)				
Current Level Budget				
FY 2013 Approved Budget	15.0	\$	2,852,426	\$ 2,946,682
Board Approved Adjustments During FY 2013	—		(2,770)	—
Cost to Maintain Current Program Services				
Salary and Benefit Adjustments	—		10,292	—
IntraCounty Adjustments	—		8,220	—
Other Adjustments	—		25,270	(68,600)
Subtotal (Current Level Budget)	15.0	\$	2,893,438	\$ 2,878,082
Recommended Changes for FY 2014				
IntraCounty Adjustments	—	\$	—	\$ —
Decision Packages				
Information Technology				
Capital				
Subtotal (Recommended Changes)	—	\$	—	\$ —
Recommended Budget	15.0	\$	2,893,438	\$ 2,878,082



County Fire Districts

Public Purpose

➔ Protect Life and Property



Description of Major Services

Pursuant to State and local Health and Safety Code-related legislation, the residents of Santa Clara County are served by four fire protection districts: Santa Clara County Central Fire Protection District, Los Altos Hills County Fire District, South Santa Clara County Fire District, and Saratoga Fire District.

The County Board of Supervisors serves as the Board of Directors for all but Saratoga Fire District. The districts are empowered to establish, equip, and maintain a fire department. Each district may operate rescue and first-aid services, and may provide and maintain all functions necessary for the prevention of fire, and for the protection of life and property from fire.

Santa Clara County Central Fire Protection District

The Santa Clara County Central Fire Protection District, also known as the Santa Clara County Fire Department, provides services to 210,000 residents in the communities of Campbell, Cupertino, Los Altos, Monte Sereno, Saratoga, the Town of Los Gatos, the Town of Los Altos Hills, and unincorporated areas generally west of these cities. The Board of Supervisors, sitting as the Board of Directors, hears all concerns at their regularly agendized meetings.

Health and Safety Code Section 13862 empowers the Department to provide services for fire protection, rescue, emergency medical (including advanced life support), hazardous materials, emergency response, and others related to the protection of life and property.

The organization is structured around five distinct service divisions:

- The Fire Prevention Division provides fire inspection services and code enforcement.
- The Operations Division coordinates resources for emergency response.
- The Training Division coordinates and delivers training to District employees and public fire education.
- The Administrative Services Division provides general management and administrative support.
- The Support Service Division administers supplies, apparatus maintenance, and facility maintenance.

Revenues include local property taxes, contract revenues, Homeowners Property Tax Replacement, supplemental property taxes, and miscellaneous revenues.

Los Altos Hills County Fire District

The Los Altos Hills County Fire District (LAHCFD) is empowered to establish, equip, and maintain a fire department. It may enter into contracts for the purpose of fire protection and may perform any or all activities necessary for the prevention of fires. The Board of Supervisors, as the governing body, appoints seven commissioners to four-year terms.

The LAHCFD provides fire protection and emergency medical services to the unincorporated area adjacent to the City of Los Altos and approximately 12 square miles in the Town of Los Altos Hills bounded by Arastradero Road, Permanente Creek, the City of Palo Alto, and the Mid-Peninsula Regional Park District and Permanente properties. The LAHCFD serves approximately 13,000 people. Fire protection services are provided through a contract with the Santa Clara County Fire Department.

Revenues include local property taxes, Homeowners Property Tax Replacement, supplemental property taxes, and miscellaneous revenues.

South Santa Clara County Fire District

The South Santa Clara County Fire District operates under the provisions of the California Health and Safety Code commencing at Section 13801. The Board of Supervisors, as the governing body, appoints seven district commissioners to four-year terms.

The District is empowered to establish, equip, and maintain a fire department. It may enter into contracts for the purpose of fire protection and may perform any or all activities necessary for the prevention of fires. The district provides fire protection, first responder defibrillator medical services, and advanced life support to the unincorporated rural areas of South Santa Clara County.

The District includes the unincorporated County area south of Metcalf Road and serves approximately 35,000 County residents. The district is staffed by California Department of Forestry and Fire Protection personnel whose salaries and wages are reimbursed to the State by the District through a contractual arrangement. The District currently maintains three fire stations: one on Highway 152 west of Gilroy, one near San Martin, and one in Morgan Hill.

Revenues include local property taxes, Homeowners Property Tax Replacement, supplemental property taxes, and miscellaneous revenues.

County Executive's Recommendation

Santa Clara County Central Fire Protection District

The Santa Clara County Fire Department proposes a budget that anticipates transferring \$238,898 to reserves in FY 2014. The revenues and expenses will be adjusted in the Final Budget if necessary, pending the calculation of actual fund balance.

↑ Fixed Assets

Recommended Action: Allocate \$3,166,000 in one-time funds for fixed assets, as reflected in the following table:

Special District Fixed Assets

Description	Amount
AEDs for Staff Vehicles	\$30,000
Air Compressor	\$60,000
Autopulse Resuscitation Platform (9)	\$81,000
Carpet Replacement (CU)	\$30,800
CERT Trailer	\$4,000
Computers/iPads/servers	\$96,000
EMS Data Management Software	\$103,000
Evidence Freezer, Explosion Proof	\$3,700
Evidence Room Tracking Software	\$10,000

Special District Fixed Assets

Description	Amount
Exercise equipment	\$15,000
Exterior Siding - Headquarters	\$250,000
Extractor (CA)	\$16,000
Fire Apparatus (E4, T5, WT)	\$1,650,000
HazMat Monitoring Equipment	\$116,000
Hose Storage Rack (EM)	\$2,500
HVAC Improvements	\$32,000
Hydraulic "Rabbit" Entry Tool (7)	\$12,400
Major Roof Repairs (SS)	\$18,000
Medix Safe	\$45,000
Networking equipment	\$8,000
Pack Test Vests	\$10,000
Paper Folding Machine	\$6,000
Parking Lot (QU)	\$26,000
Radios, emtrac, ringdown	\$5,900
Records Management System	\$16,700
Shop Equipment	\$35,000
Station Exhaust System Mods (SS,SA)	\$65,000
Station Generator (SU)	\$70,000
Station Modifications	\$72,600
Station Ringdown System	\$125,000
Trailer - Salvage Equipment	\$5,400
Vehicles: Autos & Vans	\$75,000
Wii-Fi Hot Spots for Apparatus	\$70,000
Total:	\$3,166,000

One-time Cost: \$3,166,000**Summary of Central Fire Protection District Budget – FY 2014**

Resources	Amount
FY 2014 Revenues	\$85,036,200
Estimated Fund Balance as of 6/30/2013	\$0
Total Revenue plus Fund Balance	\$85,036,200
Expenses	Amount
Salaries and Benefits	\$69,778,800
Services and Supplies	\$12,836,776
Other Charges – Debt Service and Interest	\$448,726
Fixed Assets	\$3,166,000
Reimbursements	\$(1,433,000)
Transfer to Reserves	\$238,898
Total Expenses	\$85,036,200

Position Summary

The Santa Clara County Central Fire Protection District is not included in the Position Detail by Cost Center Appendix nor in the County's Salary Ordinance. The following table lists the number of positions in each classification and the monthly salary range.

Central Fire Protection District Job Classes and Salary Ranges effective July 1, 2013

	Positions	Step 1 Monthly	Step 5 Monthly
Administrative Support Officer I or	1	\$5,527.84	\$6,719.12
Administrative Support Officer II or		\$6,633.41	\$8,062.95
Administrative Support Officer III		\$7,628.45	\$9,272.42
Administrative Support Officer I or	1	\$5,527.84	\$6,719.12
Administrative Support Officer II		\$6,633.41	\$8,062.95
Arson Investigator I or	1	\$8,995.93	\$10,934.62
Arson Investigator II		\$10,104.03	\$12,281.50
Assistant Fire Chief	1	\$14,608.43	\$17,756.64
Assistant County Fire Marshal (c)	1	\$10,957.06	\$13,318.38
Associate Fire Protection Engineer or	2	\$7,771.02	\$9,445.73
Fire Protection Engineer		\$8,772.63	\$10,663.18
Associate Public Education Officer A or	1	\$6,357.05	\$7,727.03
Associate Public Education Officer B		\$7,628.45	\$9,272.42
Battalion Chief or	11	\$11,840.80	\$14,392.56
Battalion Chief – Probationary		\$10,957.06	\$13,318.38
Business Services Associate	1	\$5,445.39	\$6,618.91
Chief Fire Investigator	1	\$10,957.06	\$13,318.38
Construction Coordinator	1	\$8,981.91	\$10,917.57
Continued Employment Program Position	2	\$7,771.02	\$9,445.70
Deputy Chief	4	\$13,202.19	\$16,047.35
Deputy Fire Marshal I (c) or	11	\$7,771.02	\$9,445.70
Deputy Fire Marshal II (c)		\$8,772.63	\$10,663.18
Director Of Business Services	1	\$12,827.72	\$15,592.19



Central Fire Protection District Job Classes and Salary Ranges effective July 1, 2013

	Positions	Step 1 Monthly	Step 5 Monthly
Emergency Services Coordinator	2	\$7,771.02	\$9,445.73
Firefighter/Engineer (a)	152	\$7,771.02	\$9,445.73
Fire Captain (b) (d)	66	\$9,325.17	\$11,334.80
Fire Chief	1	\$16,227.30	\$20,710.50
Fire Mechanic or	3	\$8,165.32	\$9,925.00
Fire Mechanic I or		\$5,955.13	\$7,238.50
Fire Mechanic II		\$7,146.19	\$8,686.24
General Maintenance Craftworker or	2	\$8,165.32	\$9,925.00
General Maintenance Craftworker Hired After 11/22/04		\$5,940.58	\$7,220.81
Hazardous Materials Specialist	2	\$8,772.63	\$10,663.18
Information Technology Officer	1	\$9,830.26	\$11,948.74
Information Systems Analyst III	1	\$7,338.12	\$8,890.36
Information Systems Analyst II, or	2	\$6,380.97	\$7,756.11
Information Systems Analyst I		\$5,548.67	\$6,744.45
Management Analyst or	2	\$7,628.45	\$9,272.42
Management Analyst A or		\$5,527.84	\$6,719.12
Management Analyst B		\$6,633.41	\$8,062.95
Office Assistant I or	4	\$4,090.49	\$4,972.01
Office Assistant II		\$4,499.53	\$5,469.22
Personnel Services Manager	1	\$10,104.03	\$12,281.50
Public Education Officer	1	\$8,772.63	\$10,663.18
Secretary	4	\$5,445.39	\$6,618.91
Senior Deputy Fire Marshal (c)	3	\$9,476.79	\$11,519.10
Senior Emergency Services Coordinator	1	\$8,772.63	\$10,663.18
Senior Fire Mechanic	1	\$8,573.59	\$10,421.25
Senior Hazardous Materials Specialist	1	\$9,713.65	\$11,807.01
Supply Services Assistant	1	\$5,683.58	\$6,908.43
Supply Services Specialist	1	\$7,388.63	\$8,980.92
Total Positions	292		

Footnotes:

- In addition to base salary, firefighters who are assigned paramedic duties receive an additional 7.5% or 10% pay as per the Memorandum of Agreement (MOA) with Firefighters International Local 1165.
- In addition to base salary, Captains who retain their paramedic qualifications are eligible to receive a dollar differential as per the MOA.
- In addition to base salary, incumbents in these classes might be eligible for a fire command/suppression differential depending on assignment and qualifications.
- When a Captain is assigned the duties of an information technology project administrator he/she will receive a differential added to base wage of 8% in lieu of the special assignment differential normally paid to 40 hour captains.
The labor agreement with Local 1165 expires November 10, 2013.

Los Altos Hills County Fire District

The Los Altos Hills Fire District has proposed a budget that anticipates an approximately \$11,340,698 fund balance from FY 2013. The revenues and expenses will be adjusted in the Final Budget if necessary, pending the calculation of actual fund balance. The proposed budget was approved by the Los Altos Hills County Fire District Commission and includes a reserve of \$5.8 million.

Summary of Los Altos Hills County Fire District Budget – FY 2014

Resources	Amount
FY 2014 Revenues	\$7,971,200
Estimated Fund Balance as of 6/30/2013	\$11,340,698
Total Revenue plus Fund Balance	\$19,311,898
Expenses	Amount
Salaries and Benefits – Contract Out	\$-
Services and Supplies	\$13,502,023
Reserves – Budgeted	\$5,809,875
Total Expense	\$19,311,898

South Santa Clara County Fire District

The South Santa Clara County Fire District is proposing a budget that anticipates utilizing \$269,425 in fund balance from FY 2013. The revenues and expenses will be adjusted in the Final Budget if necessary, pending the calculation of actual fund balance.

Fixed Assets

Recommended Action: Allocate \$930,000 in one-time funds for the following fixed assets:

- Dual band radios – \$280,000
- Air Compressor – \$50,000
- Repeater Site Equipment – \$10,000



- Personal protective equipment – \$30,000
- Type 3 Fire engine – \$300,000 (new allocation), \$60,000 (prior year funds)
- Modular structure at Station 3 for up to three employees – \$200,000 (project delayed from FY 2012)

One-time Cost: \$930,000

Summary of South Santa Clara County Fire District Budget – FY 2014

Resources	Amount
FY 2014 Revenues	\$4,965,397
Estimated Fund Balance as of 6/30/2013	\$486,425
Total Revenue plus Fund Balance	\$5,451,822
Expenses	Amount
Salaries and Benefits – Contract Out	-
Services and Supplies	\$4,521,822
Fixed Assets	\$930,000
Total Expense	\$5,451,822

Central Fire Protection District— Budget Unit 904 Net Expenditures by Cost Center

CC	Cost Center Name	FY 2012 Actuals	FY 2013 Approved	FY 2014 Base Budget	FY 2014 Recommended	Amount Chg From 2013 Approved	% Chg From 2013 Approved
9104	CFD Admin Gen Dist Fund 1524	\$ 24,106,133	\$ 79,909,169	\$ 81,870,200	\$ 85,036,200	\$ 5,127,031	6.4%
9144	General Support Svcs Fund 1524	1,801,965	—	—	—	—	—
090403	Operations Div Fund 1524	48,557,155	—	—	—	—	—
090404	Training Div Fund 1524	1,563,281	—	—	—	—	—
090405	Prevention Div Fund 1524	3,919,593	—	—	—	—	—
Total Net Expenditures		\$ 79,948,128	\$ 79,909,169	\$ 81,870,200	\$ 85,036,200	\$ 5,127,031	6.4%

Central Fire Protection District— Budget Unit 904 Gross Expenditures by Cost Center

CC	Cost Center Name	FY 2012 Actuals	FY 2013 Approved	FY 2014 Base Budget	FY 2014 Recommended	Amount Chg From 2013 Approved	% Chg From 2013 Approved
9104	CFD Admin Gen Dist Fund 1524	\$ 25,292,679	\$ 81,244,469	\$ 83,303,200	\$ 86,469,200	\$ 5,224,731	6.4%
9144	General Support Svcs Fund 1524	1,801,965	—	—	—	—	—
090403	Operations Div Fund 1524	48,557,155	—	—	—	—	—
090404	Training Div Fund 1524	1,563,281	—	—	—	—	—
090405	Prevention Div Fund 1524	3,919,593	—	—	—	—	—
Total Gross Expenditures		\$ 81,134,674	\$ 81,244,469	\$ 83,303,200	\$ 86,469,200	\$ 5,224,731	6.4%



Central Fire Protection District— Budget Unit 904 Expenditures by Object

Object	FY 2012 Actuals	FY 2013 Approved	FY 2014 Base Budget	FY 2014 Recommended	Amount Chg From 2013 Approved	% Chg From 2013 Approved
Salary and Benefits	67,448,708	65,815,925	69,778,800	69,778,800	3,962,875	6.0%
Services And Supplies	11,316,219	12,069,272	12,836,776	12,836,776	767,504	6.4%
Other Charges	535,788	441,975	448,726	448,726	6,751	1.5%
Fixed Assets	333,958	1,267,297	—	3,166,000	1,898,703	149.8%
Operating/Equity Transfers	1,500,000	1,650,000	238,898	238,898	(1,411,102)	-85.5%
Total Gross Expenditures \$	81,134,674 \$	81,244,469 \$	83,303,200 \$	86,469,200 \$	5,224,731	6.4%
Expenditure Transfers	(1,186,546)	(1,335,300)	(1,433,000)	(1,433,000)	(97,700)	7.3%
Total Net Expenditures \$	79,948,128 \$	79,909,169 \$	81,870,200 \$	85,036,200 \$	5,127,031	6.4%

Central Fire Protection District— Budget Unit 904 Revenues by Cost Center

CC	Cost Center Name	FY 2012 Actuals	FY 2013 Approved	FY 2014 Base Budget	FY 2014 Recommended	Amount Chg From 2013 Approved	% Chg From 2013 Approved
9104	CFD Admin Gen Dist Fund 1524	\$ 80,197,375	\$ 78,183,200	\$ 85,036,200	\$ 85,036,200	\$ 6,853,000	8.8%
090403	Operations Div Fund 1524	19,314	—	—	—	—	—
090404	Training Div Fund 1524	10,483	—	—	—	—	—
090405	Prevention Div Fund 1524	692,522	—	—	—	—	—
	Total Revenues \$	80,919,694 \$	78,183,200 \$	85,036,200 \$	85,036,200 \$	6,853,000	8.8%

CFD Admin Gen Dist Fund 1524 — Cost Center 9104 Major Changes to the Budget

	Positions	Appropriations	Revenues
Central Fire District (Fund Number 1524)			
Current Level Budget			
FY 2013 Approved Budget	—	\$ 79,909,169	\$ 78,183,200
Board Approved Adjustments During FY 2013	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	(35,568,125)	—
IntraCounty Adjustments	—	53,479	—
Other Adjustments	—	37,475,677	6,853,000
Subtotal (Current Level Budget)	—	\$ 81,870,200	\$ 85,036,200
Recommended Changes for FY 2014			
IntraCounty Adjustments	—	\$ —	\$ —
Decision Packages			



**CFD Admin Gen Dist Fund 1524 — Cost Center 9104
Major Changes to the Budget**

	Positions	Appropriations	Revenues
Fixed Assets	—	3,166,000	—
Information Technology Capital			
Subtotal (Recommended Changes)	— \$	3,166,000 \$	—
Recommended Budget	— \$	85,036,200 \$	85,036,200

**Los Altos Hills County Fire District— Budget Unit 979
Net Expenditures by Cost Center**

CC	Cost Center Name	FY 2012 Actuals	FY 2013 Approved	FY 2014 Base Budget	FY 2014 Recommended	Amount Chg From 2013 Approved	% Chg From 2013 Approved
9114	Los Altos Co Fire Protect Dist Fund 1606	\$ 9,465,956	\$ 22,966,858	\$ 19,311,898	\$ 19,311,898	\$ (3,654,960)	-15.9%
	Total Net Expenditures	\$ 9,465,956	\$ 22,966,858	\$ 19,311,898	\$ 19,311,898	\$ (3,654,960)	-15.9%

**Los Altos Hills County Fire District— Budget Unit 979
Gross Expenditures by Cost Center**

CC	Cost Center Name	FY 2012 Actuals	FY 2013 Approved	FY 2014 Base Budget	FY 2014 Recommended	Amount Chg From 2013 Approved	% Chg From 2013 Approved
9114	Los Altos Co Fire Protect Dist Fund 1606	\$ 9,465,956	\$ 22,966,858	\$ 19,311,898	\$ 19,311,898	\$ (3,654,960)	-15.9%
	Total Gross Expenditures	\$ 9,465,956	\$ 22,966,858	\$ 19,311,898	\$ 19,311,898	\$ (3,654,960)	-15.9%

**Los Altos Hills County Fire District— Budget Unit 979
Expenditures by Object**

Object	FY 2012 Actuals	FY 2013 Approved	FY 2014 Base Budget	FY 2014 Recommended	Amount Chg From 2013 Approved	% Chg From 2013 Approved
Services And Supplies	9,465,956	11,966,858	13,502,023	13,502,023	1,535,165	12.8%
Reserves	—	11,000,000	5,809,875	5,809,875	(5,190,125)	-47.2%
Total Net Expenditures	\$ 9,465,956	\$ 22,966,858	\$ 19,311,898	\$ 19,311,898	\$ (3,654,960)	-15.9%



Los Altos Hills County Fire District— Budget Unit 979

Revenues by Cost Center

CC	Cost Center Name	FY 2012 Actuals	FY 2013 Approved	FY 2014 Base Budget	FY 2014 Recommended	Amount Chg From 2013 Approved	% Chg From 2013 Approved
9114	Los Altos Co Fire Protect Dist Fund 1606	\$ 7,377,562	\$ 7,612,300	\$ 7,971,200	\$ 7,971,200	\$ 358,900	4.7%
Total Revenues		\$ 7,377,562	\$ 7,612,300	\$ 7,971,200	\$ 7,971,200	\$ 358,900	4.7%

Los Altos Co Fire Protect Dist Fund 1606 — Cost Center 9114

Major Changes to the Budget

	Positions	Appropriations	Revenues
Los Altos Fire District (Fund Number 1606)			
Current Level Budget			
FY 2013 Approved Budget		— \$ 22,966,858	\$ 7,612,300
Board Approved Adjustments During FY 2013		—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments		—	—
IntraCounty Adjustments		(231)	—
Other Adjustments		(3,654,729)	358,900
Subtotal (Current Level Budget)		— \$ 19,311,898	\$ 7,971,200
Recommended Changes for FY 2014			
IntraCounty Adjustments		— \$	\$ —
Decision Packages			
Information Technology			
Capital			
Subtotal (Recommended Changes)		— \$	\$ —
Recommended Budget		— \$	\$ 7,971,200

South Santa Clara County Fire Protection District— Budget Unit 980

Net Expenditures by Cost Center

CC	Cost Center Name	FY 2012 Actuals	FY 2013 Approved	FY 2014 Base Budget	FY 2014 Recommended	Amount Chg From 2013 Approved	% Chg From 2013 Approved
9118	South Santa Clara Co Fire Dist Fund 1574	\$ 4,365,493	\$ 5,937,867	\$ 4,328,225	\$ 4,998,225	\$ (939,642)	-15.8%
9120	South Santa Clara Co Fire Dist Fund 1574	170,592	193,253	193,597	193,597	344	0.2%
9121	Gen Reserve-Spec Dist Mitigation Fund 1575	—	200,000	—	260,000	60,000	30.0%
Total Net Expenditures		\$ 4,536,086	\$ 6,331,120	\$ 4,521,822	\$ 5,451,822	\$ (879,298)	-13.9%



South Santa Clara County Fire Protection District— Budget Unit 980 Gross Expenditures by Cost Center

CC	Cost Center Name	FY 2012 Actuals	FY 2013 Approved	FY 2014 Base Budget	FY 2014 Recommended	Amount Chg From 2013 Approved	% Chg From 2013 Approved
9118	South Santa Clara Co Fire Dist Fund 1574	\$ 4,365,493	\$ 5,937,867	\$ 4,328,225	\$ 4,998,225	\$ (939,642)	-15.8%
9120	South Santa Clara Co Fire Dist Fund 1574	170,592	193,253	193,597	193,597	344	0.2%
9121	Gen Reserve-Spec Dist Mitigation Fund 1575	—	200,000	—	260,000	60,000	30.0%
Total Gross Expenditures		\$ 4,536,086	\$ 6,331,120	\$ 4,521,822	\$ 5,451,822	\$ (879,298)	-13.9%

South Santa Clara County Fire Protection District— Budget Unit 980 Expenditures by Object

Object	FY 2012 Actuals	FY 2013 Approved	FY 2014 Base Budget	FY 2014 Recommended	Amount Chg From 2013 Approved	% Chg From 2013 Approved
Services And Supplies	4,496,258	6,050,280	4,395,192	5,065,192	(985,088)	-16.3%
Other Charges	39,827	39,840	126,630	126,630	86,790	217.8%
Fixed Assets	—	241,000	—	260,000	19,000	7.9%
Total Net Expenditures	\$ 4,536,086	\$ 6,331,120	\$ 4,521,822	\$ 5,451,822	\$ (879,298)	-13.9%

South Santa Clara County Fire Protection District— Budget Unit 980 Revenues by Cost Center

CC	Cost Center Name	FY 2012 Actuals	FY 2013 Approved	FY 2014 Base Budget	FY 2014 Recommended	Amount Chg From 2013 Approved	% Chg From 2013 Approved
9118	South Santa Clara Co Fire Dist Fund 1574	\$ 3,836,291	\$ 4,694,280	\$ 4,728,800	\$ 4,728,800	\$ 34,520	0.7%
9120	South Santa Clara Co Fire Dist Fund 1574	135,920	193,597	193,597	193,597	—	—
9121	Gen Reserve-Spec Dist Mitigation Fund 1575	31,912	48,000	43,000	43,000	(5,000)	-10.4%
Total Revenues		\$ 4,004,122	\$ 4,935,877	\$ 4,965,397	\$ 4,965,397	\$ 29,520	0.6%



South Santa Clara Co Fire Dist Fund 1574 — Cost Center 9118
Major Changes to the Budget

	Positions	Appropriations	Revenues
So. Santa Clara County Fire (Fund Number 1574)			
Current Level Budget			
FY 2013 Approved Budget	—	\$ 5,937,867	\$ 4,694,280
Board Approved Adjustments During FY 2013	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
IntraCounty Adjustments	—	(13,631)	—
Other Adjustments	—	(1,596,011)	34,520
Subtotal (Current Level Budget)	—	\$ 4,328,225	\$ 4,728,800
Recommended Changes for FY 2014			
IntraCounty Adjustments	—	\$ —	\$ —
Decision Packages			
Fixed Assets	—	670,000	—
Information Technology			
Capital			
Subtotal (Recommended Changes)	—	\$ 670,000	\$ —
Recommended Budget	—	\$ 4,998,225	\$ 4,728,800

South Santa Clara Co Fire Dist Fund 1574 — Cost Center 9120
Major Changes to the Budget

	Positions	Appropriations	Revenues
So. Santa Clara County Fire (Fund Number 1574)			
Current Level Budget			
FY 2013 Approved Budget	—	\$ 193,253	\$ 193,597
Board Approved Adjustments During FY 2013	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
IntraCounty Adjustments	—	—	—
Other Adjustments	—	344	—
Subtotal (Current Level Budget)	—	\$ 193,597	\$ 193,597
Recommended Changes for FY 2014			
IntraCounty Adjustments	—	\$ —	\$ —
Decision Packages			
Information Technology			
Capital			
Subtotal (Recommended Changes)	—	\$ —	\$ —
Recommended Budget	—	\$ 193,597	\$ 193,597



Gen Reserve-Spec Dist Mitigation Fund 1575 — Cost Center 9121
Major Changes to the Budget

	Positions	Appropriations	Revenues
Self County Mitigation Fee Fund (Fund Number 1575)			
Current Level Budget			
FY 2013 Approved Budget	—	\$ 200,000	\$ 48,000
Board Approved Adjustments During FY 2013	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
IntraCounty Adjustments	—	—	—
Other Adjustments	—	(200,000)	(5,000)
Subtotal (Current Level Budget)	—	\$ —	\$ 43,000
Recommended Changes for FY 2014			
IntraCounty Adjustments	—	\$ —	\$ —
Decision Packages			
Fixed Assets	—	260,000	—
Information Technology			
Capital			
Subtotal (Recommended Changes)	—	\$ 260,000	\$ —
Recommended Budget	—	\$ 260,000	\$ 43,000



Section 6: Restricted Funds



Restricted Funds

Overview

The funds reflected in this section are funds established to hold resources for specific purposes, as well as funds that serve as clearing accounts to temporarily hold funds pending distribution to the General Fund or other County funds.

The difference between the budgeted expense and the budgeted revenue for each fund is the estimated fund balance. Expenses and revenues will be adjusted in the FY 2014 Final Budget process based on a calculation of actual fund balance as of June 30, 2013.

These funds may be designated as general purpose funds, special revenue funds, or budgeted trust funds in the Comprehensive Annual Financial Report (CAFR).

County Executive Restricted Funds

CC	Cost Center Name	2012 Actual		2013 Approved		2014 Recommended	
		Expense	Revenue	Expense	Revenue	Expense	Revenue
9809	Court Temp Construction Restricted Fund - F0213	\$ —	\$ (270,599)	\$ 2,320,232	\$ 2,320,232	\$ 2,318,898	\$ 2,346,996
9810	Justice Facility Temp Construction Rs Fu -F0214	1,000,000	301,733	5,287,847	4,595,377	4,312,445	4,595,377
9841	Justice Asst Grant Fund 0202	80,432	92,759	154,380	—	122,378	—
9858	SB1246 Domestic Violence - F0378	778,794	65,546	61,000	61,000	60,000	60,000
9860	Veteran Services Special Lic Plt Fee - F0248	—	1,020	—	—	145,486	145,486
9861	State Prop 35 Aid (SACPA) Fund 0325	57,083	163	—	—	—	—
9892	Domestic Violence - F0231	—	—	400,000	200,000	223,931	210,795

Assessor Restricted Funds

CC	Cost Center Name	2012 Actual		2013 Approved		2014 Recommended	
		Expense	Revenue	Expense	Revenue	Expense	Revenue
9800	Assessor's Modernization Fund 0265	\$ 135,601	\$ 138,456	\$ 1,137,230	\$ 100,000	\$ 1,229,876	\$ 100,000
9801	AB 818 SCPTAP Grant Fund 0269	778,185	40,119	5,653,004	100,000	5,131,046	100,000

County Library HeadQuarters Trust Funds

CC	Cost Center Name	2012 Actual		2013 Approved		2014 Recommended	
		Expense	Revenue	Expense	Revenue	Expense	Revenue
9301	County Library Service Area Fund 1700	\$ 5,570,175	\$ 5,578,911	\$ 6,000,000	\$ —	\$ 6,000,000	\$ —



Controller-Treasurer Restricted Funds

CC	Cost Center Name	2012 Actual		2013 Approved		2014 Recommended	
		Expense	Revenue	Expense	Revenue	Expense	Revenue
9813	San Jose RDA Delegated Restricted Fund 1623	\$ —	\$ 4,110	\$ 200,000	\$ —	\$ —	\$ —
9869	AB109/AB118 Local Law Enforcement Svc - F0443	18,761,803	20,363,157	17,855,477	—	20,458,740	22,165,470

Tax Collector Restricted Funds

CC	Cost Center Name	2012 Actual		2013 Approved		2014 Recommended	
		Expense	Revenue	Expense	Revenue	Expense	Revenue
9851	Delinquent Property Tax Fund 1474	\$ —	\$ 404,286	\$ 450,000	\$ 500,000	\$ 450,000	\$ 500,000

Debt Service Restricted Funds

CC	Cost Center Name	2012 Actual		2013 Approved		2014 Recommended	
		Expense	Revenue	Expense	Revenue	Expense	Revenue
9815	1992 COPS-Interest Restricted Fund 0254	\$ 49,000	\$ 47,684	\$ 75,000	\$ —	\$ 15,000	\$ —

District Attorney Department Restricted

CC	Cost Center Name	2012 Actual		2013 Approved		2014 Recommended	
		Expense	Revenue	Expense	Revenue	Expense	Revenue
9814	Control Substance Tests Restricted Fund 0227	\$ 321,800	\$ 321,800	\$ 430,000	\$ 430,000	\$ 430,000	\$ 430,000
9816	Health & Safety 11489 Forfeiture Rs Fund 0238	73,234	20,667	234,279	23,310	145,418	25,677
9819	Asset Forfeiture Proceeds Dist Rs Fund 0336	689	19,449	125,530	30,992	174,732	30,992
9821	Dispute Resolution Prog Restricted Fund 0345	400,000	335,521	495,830	400,907	400,265	400,265
9822	Federally Forfeited Property Restricted F0417	—	481	69,305	656	140,277	950
9823	Crime Lab Drug Analysis Restricted Fund 0233	263,530	292,674	618,575	550,000	688,443	550,000
9842	Consumer Protection & Unfair Comp Fund 0264	1,971,645	737,797	400,000	400,000	1,282,950	400,000



District Attorney Department Restricted

CC	Cost Center Name	2012 Actual		2013 Approved		2014 Recommended	
		Expense	Revenue	Expense	Revenue	Expense	Revenue
9856	Escheated Victim Restitution Fund 0339	65,000	2,063	263,299	1,644	164,298	775
9857	DNA Identification County Share Fund 0230	629,144	568,006	601,941	601,941	604,127	604,127
9866	DEA Federal Asset Forfeiture Fund 0333	21,662	100,857	495,283	117,379	580,712	146,440
9879	2011 Realignemnt - DA Trust Fd -F0414	97,264	132,970	296,640	296,640	424,598	296,640
9890	REACT Fed Ass Justice - F0410	—	88,355	88,836	684	269,823	1,826

Public Defender

CC	Cost Center Name	2012 Actual		2013 Approved		2014 Recommended	
		Expense	Revenue	Expense	Revenue	Expense	Revenue
9878	2011 Realignment-Public Defender-F0415	\$ 225,222	\$ 225,222	\$ 296,640	\$ 296,640	\$ 296,640	\$ 296,640

Criminal Justice Support

CC	Cost Center Name	2012 Actual		2013 Approved		2014 Recommended	
		Expense	Revenue	Expense	Revenue	Expense	Revenue
9868	AB109/AB118 Local Community Correction - F0433	8,726,008	13,653,012	25,824,045	25,823,422	48,871,145	40,000,000

Sheriff's Department Restricted Funds

CC	Cost Center Name	2012 Actual		2013 Approved		2014 Recommended	
		Expense	Revenue	Expense	Revenue	Expense	Revenue
9805	Asset Forfeiture Restricted Fund 0335	\$ —	\$ 4,569	\$ 112,000	\$ 3,000	\$ 112,000	\$ 3,000
9806	Sheriff Donation Restricted Fund 0346	—	—	167,000	—	167,000	—
9807	Civil Assessment Restricted Fund 0403	118,076	—	1,480,000	316,200	1,480,000	316,200
9808	Federally Forfeited Prop Restricted Fund 0427	97,542	150,531	1,204,495	100,000	1,234,495	100,000
9843	SCC Justice Training Ctr Fund 0431	—	118,782	775,000	200,000	775,000	200,000
9872	Trial Court Security - F0434	29,290,513	31,784,726	30,062,059	30,062,059	29,505,176	29,505,176



Probation Department Restricted Funds

CC	Cost Center Name	2012 Actual		2013 Approved		2014 Recommended	
		Expense	Revenue	Expense	Revenue	Expense	Revenue
9873	Juvenile Justice -F0437	\$ 2,655,837	\$ 3,164,987	\$ —	\$ —	\$ 3,242,516	\$ 3,441,477

DCSS Special Revenue Funds

CC	Cost Center Name	2012 Actual		2013 Approved		2014 Recommended	
		Expense	Revenue	Expense	Revenue	Expense	Revenue
3803	Child Support Services Programs Fund 0195	\$ 36,262,302	\$ 37,072,855	\$ 36,850,643	\$ 36,850,643	\$ 37,207,319	\$ 37,207,319

Social Services Agency Restricted Funds

CC	Cost Center Name	2012 Actual		2013 Approved		2014 Recommended	
		Expense	Revenue	Expense	Revenue	Expense	Revenue
9824	County Children's Restricted Fund 0210	\$ 379,277	\$ 443,728	\$ 976,505	\$ 453,000	\$ 975,245	\$ 453,000
9825	Domestic Violence Prog Restricted Fund 0231	200,000	210,795	0	—	0	—
9863	SSA-ARRA TANF ECF Fund 0241	(713)	(713)	—	—	—	—

Public Health Restricted Funds

CC	Cost Center Name	2012 Actual		2013 Approved		2014 Recommended	
		Expense	Revenue	Expense	Revenue	Expense	Revenue
9830	AIDS Education Prog Restricted Fund 0356	\$ 52,564	\$ 44,893	\$ 52,564	\$ 52,564	\$ 52,564	\$ 52,564
9831	Health Dept Donations Restricted Fund 0358	93,681	51,873	195,000	195,000	195,000	195,000
9832	Tobacco Education Restricted Fund 0369	369,237	466,660	499,826	499,826	269,985	269,985
9833	Joe Camel Mangini Settlement R Fund 0373	—	383	0	—	54,821	54,821
9834	Public Health Bioterrorism Resp R Fund 0377	2,064,399	1,426,236	2,264,174	2,264,174	2,227,666	2,227,666
9852	BT Hospital Prep Program Fund 0424	549,309	549,798	776,708	776,708	793,736	793,736
9853	Pandemic Flu Preparedness Fund 0425	251,340	243,474	—	—	—	—
9854	EMS Fines & Penalties -F0363	177,389	2,492,016	3,573,000	3,573,000	1,258,000	2,673,000



Mental Health Department Restricted Fund

CC	Cost Center Name	2012 Actual		2013 Approved		2014 Recommended	
		Expense	Revenue	Expense	Revenue	Expense	Revenue
9835	David W Morrison Donation Restricted F0344	\$ —	\$ 2	\$ —	\$ —	\$ —	\$ —
9839	MH Donation Restricted Fund 0357	4,098	14,142	62,000	62,000	62,000	62,000
9846	MHSA CSS Other Services Fund 0446	32,867,040	33,745,168	42,376,828	42,376,828	38,228,395	36,732,988
9847	MHSA Prevention Restricted Fund 0447	10,217,510	4,849,479	18,329,214	18,329,214	27,126,286	24,636,476
9848	MH Svcs Act CSS Housing Restricted Fund 0448	—	1,228	0	—	0	—
9849	MH Svcs Act Capital & IT Restricted Fund 0449	4,066,539	135,115	9,873,405	9,873,405	9,990,310	9,990,310
9850	MS Svcs Act Ed & Training Restricted Fund 0445	2,203,916	48,141	4,117,732	4,117,732	4,117,732	4,117,732
9855	MHSA Prudent Reserve Fund 0374	—	4,810,053	—	—	—	—
9864	MHSS PEI Tech Asset Fund 0452	—	2,050	—	—	—	—
9865	MHSA Innovation Fund 0453	2,409,334	2,324,632	6,693,947	6,693,947	6,759,431	6,764,024
9871	Mental Health-PSR -F0429	48,431,647	48,431,647	48,431,648	—	50,058,179	50,083,179

Department of Alcohol & Drug Program Res

CC	Cost Center Name	2012 Actual		2013 Approved		2014 Recommended	
		Expense	Revenue	Expense	Revenue	Expense	Revenue
9827	Drunk Driver Prevention Fees Restricted - F0201	\$ 45,000	\$ 106,271	\$ 123,396	\$ 45,000	\$ 123,396	\$ 45,000
9828	Alcohol AB541 Restricted Fund 0221	178,319	163,579	71,789	190,000	71,789	190,000
9829	Statham AB2086 Restricted Fund 0222	222,000	221,641	207,010	222,000	207,010	222,000
9836	Drug Abuse Restricted Fund 0212	96,000	127,363	148,694	123,600	148,694	123,600
9837	Alcohol Abuse Education & Prev R Fund 0219	198,533	203,545	210,728	228,033	237,595	254,900
9840	DADS Donation Restricted Fund 0359	3,676	23,222	14,171	13,059	14,171	13,059
9862	Justice Assistance Fund 0211	—	2	—	—	—	—
9874	Health & Human Services-DAD F0439	3,548,613	3,958,755	3,803,343	3,778,343	34,790,790	34,765,790



Budget User's Guide

- An explanation of the budget development process
- A glossary of budget terminology
- An annotated example of a budget detail page

Fiscal Year 2014 Budget Timeline

Nov.	Dec	Jan.	Feb.	Mar	Apr.	May	Jun.	Jul.	Aug.	Sep.	Oct.
Preparation of Current Level Budget											
Mid Year Budget Review											
Department FY 2014 Budget Requests Submitted to County Executive											
Staff Analysis of Budget											
FY 2014 Recommended Budget Prepared											
FY 2014 Recommended Budget Released to Public											
FY 2014 Budget Workshops, May 7-9, 2013											
Santa Clara County Board of Supervisors Budget Hearings and Adoption, June 17-21, 2013											
Implementation of FY 2014 Budget becomes Effective July 1, 2013											
FY 2014 Final Budget Prepared for Release in July, 2013											

A budget is a planning document, created to provide agreement over how funds will be spent in support of mandated and desired programs. Counties are required by state law to balance revenues and expenditures each year. The balanced budget takes place with the adoption each June of a budget for the subsequent fiscal year. Fiscal Year 2014 runs from July 1, 2013 to June 30, 2014. The Board of Supervisors may modify the budget year-round.

The budget process is divided into four phases which delineate specific activities:

- Current Modified Budget (CMB)
- Current Level Budget (CLB)
- Recommended Budget (REC)
- Final or Approved Budget (APP)

In each Budget Unit Section is a report called “**Major Changes to the Budget.**” Below are paragraphs describing where you can find information related to the stages of the budget.

Current Modified Budget (CMB):

The CMB phase provides a process by which the adjustments are made to the budget amounts with which Departments start the fiscal year. Through approval of salary ordinance amendments and budget modifications, the Board authorizes these changes, and a cumulative total is kept over the course of the year. CMB actions are totaled in the section titled “Board-Approved Adjustments During FY 2013.”

Current Level Budget (CLB):

The CLB provides the baseline for the new budget year by identifying the cost of providing the approved current level of service at next year's cost. The County Executive's Office of Budget and Analysis works with the



Departments to establish an accurate figure reflecting known increases or decreases based on the following, which are described in “Costs to Maintain Program Services for FY 2014”:

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

Recommended Budget (REC):

Once the base budget costs become clear, the Administration can look at projected expenditures and revenues, and determine what will be necessary to develop a balanced budget. Recommendations are then developed, based on Department requests and responses to necessary reductions. The REC provides the County Executive’s recommendations for funding levels for each Department, which maximize the value of expenditures, reflect stated priorities, and result in a

balance between revenue and expenditures. REC actions are described in the Recommended Budget detail in the section titled, “Recommend Changes for FY 2014”

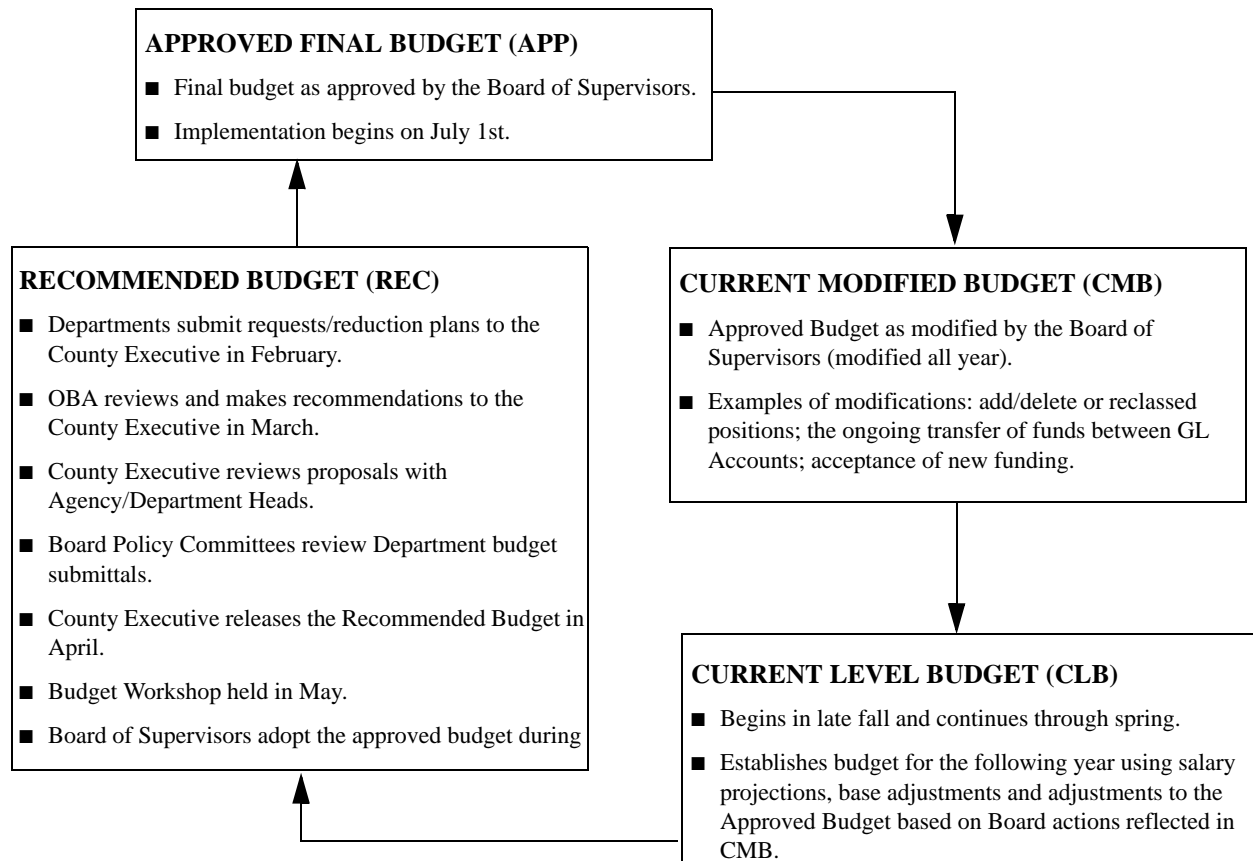
The *total* budget in each cost center recommended for FY 2014 is at the bottom of each of the cost center table.

Final or Approved Budget:

The Board, through its committees and in public session, will review the County Executive’s recommendations, making revisions as they see fit. An inventory of modifications, sponsored by the five Board Committees or by individual Board members, is developed in May and early June for review and consideration during the budget hearings. At the conclusion of the public budget hearings in June, the Board will adopt an Approved Budget which sets the funding levels for County Departments for the following year. These approved budget amounts are published in a separate document, the Final Budget.

The figure on the next page illustrates the relationship and overlapping nature of the budget phases.

Santa Clara County Budget Cycle:



Cost Center Example

Cost Center Name and Number

U.C. Cooperative Ext Fund 0001 — Cost Center 5710

Major Changes to the Budget

General Fund (Fund Number 0001)

	Positions	Appropriations	Revenues
FY 2013 Approved Budget	0.5	109,698	-
Board Approved Adjustments During FY 2013	-	46,902	-
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	-0.5	(34,854)	-
Internal Service Funds Adjustment	-	4,100	-
Other Required Adjustments	-	(846)	-
Subtotal (Current Level Budget)	-	125,000	-
Recommended Changes for FY 2013			
Internal Service Fund Adjustment	-	-	-
Establishment of MOU with UCCE Beginning FY 2014	-	(23,531)	-
Decision Packages	-	-	-
1. New Contractual Agreement with University of California Cooperative Extension	-	23,531	-
<small>Existing appropriations for Services and Supplies and extra help are reallocated to a single appropriation for contract services, with no net increased cost over the FY 2014 Current Level Budget. The Department will establish a Memorandum of Understanding with the University of California Cooperative Extension for the support and maintenance of a Cooperative Agricultural Extension Program in the County in the amount of \$125,000 annually.</small>			
Subtotal (Recommended Changes)	-	-	-
Total Recommendation	0	125,000	-

U.C. Cooperative Ext Fund 0001 — Cost Center 5710

Major Changes to the Budget

General Fund (Fund Number 0001)

Positions **Appropriations** **Revenues**

FY 2013 Approved Budget 0.5 109,698 -

Board Approved Adjustments During FY 2013 - 46,902 -

Cost to Maintain Current Program Services

Salary and Benefit Adjustments -0.5 (34,854) -

Internal Service Funds Adjustment - 4,100 -

Other Required Adjustments - (846) -

Subtotal (Current Level Budget) - 125,000 -

Recommended Changes for FY 2013

Internal Service Fund Adjustment - - -

Establishment of MOU with UCCE Beginning FY 2014 - (23,531) -

Decision Packages - - -

1. New Contractual Agreement with University of California Cooperative Extension - 23,531 -

Existing appropriations for Services and Supplies and extra help are reallocated to a single appropriation for contract services, with no net increased cost over the FY 2014 Current Level Budget. The Department will establish a Memorandum of Understanding with the University of California Cooperative Extension for the support and maintenance of a Cooperative Agricultural Extension Program in the County in the amount of \$125,000 annually.

Subtotal (Recommended Changes) - - -

Total Recommendation **0** **125,000** **-**

Annotations:

- Cost Center Name and Number:** U.C. Cooperative Ext Fund 0001 — Cost Center 5710
- Title of Fund for which appropriations and revenues are being described:** U.C. Cooperative Ext Fund 0001
- Positions, Appropriations, and Revenues - Starting with increases or decreases during FY 2013, and, recommended increases or decreases for FY 2014:** The table columns.
- Adjustments to this cost center, approved by the Board of Supervisors during FY 2013:** Board Approved Adjustments During FY 2013.
- Salary and benefit changes required to maintain the current program services:** Salary and Benefit Adjustments.
- Internal Service Funds (ISF) adjustments required to maintain the current program services. This line reflects the fiscal impact of ISF rate changes and the annualization of any partial year changes approved by the Board in FY 2013:** Internal Service Funds Adjustment.
- All other adjustments required to maintain the current program services. Typical changes include: removal of one-time appropriations granted by the Board in FY 2013, annualization of partial year changes approved by the Board in FY 2013, adjustments to revenues to reflect FY 2014 factors:** Other Required Adjustments.
- Reflects the total positions, appropriations, and revenues necessary to maintain the FY 2013 level of service in FY 2014:** Subtotal (Current Level Budget).
- Subtotal of all changes recommended by the County Executive for FY 2014:** Subtotal (Recommended Changes).
- Total positions, appropriations, and revenues necessary to fund the recommended level of service for this cost center in FY 2013. If no further action is taken by the Board of Supervisors at Budget Hearings, this line becomes the Approved Budget level for FY 2014:** Total Recommendation.
- County Executive recommended changes to the current level of service for FY 2014:** Establishment of MOU with UCCE Beginning FY 2014.
- Subtotal of FY 2013 Approved Budget levels and all adjustments to annualize for FY 2014:** Subtotal (Current Level Budget).



Glossary

Addbacks

See "Inventory."

Actual Expenditures

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

Appropriation

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

Authorized Positions

Positions approved by the Board of Supervisors.

Board Committees

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

Booking Fee

Fees charged to law enforcement jurisdictions within the County, authorized by SB 2557, 1990, which help offset the staff costs associated with booking arrestees into County jails. Effective July 1, 2007 these fees are not being charged to cities, due to change in state law.

Budget

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

Budget Document

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

Budget Hearing

Board of Supervisors' final deliberation on the Recommended County Budget and the Inventory List. Usually held in mid to late June.

Budget Unit

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

Budget Workshop

Board of Supervisors' initial review of the Recommended County Budget. Usually held in May.

California Environmental Quality Act (CEQA)

Statute that requires state and local agencies to identify the significant environmental impacts of their actions and to avoid or mitigate those impacts, if feasible. A public agency must comply with CEQA when it undertakes an activity defined by CEQA as a project.

Capital Improvement Fund

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

Capital Project(s)

The name for major construction projects, the acquisition of land, and the investment in major fixed assets in the County. An example is the construction related to the Security Master Plan at the County Government Center and various other County Facilities.

Categorical Aids

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



Criminal Justice Information Control (CJIC)

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

Contingency Reserve

The major unobligated reserve, required by Board policy to be set to at least 5% of General Fund revenues, net of pass-throughs by July 1, 2012 (FY 2013). The recommended for FY 2013 is 5%.

Cost Center

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

CSFC

The Children, Seniors and Families Committee, one of five Board Committees. See "Board Committees"

Current Level Budget (CLB)

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

Current Modified Budget (CMB)

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

Enterprise Fund

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

Federal Aid

Approximately 11.3% of the County budget and 20% of the General Fund budget is financed by revenue from the federal government. These monies largely support welfare, employment, health services, housing, and community-based human services programs.

FGOC

The Finance and Government Operations Committee, one of five Board Committees. See "Board Committees"

Final Budget

Legal financing and expenditure document for a fiscal year, effective July 1, approved by the Board of Supervisors prior to August 30th of the budget year.

Fiscal Year

The twelve-month period from July 1 through June 30.

Fixed Assets

Land, structures and improvements, and equipment. Any item of equipment (except office furniture) which costs over \$5,000 and is owned or is to be purchased out-right by the County, is a fixed asset.

Full-Time Equivalent (FTE)

The manner in which position counts are described in the Budget. Equivalent to a position funded for 40 hours per week. One FTE can be one full-time position or any combination of several part-time positions whose funding totals one full-time position.

Fund

An independent fiscal and accounting entity with a self-balancing set of accounts. Revenue from the Countywide property tax as well as other sources are deposited in the General Fund for the support of a wide variety of activities. Other revenues are deposited in special funds which support appropriations for specific purposes. Examples are the Road fund and the Library fund. These funds exist to segregate money that is legally required to be kept separate from the General Fund.

Fund Balance

The excess of assets and estimated revenues of a fund over its liabilities, reserves, and appropriations. The portion of this balance free and unencumbered for financing the next year's budget is called the "available fund balance" or "carry over fund balance."

General Fund

The main operating fund of the County accounting for expenditures and revenues for Countywide activities and programs.



HHC

The Health and Hospital Committee, one of five Board Committees. See “Board Committees”

HLUET

The Housing, Land Use, Environment, and Transportation Committee, one of five Board Committees. See “Board Committees”

Internal Service Fund (ISF)

A fund established to account for services rendered by a Department primarily to other Departments of the County. That department's operations are financed by the charges made for such services (i.e, Information Systems, Fleet).

Inventory

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

The Leadership in Energy and Environmental Design (LEED)

Green Building Rating System, developed by the U.S. Green Building Council (USGBC), provides a suite of standards for environmentally sustainable construction.

Maintenance Of Effort (MOE) Requirements

Stipulations attached to new funding sources which require the local agency receiving the funds to maintain the same level of local funding as it did before the new funds were available.

Managed Care

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

Mandates

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

Motor Vehicle License Fees

The vehicle license fee (VLF) is imposed on vehicles that travel on public highways in California. This tax is imposed instead of a local personal property tax on automobiles and is administered by the Department of Motor Vehicles. Revenues from this tax, other than administrative costs and fees on trailer coaches and mobile homes, are constitutionally dedicated to local governments. Santa Clara County has dedicated this revenue to offset the costs of Santa Clara Valley Medical Center.

The VLF is calculated on the vehicle's “market value,” adjusted for depreciation. The motor vehicle schedule is based on an 11-year depreciation period; for trailer coaches it is an 18-year period. A 0.65-percent rate is applied to the depreciated value to determine the fee. Prior to 2005, the rate was 2 percent.

Net County Cost

The cost to the General Fund reflecting total expenditures less expenditure reimbursements and revenues. The net County cost is the amount of discretionary funding allocated to a department.

Object

A broad classification of expenditures, as defined by the state, for which the County is legally required to establish appropriations. The eight objects as defined by the State Government Code are: 1) Salaries and Employee Benefits; 2) Services and Supplies; 3) Other Charges; 4) Fixed Assets; 5) Expenditure Transfers; 6) Reserves; 7) Expenditure Reimbursements; 9) Revenue.

One-time

Refers to revenues or expenditures which are expected to occur in only one budget year, but not in the following fiscal year e.g. in FY 2012 but not in FY 2013.

Ongoing

Refers to revenues or expenditures which are expected to recur from one fiscal year to the next e.g. in FY 2012, FY 2013, and succeeding years.

Organizational Flattening

Budget reductions achieved by position deletions applied selectively to management, resulting in an organization with relatively fewer managers and/or layers of management. Compare “Vertically Appropriate Reductions.”



Other Charges

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

Overmatch

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

Pension Obligation Bond

A Pension Obligation Bond (POB) is a taxable bond issued by a state or local government where its assigned pension interest rate (currently at 7.75%) is higher than the taxable bond rate (currently estimated at 5.61%). It is a cost-saving measure used to lower the annual rates an employer has to pay to the pension fund. The bond shifts the liability from the local government to bond holders to bridge the gap in its unfunded accrued actuarial liability.

Performance-Based Budget (PBB)

A budget which enables policy makers to examine data about whether the funded services and products are accomplishing the desired policy outcomes. In some cases, data is still in the development stages for some of the performance measures. After several years of pilot departments presenting versions of Performance-based budgeting in Santa Clara County, all County Departments present their budget in PBB format. Further refinement, particularly with regard to measurement development and presentation, will continue.

Performance Measures

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

Positions

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

Projected County Deficit

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

Proposed Budget

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

Proposition 172 (Public Safety Sales Tax)

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

PSJC

The Public Safety and Justice Committee, one of five Board Committees. See "Board Committees."

Public Employees' Retirement System (PERS) Prepayment

Savings of interest expense is available to CalPERS member agencies that prepay their annual employer contribution by avoiding an interest charge built into the CalPERS computation of each member's total annual employer contribution requirement.

Realignment

A state-local restructuring plan implemented as part of the FY 1992 state budget agreement. The state turned over increased fiscal and program responsibility to counties for selected health and welfare programs. In return, counties receive a dedicated portion of vehicle license fees and sales tax revenues to fund these programs.

Reduction Plans

Budget reduction plans requested of the Departments to reduce or eliminate the projected County deficit. These plan amounts are developed by the County Executive and used by Department heads to develop expenditure reductions or revenue increases in their budget requests. "Across-the-board" plans are

percentage reductions applied equally to all Departments. “Selective” reduction plans are developed taking revenue-raising, cost-avoidance, or other factors into account, resulting in percentage reductions that vary across departments.

Salaries And Employee Benefits (Object 1)

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

Salary Ordinance

A legal document approved by the Board of Supervisors at the beginning of each fiscal year containing all the authorized permanent positions by budget unit, classification title, number of class codes, and salary range. Any changes requested by departments during the fiscal year require a salary ordinance amendment approved by the Board.

Salary Savings

A negative appropriation which is budgeted in general ledger account 5107000 to account for the value of salaries which can be expected to be unspent due to vacancies, underfilling positions, and turnover of employees. Salary savings are included in the recommended and final budgets.

Services And Supplies (Object 2)

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

Special District

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

State Aid

Approximately 23.6% of the County budget and 32% of the General Fund budget is financed by revenue from the State. These monies largely support social services, public safety, and health care programs.

Trial Court Funding

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

Unallocated Revenues

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

Vertically Appropriate Reductions

Budget reductions achieved by position deletions with percentage reductions applied equally to executive managers, managers and supervisors, and line staff. Compare “Organizational Flattening.”





Budgeted Resources for Extra Help

Overview

The following information has been provided in the Recommended Budget since FY 2002 at the pursuant to an agreement between the County of Santa Clara and SEIU Local 521 regarding Extra Help Usage which

required that *“starting FY 2001-2002, a line item for each budget will be included in the County Budget that represents the cost of budgeted extra help usage”*.

Although the current Agreement between the County of Santa Clara and SEIU Local 521 does not specifically require this report, the information continues to be provided in the interest of transparency.

Budgeted Extra Help Resources (General Ledger Account 501110)

	FY 2012 Actuals	FY 2013 Approved	FY 2014 Base Budget	FY 2014 Recommended	Amount Chg From 2013 Approved	% Chg From 2013 Approved
Supervisorial District #1	—	5,292	5,292	5,292	—	—
Supervisorial District #2	6,785	10,788	10,788	10,788	—	—
Supervisorial District #3	17,521	5,724	5,724	5,724	—	—
Supervisorial District #4	—	5,292	5,292	5,292	—	—
Supervisorial District #5	53,675	10,764	10,764	10,764	—	—
Clerk-Board Of Supervisors	17,418	—	—	—	—	—
County Executive	15,416	—	20,000	20,000	20,000	NA
Assessor	183,454	205,188	202,087	202,087	(3,101)	-1.5%
Procurement	18,291	—	—	—	—	—
County Counsel	100,432	128,000	128,000	128,000	—	—
Registrar Of Voters	1,302,790	1,695,449	1,695,449	1,517,643	(177,806)	-10.5%
Information Services	202,016	38,143	38,143	38,143	—	—
Communications Department	850	—	—	—	—	—
Facilities Department	297,645	47,964	47,964	47,964	—	—
Fleet Services	17,697	11,484	11,484	11,484	—	—
County Library Headquarters	1,093,995	1,218,935	814,540	814,540	(404,395)	-33.2%
Employee Service Agency	255,040	26,031	26,592	83,982	57,951	222.6%
Controller-Treasurer	52,232	100,000	208	208	(99,792)	-99.8%
Tax Collector	270,361	87,627	94,138	94,138	6,511	7.4%
County Recorder	6,784	294,152	45,898	45,898	(248,254)	-84.4%
Department Of Revenue	80,802	—	—	—	—	—
District Attorney Department	420,074	38,598	41,149	41,149	2,551	6.6%
Public Defender	456,698	514,575	514,575	514,575	—	—
Office Of Pretrial Services	91,423	160,514	160,514	160,514	—	—
Sheriff's Department	1,770,477	515,900	526,044	526,044	10,144	2.0%
Sheriff's Doc Contract	33,907	—	—	—	—	—
Department Of Correction	315,034	3,287	3,504	3,504	217	6.6%
Probation Department	2,207,006	1,121,143	1,195,249	1,195,249	74,106	6.6%
Med Exam-Coroner Fund 0001	59,733	—	—	—	—	—
Dept Of Child Support Services	550,245	—	—	—	—	—
Social Services Agency	881,162	662,640	706,049	706,049	43,409	6.6%



Budgeted Extra Help Resources (General Ledger Account 501110)

	FY 2012 Actuals	FY 2013 Approved	FY 2014 Base Budget	FY 2014 Recommended	Amount Chg From 2013 Approved	% Chg From 2013 Approved
Department of Family & Children's Services	5,279	—	—	—	—	—
Department of Employment & Benefit Svc	281,123	16,320	17,332	17,332	1,012	6.2%
Department of Aging and Adult Services Fund 0001	177,029	19,882	21,148	21,148	1,266	6.4%
Public Health	767,425	331,222	357,154	357,154	25,932	7.8%
Mental Health Department	804,058	741,322	817,260	817,260	75,938	10.2%
Custody Health Services	4,073,557	3,776,838	3,776,838	3,776,838	—	—
Department Of Alcohol And Drug Programs	138,161	45,136	48,558	48,558	3,422	7.6%
Community Health Services	145,607	99,484	106,209	106,209	6,725	6.8%
SCVMC-Valley Health Plan	20,175	—	—	—	—	—
Santa Clara Valley Medical Center	28,147,460	24,103,125	20,268,655	24,338,282	235,157	1.0%
Parks and Recreation Department	616,519	856,819	816,819	816,819	(40,000)	-4.7%
Agriculture and Environmental Mgmt	67,101	221,056	222,538	222,538	1,482	0.7%
Department of Environmental Health	87,780	288,401	288,401	424,532	136,131	47.2%
Vector Control District	16,361	33,000	33,000	33,000	—	—
Roads & Airports Department - Roads	130,559	114,200	114,200	114,200	—	—
Roads & Airports Dept - Airports	5,411	6,000	6,000	6,000	—	—
Central Fire Protection District	180,974	150,000	368,100	368,100	218,100	145.4%
Total Net Expenditures \$	46,443,542 \$	37,710,295 \$	33,571,659 \$	37,657,001 \$	(53,294)	-0.1%



List of General-Funded Community-Based Organizations

Contract Name	Responsible Department	FY 2011 Approved	FY 2012 Approved	FY 2013 Approved	Amount as of April 2013
Advent Group Ministries, Inc.	Alcohol/Drug	337,113	501,613	582,132	582,132
Alcohol Recovery Homes	Alcohol/Drug	1,816,327	-	-	-
Asian Amer Community Involvement	Alcohol/Drug	106,229	-	-	-
Asian American Recovery Services	Alcohol/Drug	746,984	761,969	761,969	523,448
Community Hlth Awareness Cncl (CHAC)	Alcohol/Drug	36,628	-	-	-
Countywide Alcohol and Drug Services, Inc.	Alcohol/Drug	390,783	390,783	390,783	468,934
Crossroads	Alcohol/Drug	305,000	305,000	305,000	312,600
Family & Children Services (FCS)	Alcohol/Drug	1,082,152	1,082,152	1,082,152	972,621
Family Life Center	Alcohol/Drug	-	277,253	277,253	277,253
Gardner Family Care Corporation	Alcohol/Drug	979,484	979,484	747,825	826,039
Horizon Services Inc.	Alcohol/Drug	1,242,803	1,242,803	1,242,803	1,242,803
Indian Health Center	Alcohol/Drug	322,500	322,500	322,500	322,500
InnVision	Alcohol/Drug	117,893	117,893	117,893	117,893
Our Common Ground	Alcohol/Drug	145,329	145,329	-	-
Parisi House On The Hill	Alcohol/Drug	-	1,303,172	1,238,000	1,238,000
Pathway Society	Alcohol/Drug	2,966,371	3,210,371	3,210,371	3,108,666
Project Ninety	Alcohol/Drug	805,504	805,504	201,376	805,504
Solace Supportive Living	Alcohol/Drug	-	1,261,028	1,259,228	1,259,228
Santa Clara County FireSafe Council	Clerk of the Board	-	-	25,000	25,000
South County Youth Task Force	Clerk of the Board	-	-	25,832	25,832
Asian American Community Involvement	Community Health Services	162,322	157,410	157,410	157,410
Community Health Partnership	Community Health Services	-	-	30,000	30,000
Gardner Family Health Network	Community Health Services	1,032,663	988,098	988,098	988,098
Gardner Family Health Network (Tobacco Settlement Funding)	Community Health Services	440,000	440,000	440,000	440,000
Indian Health Center	Community Health Services	136,942	132,798	132,798	132,798
May View Community Health Center	Community Health Services	780,758	757,131	757,131	757,131
Planned Parenthood Mar Monte	Community Health Services	683,668	683,668	683,668	683,668
Women's Health Alliance	Community Health Services	68,177	-	-	-
Project Sentinel (Mediation)	District Attorney	73,143	76,800	76,800	76,800
Silicon Valley FACES (Victim Witness)	District Attorney	1,990,131	1,794,226	2,013,834	2,005,254
Catholic Charities for General Inmates Services	DOC	200,000	200,000	200,000	200,000
Catholic Charities of SCC for Religious Services	DOC	22,500	45,000	45,000	45,000
Purple Communications, formerly Hands On Sign Language Services	DOC	-	3,000	3,000	3,000
Purple Language Services	Employee Service Agency	3,485	3,485	3,485	-
Achieve	Mental Health	378,850	469,319	223,784	223,874
Ali Baba Riviera / Oasis Care	Mental Health	1,053,824	1,371,809	1,371,809	1,371,809
Alum Rock	Mental Health	839,266	820,142	830,429	830,429
Asian Amer Community Involvement	Mental Health	783,677	999,840	999,840	999,840
Bill Wilson	Mental Health	700,755	700,755	700,755	700,755
Catholic Charities	Mental Health	419,287	441,472	343,485	343,484
Chamberlain's Mental Health Services	Mental Health	277,194	277,194	277,194	277,194



List of General-Funded Community-Based Organizations (Continued)

Contract Name	Responsible Department	FY 2011 Approved	FY 2012 Approved	FY 2013 Approved	Amount as of April 2013
Children's Health Council	Mental Health	237,683	389,489	389,489	383,109
City of San Jose/Grace Baptist	Mental Health	98,312	164,681	164,681	164,681
Community Solutions	Mental Health	1,096,987	1,268,780	1,256,324	1,306,324
Eastern European Services Agency	Mental Health	119,360	-	-	-
Eastfield Ming Quong Families First	Mental Health	2,711,851	3,151,139	2,416,057	2,416,057
Emergency Housing Consortium	Mental Health	400,000	600,000	600,000	466,714
Family and Children's Services	Mental Health	330,570	420,863	468,946	547,564
Gardner Family Care Corp.	Mental Health	1,745,551	1,941,802	1,921,720	1,921,720
HOPE Rehabilitation Services	Mental Health	308,439	417,330	405,719	455,719
Indian Health Center	Mental Health	171,018	187,669	187,667	187,667
Mekong Community Center	Mental Health	176,891	225,095	220,083	220,083
MH Advocacy Project - SC Co Bar Assoc	Mental Health	382,186	495,332	500,732	501,446
Momentum (Formerly Alliance for Community Care)	Mental Health	5,977,953	7,604,604	7,479,231	7,479,060
Rebekah Children's Services	Mental Health	522,222	618,309	511,667	465,583
Seneca	Mental Health	-	-	2,207	-
Ujima Adult & Family Services	Mental Health	175,300	215,778	212,878	212,878
Victor Treatment	Mental Health	269,189	214,634	214,634	214,634
Sentencing Alternatives Program, Inc.	Probation	180,051	180,051	-	180,051
Asian Amer Community Involvement	Public Health	18,000	-	-	-
Bill Wilson Center	Public Health	23,000	-	-	-
Community Health Awareness Council	Public Health	6,500	-	-	-
Planned Parenthood Mar Monte	Public Health	150,000	374,786	449,786	149,437
The Health Trust	Public Health	435,000	420,000	420,000	420,000
Catholic Charities of Santa Clara County	Registrar of Voters	-	100,000	100,000	42,928
Foothill-De Anza Community College District	Registrar of Voters	-	100,000	100,000	100,224
Services, Immigrant Rights and Education Network (SIREN)	Registrar of Voters	-	100,000	100,000	99,534
Working Partnerships USA	Registrar of Voters	-	100,000	100,000	172,424
Council on Aging	Social Svcs Aging and Adult Svcs	196,106	196,106	196,106	196,106
Advent Group Ministries - Step Up! Program Consortium	Social Svcs Gen Fund Contracts	37,876	28,407	7,102	7,102
Alum Rock Counseling Center Child Abuse prevention Case Management Services	Social Svcs Gen Fund Contracts	45,000	33,750	8,438	8,438
Asian American for Community Involvement (AACI) Senior Wellness Program	Social Svcs Gen Fund Contracts	38,504	28,878	24,065	24,065
Asian American for Community Involvement (AACI) Youth After School Program	Social Svcs Gen Fund Contracts	25,000	18,750	4,688	4,688
Asian Americans for Community Involvement (AACI) - Domestic Violence Prgm	Social Svcs Gen Fund Contracts	22,326	35,393	81,000	81,000
Avenidas/Rose Kleiner Senior Health Center	Social Svcs Gen Fund Contracts	55,911	41,933	34,944	34,944



List of General-Funded Community-Based Organizations (Continued)

Contract Name	Responsible Department	FY 2011 Approved	FY 2012 Approved	FY 2013 Approved	Amount as of April 2013
Bay Area Legal Aid/Legal Assistance to Low-income Disabled Adults Project	Social Svcs Gen Fund Contracts	48,451	36,338	30,282	30,282
Bill Wilson Center - 24-7 Youth Crisis Line /24-7 Youth Safety Network	Social Svcs Gen Fund Contracts	27,055	20,291	5,073	5,073
Bill Wilson Center - Centre Cares	Social Svcs Gen Fund Contracts	80,017	60,013	50,011	50,011
Bill Wilson Center - Power through Choices Pregnancy Prevention & Education	Social Svcs Gen Fund Contracts	50,000	37,500	9,375	9,375
Bill Wilson Center - Transitional Housing for Homeless Transition Age Youth and Young Families	Social Svcs Gen Fund Contracts	25,000	18,750	30,000	30,000
Bill Wilson Center - Youth Works	Social Svcs Gen Fund Contracts	76,833	57,625	14,406	14,406
Catholic Charities - A Positive Response to Healthcare Challenges Consortium	Social Svcs Gen Fund Contracts	27,055	20,291	16,909	16,909
Catholic Charities - Day Break Caregivers Services Programs	Social Svcs Gen Fund Contracts	31,310	23,483	19,569	19,569
Catholic Charities - Grandparent Caregiver Program/Kinship Resource Center	Social Svcs Gen Fund Contracts	27,055	20,291	5,073	5,073
Catholic Charities - Leadership, Ethnic and Academic Pride (LEAP Project)	Social Svcs Gen Fund Contracts	63,166	47,375	11,844	11,848
Catholic Charities in Santa Clara County - Family Services	Social Svcs Gen Fund Contracts	-	18,750	4,688	4,688
Catholic Charities in Santa Clara County - Steps Ahead Home Visitation Program	Social Svcs Gen Fund Contracts	-	20,291	5,073	5,073
Child Advocates of Silicon Valley - Court Designated Child Advocates	Social Svcs Gen Fund Contracts	55,000	-	-	-
Community Health Awareness Council-Outlet Program	Social Svcs Gen Fund Contracts	25,000	18,750	4,688	4,688
Community Health Awareness Council-Village Wellness	Social Svcs Gen Fund Contracts	51,469	38,602	9,650	9,650
Community Solutions- La Isla Domestic Violence Shelter and Services	Social Svcs Gen Fund Contracts	60,084	63,711	53,160	53,160
Community Svcs Agency of Mountain View & Los Altos - Integrated Senior Case Management	Social Svcs Gen Fund Contracts	27,750	19,313	16,094	16,094
Deaf Counseling Advocacy & Referral Agency (DCARA) - Deaf for Self Sufficient	Social Svcs Gen Fund Contracts	36,167	27,125	22,604	22,604
Deaf Counseling Advocacy & Referral Agency (DCARA) - Family Connection	Social Svcs Gen Fund Contracts	27,055	20,291	5,073	5,073
Emergency Housing Consortium (dba EHC Life Builders) - Reception Center	Social Svcs Gen Fund Contracts	96,821	72,616	34,970	34,970
Emergency Housing Consortium (dba EHC Life Builders)/Shelter & Support for South County Homeless	Social Svcs Gen Fund Contracts	48,501	36,376	30,000	30,000
Family and Children Services - FAST/Families & School Together Program	Social Svcs Gen Fund Contracts	45,240	33,930	8,483	8,483



List of General-Funded Community-Based Organizations (Continued)

Contract Name	Responsible Department	FY 2011 Approved	FY 2012 Approved	FY 2013 Approved	Amount as of April 2013
Family Supportive Housing, Inc. - San Jose Family Shelter	Social Svcs Gen Fund Contracts	27,055	20,291	-	-
Fresh Lifelines for Youth (FLY) - Legal Eagle Program	Social Svcs Gen Fund Contracts	63,188	47,391	11,848	11,848
Fresh Lifelines for Youth (FLY) - South County Program	Social Svcs Gen Fund Contracts	33,750	25,313	6,328	6,328
Gardner Family Health Network-Adult Day Health Care	Social Svcs Gen Fund Contracts	64,577	48,433	40,361	40,361
Health Trust - Family Health Insurance	Social Svcs Gen Fund Contracts	48,698	36,524	9,131	9,131
Health Trust, The - Case Management Services for HOPWA Clients	Social Svcs Gen Fund Contracts	97,500	73,125	60,938	60,938
Health Trust, The - Meals on Wheels	Social Svcs Gen Fund Contracts	56,250	42,188	35,157	35,157
Indian Health Center - Coordinating Care for American Indian Elders	Social Svcs Gen Fund Contracts	43,287	32,465	27,054	27,054
Inn Vision- Family Place/(Georgia Travis Center)	Social Svcs Gen Fund Contracts	32,438	24,329	-	-
Inn Vision- Montgomery Shelter	Social Svcs Gen Fund Contracts	45,405	34,054	-	-
Inn Vision-Commercial Street Inn	Social Svcs Gen Fund Contracts	33,022	24,767	-	-
InnVision - Safe Haven II for Homeless Mentally Ill	Social Svcs Gen Fund Contracts	27,055	20,291	16,909	16,909
InnVision - Safe Haven II Stevens Home	Social Svcs Gen Fund Contracts	-	-	30,000	30,000
Japanese American Community Services (Yu-ai Kai)/Minority Senior	Social Svcs Gen Fund Contracts	150,000	112,500	93,750	93,750
Live Oak Adult Services- Adult Day Care	Social Svcs Gen Fund Contracts	81,163	60,872	50,727	50,727
Loaves and Fishes Family Kitchen/Loaves & Fishes Food & Nutrition Project	Social Svcs Gen Fund Contracts	43,287	32,465	8,116	8,116
Maitri-Maitri's Transitional Home	Social Svcs Gen Fund Contracts	-	-	30,000	30,000
Mexican American Community Services-Zero Drop-Out Youth Academy	Social Svcs Gen Fund Contracts	118,895	89,171	22,293	22,293
Next Door Solutions to Domestic Violence	Social Svcs Gen Fund Contracts	107,167	117,671	-	-
Next Door Solutions to Domestic Violence-Domestic Violence Support Services Program	Social Svcs Gen Fund Contracts	-	-	42,000	42,000
Next Door Solutions to Domestic Violence-The Shelter Next Door	Social Svcs Gen Fund Contracts	-	-	45,000	45,000
Next Door Solutions to Domestic Violence-The Shelter Next Door	Social Svcs Gen Fund Contracts	-	-	45,000	45,000
Outreach & Escort (Senior Outreach Program)	Social Svcs Gen Fund Contracts	64,578	48,434	40,362	40,362
Parents Helping Parents, Inc. /ITECH Center	Social Svcs Gen Fund Contracts	25,000	18,750	4,688	4,688



List of General-Funded Community-Based Organizations (Continued)

Contract Name	Responsible Department	FY 2011 Approved	FY 2012 Approved	FY 2013 Approved	Amount as of April 2013
Respite & Research for Alzheimer's Disease/Alzheimer's Activity Center	Social Svcs Gen Fund Contracts	49,937	37,453	31,211	31,211
Sacred Heart Community Services - Families First	Social Svcs Gen Fund Contracts	48,698	36,524	9,131	9,131
Sacred Heart Community Services (Community Food Program)	Social Svcs Gen Fund Contracts	33,874	25,406	6,351	6,351
Santa Clara Unified School District - Skills Plus Program	Social Svcs Gen Fund Contracts	32,466	24,350	20,292	20,292
Second Start Learning Disabilities Program, Inc. - Newton Program General Fund	Social Svcs Gen Fund Contracts	25,000	18,750	4,688	4,688
Senior Adults Legal Assistance (SALA)/Legal Assistance to Elders	Social Svcs Gen Fund Contracts	39,765	29,824	24,853	24,853
Silicon Valley Independent Living Center	Social Svcs Gen Fund Contracts	-	238,590	238,590	238,590
St. Joseph's Family Center (Children/Youth)/Children & Family Services	Social Svcs Gen Fund Contracts	74,510	55,883	13,971	13,971
St. Joseph's Family Center (Housing Services)/Homeless Stabilization & Em	Social Svcs Gen Fund Contracts	58,385	43,789	30,000	30,000
Sunnyvale Community Services - Comprehensive Emergency Assistance	Social Svcs Gen Fund Contracts	43,287	32,465	32,465	32,465
Unity Care Group, Inc., The - Foster Care & High Risk Youth Leadership Program Consortium	Social Svcs Gen Fund Contracts	27,054	-	-	-
Unity Care Group, Inc., The - Transitional Housing for Youth Collaboration	Social Svcs Gen Fund Contracts	41,000	-	-	-
Vietnamese Voluntary Foundation, Inc. (VIVO) - Vietnamese Elderly Consortium	Social Svcs Gen Fund Contracts	33,825	25,369	21,141	21,141
VISTA Center for the Blind & Visually Impaired (formerly Peninsula Center for the Blind and Visually	Social Svcs Gen Fund Contracts	27,054	20,291	16,909	16,909
West Valley Community Services, Inc. - Emergency Assistance Program	Social Svcs Gen Fund Contracts	50,000	37,500	37,500	37,500
YWCA of Silicon Valley - Domestic Violence Program	Social Svcs Gen Fund Contracts	20,983	34,385	30,000	30,000
YWCA of Silicon Valley - Youth Wellness Program	Social Svcs Gen Fund Contracts	52,500	39,375	9,844	9,844
Catholic Charities - Initial Steps to Permanent Residency and Citizenship	Social Svcs PII	136,581	136,581	100,000	100,000
Catholic Charities - Legal Support for Citizenship Complex Cases	Social Svcs PII	-	-	40,000	40,000
Catholic Charities - South County Citizenship Services and Legal Assistance	Social Svcs PII	33,545	33,545	45,001	45,001
Center for Employment Center (CET) - Immigration Legal Services as Path to Citizenship	Social Svcs PII	103,685	103,685	100,000	100,000
Center for Employment Center (CET) - Legal Support for Citizenship	Social Svcs PII	43,284	43,284	60,572	60,572



List of General-Funded Community-Based Organizations (Continued)

Contract Name	Responsible Department	FY 2011 Approved	FY 2012 Approved	FY 2013 Approved	Amount as of April 2013
Center for Employment Training (CET) - Citizenship Services	Social Svcs PII	53,319	53,319	62,167	62,167
Collins, Franci - Immigrantinfo.org Web Site Maintenance	Social Svcs PII	13,879	13,879	-	-
International Rescue committee (IRC) - Immigration Legal Services as Path to Citizenship	Social Svcs PII	52,531	52,531	-	-
Sacred Heart Community Services - Citizenship Services	Social Svcs PII	26,266	26,266	-	-
Santa Clara County Asian Law Alliance (ALA) - Citizenship Services	Social Svcs PII	26,266	26,266	39,387	39,387
Santa Clara County Asian Law Alliance (ALA) - Immigration Legal Services as a Path to Citizenship	Social Svcs PII	25,134	25,134	100,000	100,000
Santa Clara County Asian Law Alliance (ALA) - Legal Support for Citizenship	Social Svcs PII	43,285	43,285	53,193	53,193
Santa Clara County Asian Law Alliance (ALA) - Website and Community Education	Social Svcs PII	33,663	33,663	69,582	69,582
Santa Clara University - Immigration Legal Services as a Path to Citizenship	Social Svcs PII	31,519	31,519	-	-
Services, Immigrant Rights and Education Network (SIREN) - Citizenship Svcs and Lead Citizenship Day	Social Svcs PII	88,530	88,530	62,167	62,167
Services, Immigrant Rights and Education Network (SIREN) - Community Education and Civic Engagement	Social Svcs PII	21,919	21,919	-	-
Services, Immigrant Rights and Education Network (SIREN)- Multilingual Immigrant Hot Line Assistance	Social Svcs PII	45,991	45,991	47,327	47,327
Asian Americans for Community Involvement	Social Svcs Sr Nutrition Prog Contracts	56,713	57,227	57,227	57,652
Bateman (Formerly Compass Group USA, Inc.) Frozen Meals	Social Svcs Sr Nutrition Prog Contracts	1,576,440	1,700,000	1,700,000	1,700,000
Catholic Charities	Social Svcs Sr Nutrition Prog Contracts	419,832	444,097	444,097	467,771
City of Campbell	Social Svcs Sr Nutrition Prog Contracts	45,853	44,895	44,895	45,276
City of Milpitas	Social Svcs Sr Nutrition Prog Contracts	171,277	180,450	180,450	164,407
City of San Jose	Social Svcs Sr Nutrition Prog Contracts	1,114,249	900,000	900,000	904,606
City of Santa Clara	Social Svcs Sr Nutrition Prog Contracts	124,415	129,484	129,484	149,684
Community Services Agency of Mountain View & Los Altos	Social Svcs Sr Nutrition Prog Contracts	173,543	171,200	171,200	180,606
First Methodist Church of Sunnyvale	Social Svcs Sr Nutrition Prog Contracts	220,220	207,596	207,596	216,778
India Community Center - Milpitas	Social Svcs Sr Nutrition Prog Contracts	64,880	63,785	63,785	66,850



List of General-Funded Community-Based Organizations (Continued)

Contract Name	Responsible Department	FY 2011 Approved	FY 2012 Approved	FY 2013 Approved	Amount as of April 2013
Japanese American Community Senior (Yu-Ai Kai)	Social Svcs Sr Nutrition Prog Contracts	205,074	193,092	193,092	213,544
Korean American Community Services Inc.	Social Svcs Sr Nutrition Prog Contracts	83,785	81,914	81,914	88,723
La Comida de California	Social Svcs Sr Nutrition Prog Contracts	223,445	222,793	222,793	262,229
Los Gatos United Methodist Church	Social Svcs Sr Nutrition Prog Contracts	110,834	104,431	104,431	103,781
Northside	Social Svcs Sr Nutrition Prog Contracts	114,643	101,000	101,000	-
Outreach & Escort (Senior Nutrition Transportation Services)	Social Svcs Sr Nutrition Prog Contracts	142,945	160,000	160,000	160,000
Portuguese Org. for Social Services	Social Svcs Sr Nutrition Prog Contracts	88,160	85,430	85,430	108,985
Salvation Army	Social Svcs Sr Nutrition Prog Contracts	137,453	139,690	139,690	182,378
Santa Clara Valley Blind Center	Social Svcs Sr Nutrition Prog Contracts	13,389	13,337	13,337	14,775
Self Help for the Elderly of Santa Clara County	Social Svcs Sr Nutrition Prog Contracts	284,774	293,542	293,542	174,878
YMCA Morgan Hill	Social Svcs Sr. Nutrition Prog	124,257	121,299	121,299	191,214
Total Community Based Organizations		46,429,788	51,257,919	48,375,092	48,606,348





Position Detail by Cost Center

Finance and Government

Agency Name						Amount
Budget Unit Number and Name						Change
Cost Center Number and Name						from 2013
Job Class Code and Title			2013 Positions	2014		Approved
			Approved	Adjusted	Recommended	Approved

Legislative And Executive

0101 Supervisorial District #1

1101	Supervisorial Dist #1 Fund 0001					
	A01	Supervisor	1.0	1.0	1.0	0.0
	W52	Board Aide-U	7.0	7.0	7.0	0.0
Total - Supervisorial District #1			8.0	8.0	8.0	0.0

0102 Supervisorial District #2

1102	Supervisorial Dist #2 Fund 0001					
	A01	Supervisor	1.0	1.0	1.0	0.0
	W52	Board Aide-U	7.0	7.0	7.0	0.0
Total - Supervisorial District #2			8.0	8.0	8.0	0.0

0103 Supervisorial District #3

1103	Supervisorial Dist #3 Fund 0001					
	A01	Supervisor	1.0	1.0	1.0	0.0
	W52	Board Aide-U	7.0	7.0	7.0	0.0
Total - Supervisorial District #3			8.0	8.0	8.0	0.0

0104 Supervisorial District #4

1104	Supervisorial Dist #4 Fund 0001					
	A01	Supervisor	1.0	1.0	1.0	0.0
	W52	Board Aide-U	7.0	7.0	7.0	0.0
Total - Supervisorial District #4			8.0	8.0	8.0	0.0

0105 Supervisorial District #5

1105	Supervisorial Dist #5 Fund 0001					
	A01	Supervisor	1.0	1.0	1.0	0.0
	W52	Board Aide-U	7.0	7.0	7.0	0.0
Total - Supervisorial District #5			8.0	8.0	8.0	0.0

0106 Clerk-Board Of Supervisors

1106	Clerk Of The Board Fund 0001					
	A05	Clerk of Board of Supervisors	1.0	1.0	1.0	0.0
	B48	Div Mgr-Clerk of The Board	1.0	2.0	2.0	1.0
	B53	Bus Mgr-Clerk of The Board	1.0	1.0	1.0	0.0
	D09	Office Specialist III	0.5	1.0	1.0	0.5
	D53	Supv Board Clerk	1.0	0.0	0.0	-1.0
	D54	Board Clerk II	4.0	5.0	5.0	1.0
	D55	Board Clerk I	7.0	7.0	7.0	0.0



Finance and Government (Continued)

Agency Name		Budget Unit Number and Name		Cost Center Number and Name		Job Class Code and Title		2013 Positions		2014	Amount Change from 2013
								Approved	Adjusted	Recommended	Approved
		D71	Chief Deputy-Clk of Board	1.0	1.0	1.0	0.0				
		E87	Senior Account Clerk	1.0	1.0	1.0	0.0				
		G12	Information Systems Manager II	1.0	1.0	1.0	0.0				
		J82	Board Records Assistant II	1.0	1.0	1.0	0.0				
		J83	Board Records Assistant I	1.0	0.0	0.0	-1.0				
		J84	Records Mgr-Clerk of The Board	1.0	1.0	1.0	0.0				
		W51	Confidential Secretary-ACE-U	1.0	1.0	1.0	0.0				
		W52	Board Aide-U	1.0	1.0	1.0	0.0				
		X12	Office Specialist III-ACE	2.0	2.0	2.0	0.0				
1173	SB 813 Admin Fund 0001										
		D09	Office Specialist III	2.0	2.0	2.0	0.0				
		D54	Board Clerk II	0.0	1.0	1.0	1.0				
		D55	Board Clerk I	4.0	2.0	2.0	-2.0				
1299	Fish And Games Comm Fund 0033										
Total - Clerk-Board Of Supervisors								31.5	31.0	31.0	-0.5

0107 County Executive

010717 County Executive Administration -Fund 0001		Job Class Code and Title		2013 Positions		2014	Amount Change from 2013
				Approved	Adjusted	Recommended	Approved
		A02	County Executive-U	1.0	1.0	1.0	0.0
		A10	Deputy County Executive	3.0	3.0	3.0	0.0
		A1C	Chief Operating Officer	1.0	1.0	1.0	0.0
		A2H	Mgr Office Women'S Advocacy	1.0	1.0	1.0	0.0
		A2L	Public Communication Director	1.0	1.0	1.0	0.0
		A9B	Special Asst to the Co Exec	1.0	0.0	0.0	-1.0
		B1P	Mgmt Analyst	1.0	1.0	1.0	0.0
		B2K	Admin Serv Mgr III-2D	1.0	1.0	1.0	0.0
		B2P	Admin Support Officer II	1.0	1.0	1.0	0.0
		B3N	Program Mgr II	1.5	2.0	2.0	0.5
		B3P	Program Mgr I	0.5	0.0	0.0	-0.5
		B5A	Asset & Econ Dev Dir	1.0	1.0	1.0	0.0
		B73	Mgr, Integrated Pest Mgt	1.0	1.0	1.0	0.0
		B77	Accountant III	1.0	1.0	1.0	0.0
		B78	Accountant II	1.0	0.0	0.0	-1.0
		B80	Accountant Auditor Appraiser	0.0	1.0	1.0	1.0
		B96	Dept Fiscal Officer	1.0	1.0	1.0	0.0
		C08	Sr Executive Assistant	4.0	4.0	4.0	0.0
		C60	Admin Assistant	1.0	1.0	1.0	0.0
		C98	Public Communications Spec	2.0	2.0	2.0	0.0
		D09	Office Specialist III	1.0	2.0	2.0	1.0
		D2F	Account Clerk II-ACE	1.0	0.0	0.0	-1.0
		D9C	Accountant Assistant-ACE	1.0	2.0	2.0	1.0
		E23	Public Risk Communication Ofc	1.0	1.0	1.0	0.0
		J45	Graphic Designer II	1.0	1.0	1.0	0.0
		N08	Asset Development Manager	1.0	1.0	1.0	0.0
		Q03	Program Mgr I-U	2.0	2.0	1.0	-1.0



Finance and Government (Continued)

Agency Name		Budget Unit Number and Name		Cost Center Number and Name		Job Class Code and Title		2013 Positions		2014	Amount Change from 2013
						Approved	Adjusted	Recommended	Approved		
		Q19	Legislative Representative-U			1.0	1.0	1.0		0.0	
		W1R	Assoc Mgmt Analyst B-U			1.0	1.0	1.0		0.0	
		W44	Secretary To County Exec-U			1.0	1.0	1.0		0.0	
		W45	Secretary Asst County Exec			1.0	1.0	1.0		0.0	
		X12	Office Specialist III-ACE			1.0	0.0	0.0		-1.0	
		Z01	Deputy County Executive-U			1.0	2.0	2.0		1.0	
1220	Budget And Analysis Fund 0001										
		A2B	Budget Director			1.0	1.0	1.0		0.0	
		C63	Principal Budget & Policy Anal			2.0	5.0	5.0		3.0	
		C64	Budget & Public Policy Analyst			9.0	6.0	6.0		-3.0	
		C6A	Principal Bud & Policy Anal-U			2.0	2.0	0.0		-2.0	
		C92	Budget Operations Manager			1.0	1.0	1.0		0.0	
1330	Veterans' Services - Fund 0001										
		D09	Office Specialist III			1.0	1.0	1.0		0.0	
		D1H	Dir, Office of Veteran's Affrs			1.0	1.0	1.0		0.0	
		X71	Veteran Services Rep II			3.0	4.0	4.0		1.0	
		X72	Veteran Services Rep I			1.0	0.0	0.0		-1.0	
2530	Office Of Emergency Svcs Fund 0001										
		B06	Sr Emergency Planning Coord			1.0	2.0	2.0		1.0	
		B10	Emergency Planning Coord			2.0	1.0	1.0		-1.0	
		B1P	Mgmt Analyst			1.0	1.0	1.0		0.0	
		B3N	Program Mgr II			1.0	1.0	1.0		0.0	
		B6E	Dir of Emergency Preparedness			1.0	1.0	1.0		0.0	
		C29	Exec Assistant I			1.0	1.0	1.0		0.0	
		D97	Account Clerk II			0.5	0.5	0.5		0.0	
		L23	Emergency Svc Prog Mgr			1.0	1.0	1.0		0.0	
2532	Office of Sustainability - Fund 0001										
		B1N	Sr Mgmt Analyst			1.0	1.0	1.0		0.0	
		K4A	Mgr, Office of Sustainability			1.0	1.0	1.0		0.0	
2535	AB109-Resource Services - Fund 0001										
		B1N	Sr Mgmt Analyst			0.0	0.0	1.0		1.0	
		B3N	Program Mgr II			1.0	1.0	1.0		0.0	
		D49	Office Specialist II			1.0	1.0	1.0		0.0	
		Q07	Program Mgr II-U			0.0	1.0	1.0		1.0	
5700	Human Relations Fund 0001										
		B14	Human Relations Coord III			3.0	3.0	3.0		0.0	
		B16	Human Relations Coord II			2.0	2.0	2.0		0.0	
		B17	Human Relations Mgr			1.0	1.0	1.0		0.0	
		B4P	Omnibudsperson Prog Coord			1.0	1.0	1.0		0.0	
		E03	Dispute Resolution Prog Coord			1.0	1.0	1.0		0.0	
		H95	Immigrant Services Coord			1.0	1.0	1.0		0.0	
		X19	Admin Assistant-ACE			1.0	1.0	1.0		0.0	
Total - County Executive						82.5	83.5	81.5		-1.0	



Finance and Government (Continued)

Agency Name		Budget Unit Number and Name		Cost Center Number and Name		Job Class Code and Title		2013 Positions	2014	Amount	
								Approved	Adjusted	Recommended	Change
											from 2013
								Approved	Adjusted	Recommended	Approved
0113	Local Agency Formation Comm-LAFCO										
1114	Local Agency Formation Comm Fund 0019										
	D4F	LAFCO Analyst		1.0	1.0	1.0	0.0				
	D5F	LAFCO Office Specialist		1.0	1.0	1.0	0.0				
	D6F	LAFCO Executive Officer		1.0	1.0	1.0	0.0				
Total - Local Agency Formation Comm-LAFCO				3.0	3.0	3.0	0.0				
0115	Assessor										
1150	Assessor-Admin Fund 0001										
	A28	Assessor-U		1.0	1.0	1.0	0.0				
	A29	Asst Assessor		1.0	1.0	1.0	0.0				
	A42	Assessor'S Office Admin Serv M		1.0	1.0	1.0	0.0				
	A9A	Special Asst to the Assessor		1.0	1.0	1.0	0.0				
	B1N	Sr Mgmt Analyst		1.0	1.0	1.0	0.0				
	D09	Office Specialist III		1.0	1.0	1.0	0.0				
	D5D	Human Resources Asst II		1.0	1.0	1.0	0.0				
	D97	Account Clerk II		1.0	1.0	1.0	0.0				
	D98	Account Clerk I		1.0	1.0	1.0	0.0				
	W51	Confidential Secretary-ACE-U		1.0	1.0	1.0	0.0				
1151	Assessor-Standards Fund 0001										
	C42	Chief Assessment Standards Sv		1.0	1.0	1.0	0.0				
	C80	Supv Appraisal Data Coord		1.0	1.0	1.0	0.0				
	D51	Office Specialist I		1.0	1.0	1.0	0.0				
	D82	Appraisal Data Coord		4.0	4.0	4.0	0.0				
	X09	Sr Office Specialist		1.0	1.0	1.0	0.0				
1152	Assessor-Exemptions Fund 0001										
	C61	Exemption Supervisor		1.0	1.0	1.0	0.0				
	C62	Exemption Investigator		2.0	2.0	2.0	0.0				
	D83	Sr Assessment Clerk		4.0	5.0	5.0	1.0				
	D86	Supv Assessment Clerk		1.0	1.0	1.0	0.0				
	D88	Assessment Clerk		1.0	0.0	0.0	-1.0				
1153	Assessor-Services Fund 0001										
	C4C	Assist Chief Assessmt SSE Div		1.0	1.0	1.0	0.0				
	C65	Property Transfer Examiner		11.0	11.0	11.0	0.0				
	D09	Office Specialist III		5.0	5.0	5.0	0.0				
	D49	Office Specialist II		3.0	3.0	3.0	0.0				
	D83	Sr Assessment Clerk		9.0	10.0	10.0	1.0				
	D86	Supv Assessment Clerk		2.0	2.0	2.0	0.0				
	D88	Assessment Clerk		2.0	1.0	1.0	-1.0				
	D92	Property & Title ID Technician		6.0	6.0	6.0	0.0				
	K40	Mapping & I. D. Supervisor		1.0	1.0	1.0	0.0				
	K41	Property Transfer Supv		1.0	1.0	1.0	0.0				
	K43	Sr Property Mapper		1.0	1.0	1.0	0.0				
	K46	Property Mapper II		4.0	4.0	4.0	0.0				



Finance and Government (Continued)

Agency Name		Budget Unit Number and Name		2013 Positions		2014	Amount Change from 2013
Cost Center Number and Name		Job Class Code and Title		Approved	Adjusted	Recommended	Approved
		K80	Geographic Info System Tech I	1.0	1.0	1.0	0.0
1154	Real Property Fund 0001						
		C44	Chief Appraiser	1.0	1.0	1.0	0.0
		C45	Supv Appraiser	6.0	6.0	6.0	0.0
		C46	Asst Chief Appraiser	1.0	1.0	1.0	0.0
		C47	Sr Appraiser	35.0	35.0	35.0	0.0
		C50	Appraiser II	29.0	25.0	25.0	-4.0
		C51	Appraiser I	4.0	6.0	6.0	2.0
		C52	Appraisal Aide	4.0	4.0	4.0	0.0
		C57	Sr Auditor Appraiser	1.0	1.0	1.0	0.0
		C76	Office Mgmt Coord	1.0	1.0	1.0	0.0
		D49	Office Specialist II	4.0	4.0	4.0	0.0
		D82	Appraisal Data Coord	1.0	1.0	1.0	0.0
		D88	Assessment Clerk	4.0	4.0	4.0	0.0
		Q5E	Supv Appraiser-U	1.0	1.0	1.0	0.0
		T40	Appraiser III	6.0	8.0	8.0	2.0
1155	Personal Property Fund 0001						
		B79	Auditor-Appraiser	16.0	15.0	15.0	-1.0
		B80	Accountant Auditor Appraiser	3.0	3.0	3.0	0.0
		C54	Supv Auditor-Appraiser	5.0	5.0	5.0	0.0
		C55	Chief Auditor-Appraiser	1.0	1.0	1.0	0.0
		C56	Asst Chief Auditor Appraiser	1.0	1.0	1.0	0.0
		C57	Sr Auditor Appraiser	20.0	21.0	21.0	1.0
		D09	Office Specialist III	2.0	2.0	2.0	0.0
		D34	Supv Clerk	1.0	1.0	1.0	0.0
		D49	Office Specialist II	3.0	3.0	3.0	0.0
		D82	Appraisal Data Coord	2.0	2.0	2.0	0.0
		D88	Assessment Clerk	7.0	7.0	7.0	0.0
		D96	Accountant Assistant	4.0	4.0	4.0	0.0
		Q53	Supv Auditor/Appraiser-U	1.0	1.0	1.0	0.0
		X09	Sr Office Specialist	1.0	1.0	1.0	0.0
1156	Assessor-Systems Fund 0001						
		A1J	Assessor'S Office Info Sys Mgr	1.0	1.0	1.0	0.0
		B1N	Sr Mgmt Analyst	3.0	3.0	3.0	0.0
		G11	Information Systems Mgr III	2.0	2.0	2.0	0.0
		G12	Information Systems Manager II	1.0	1.0	1.0	0.0
		G14	Information Systems Manager I	8.0	8.0	8.0	0.0
		G50	Information Sys Tech II	1.0	1.0	1.0	0.0
1157	State/Co Prop Tax Admin Prg Fund 0001						
		G14	Information Systems Mgr I	0.0	1.0	1.0	1.0
		Q33	Information Systems Mgr I-U	1.0	0.0	0.0	-1.0
1160	State/Co Prop Tax Admin Grant AB 589 Fund 0001						
Total - Assessor				256.0	256.0	256.0	0.0



Finance and Government (Continued)

Agency Name		Budget Unit Number and Name		Cost Center Number and Name		Job Class Code and Title		2013 Positions	2014	Amount Change from 2013
						Approved	Adjusted	Recommended	Approved	
0118	Procurement									
2300	Procurement Dept Fund 0001									
	A25	Director of Procurement	1.0	1.0	1.0	0.0				
	B1N	Sr Mgmt Analyst	2.0	1.0	1.0	-1.0				
	B3N	Program Mgr II	2.0	2.0	2.0	0.0				
	C31	Buyer III	8.0	9.0	9.0	1.0				
	C32	Buyer II	1.0	1.0	1.0	0.0				
	C35	Buyer Assistant	1.0	0.0	0.0	-1.0				
	D49	Office Specialist II	1.0	1.0	1.0	0.0				
	G2P	Procurement Sys Mgr	1.0	1.0	1.0	0.0				
	G76	Sr Warehouse Materials Handler	1.0	1.0	1.0	0.0				
	P07	Procurement Manager	3.0	4.0	4.0	1.0				
	P09	Procurement Contracts Spec	10.0	10.0	10.0	0.0				
	X17	Exec Assistant I-ACE	1.0	1.0	1.0	0.0				
Total - Procurement			32.0	32.0	32.0	0.0				
0120	County Counsel									
1110	Counsel Indigent Defense Fund 0001									
	A9C	Dir, Ind Def Counsel Off	1.0	1.0	1.0	0.0				
	D66	Legal Secretary II	1.0	1.0	1.0	0.0				
	D96	Accountant Assistant	1.0	1.0	1.0	0.0				
	G51	Information Sys Tech I	0.5	0.5	0.0	-0.5				
	U27	Attorney IV-County Counsel	2.5	2.0	2.0	-0.5				
	V73	Sr Paralegal	1.0	1.0	1.0	0.0				
1120	County Counsel Admin Fund 0001									
	A62	County Counsel-U	1.0	1.0	1.0	0.0				
	A79	Assistant County Counsel	3.0	3.0	3.0	0.0				
	B1P	Mgmt Analyst	2.0	2.0	2.0	0.0				
	B2K	Admin Serv Mgr III-2D	1.0	1.0	1.0	0.0				
	B2P	Admin Support Officer II	1.0	1.0	1.0	0.0				
	B96	Dept Fiscal Officer	1.0	1.0	1.0	0.0				
	D09	Office Specialist III	1.0	1.0	1.0	0.0				
	D49	Office Specialist II	1.0	1.0	1.0	0.0				
	D66	Legal Secretary II	7.0	8.0	8.0	1.0				
	D74	Legal Secretary Trainee	0.0	1.0	1.0	1.0				
	D7D	Legal Secretary II-ACE-W/O/Sh	5.0	4.0	4.0	-1.0				
	D96	Accountant Assistant	2.0	2.0	2.0	0.0				
	G12	Information Systems Manager II	1.0	1.0	1.0	0.0				
	G28	Information Systems Analyst II	1.0	1.0	1.0	0.0				
	G51	Info Systems Tech I	0.0	0.0	1.0	1.0				
	Q82	Attorney I-County Counsel-U	0.0	2.0	2.0	2.0				
	U27	Attorney IV-County Counsel	33.5	35.5	35.5	2.0				
	U28	Attorney III-County Counsel	3.0	4.0	4.0	1.0				
	U31	Attorney II-County Counsel	1.0	0.0	0.0	-1.0				



Finance and Government (Continued)

Agency Name		Budget Unit Number and Name		Cost Center Number and Name		2013 Positions		2014	Amount Change from 2013
Job Class Code and Title		Approved	Adjusted	Recommended	Approved				
U39	Asst County Counsel-U	1.0	1.0	1.0	0.0				
V73	Sr Paralegal	8.0	8.0	10.0	2.0				
V74	Paralegal	1.0	1.0	1.0	0.0				
V82	Supervising Paralegal	1.0	1.0	1.0	0.0				
W03	Paralegal-U	0.0	1.0	0.0	0.0				
W51	Confidential Secretary-ACE-U	1.0	1.0	1.0	0.0				
W70	Sr Paralegal-U	1.0	0.0	0.0	-1.0				
1121	Julian Street Office Fund 0001								
D09	Office Specialist III	5.0	5.0	5.0	0.0				
D49	Office Specialist II	1.0	1.0	1.0	0.0				
D66	Legal Secretary II	5.5	5.5	5.5	0.0				
D70	Legal Secretary I	1.0	0.0	0.0	-1.0				
D7D	Legal Secretary II-ACE-W/O/Sh	1.0	1.0	1.0	0.0				
U27	Attorney IV-County Counsel	19.0	18.0	18.0	-1.0				
U28	Attorney III-County Counsel	1.0	0.0	0.0	-1.0				
U31	Attorney II-County Counsel	0.0	1.0	1.0	1.0				
V73	Sr Paralegal	9.0	8.0	8.0	-1.0				
V74	Paralegal	0.0	1.0	1.0	1.0				
V82	Supervising Paralegal	2.0	2.0	2.0	0.0				
Total - County Counsel		129.0	131.5	133.0	4.0				
0140	Registrar Of Voters								
5600	Registrar Of Voters Fund 0001								
A20	Registrar of Voters	1.0	1.0	1.0	0.0				
A21	Asst Registrar of Voters	1.0	1.0	1.0	0.0				
B1R	Assoc Mgmt Analyst B	0.0	1.0	1.0	1.0				
B1T	Assoc Mgmt Analyst A	1.0	0.0	0.0	-1.0				
B2P	Admin Support Officer II	1.0	1.0	1.0	0.0				
B77	Accountant III	1.0	1.0	1.0	0.0				
B78	Accountant II	1.0	1.0	1.0	0.0				
B96	Dept Fiscal Officer	1.0	1.0	1.0	0.0				
D09	Office Specialist III	2.0	2.0	2.0	0.0				
D49	Office Specialist II	1.0	1.0	1.0	0.0				
D96	Accountant Assistant	1.0	1.0	1.0	0.0				
G12	Information Systems Manager II	1.0	1.0	1.0	0.0				
G71	Precinct Planning Specialist	1.0	1.0	1.0	0.0				
G7D	Election Systems Technician II	2.0	2.0	2.0	0.0				
G86	Election Services Coord	1.0	1.0	1.0	0.0				
G90	Election Division Coordinator	8.0	8.0	8.0	0.0				
G97	Election Specialist	7.0	7.0	8.0	1.0				
X09	Sr Office Specialist	4.0	4.0	5.0	1.0				
X17	Exec Assistant I-ACE	1.0	1.0	1.0	0.0				
5615	Electronic Voting Sys Fund 0001								
G50	Information Sys Tech II	1.0	1.0	1.0	0.0				
G7D	Election Systems Technician II	2.0	2.0	2.0	0.0				



Finance and Government (Continued)

Agency Name		Budget Unit Number and Name			Cost Center Number and Name		2013 Positions		2014	Amount Change from 2013
Job Class Code and Title		Approved	Adjusted	Recommended	Approved					
G97	Election Specialist	1.0	1.0	1.0	0.0					
X09	Sr Office Specialist	2.0	2.0	2.0	0.0					
Total - Registrar Of Voters		42.0	42.0	44.0	2.0					

0145 Information Services

014501	Information Services Fund 0001									
A1F	Chief Information Officer	1.0	1.0	1.0	0.0					
B1R	Assoc Mgmt Analyst B	1.0	1.0	1.0	0.0					
B2M	Sr Data Base Administrator	0.0	0.0	1.0	1.0					
G05	Asst Supv Program Analyst	4.0	4.0	4.0	0.0					
G1P	Business Info Tech Consultant	2.0	2.0	2.0	0.0					
G26	Sr Systems Software Engineer	0.0	0.0	1.0	1.0					
G31	Network Designer	1.0	1.0	1.0	0.0					
G3A	Sr Info Technology Proj Mgr	6.0	0.0	0.0	-6.0					
G44	County Networks Manager	1.0	1.0	1.0	0.0					
G46	Network Engineer	4.0	4.0	4.0	0.0					
G49	IT Planner/Architect	4.0	4.0	4.0	0.0					
G4E	Info Tech Security Engineer	1.0	1.0	1.0	0.0					
G5E	Software Engineer IV	1.0	1.0	1.0	0.0					
G5F	Software Engineer III	2.0	2.0	2.0	0.0					
G60	Network Engineer Associate	1.0	1.0	1.0	0.0					
G7F	App & Joint App Dev Spec	2.0	2.0	2.0	0.0					
G85	Sr Business Info Tech Consult	4.0	9.0	10.0	6.0					
G8D	County Info Tech Sec Ofc	1.0	1.0	1.0	0.0					
G8E	County IT Proj Portfolio Mgr	1.0	1.0	1.0	0.0					
K63	Geographic Info Sys Mgr	1.0	1.0	1.0	0.0					
K79	Geographic Info System Tech II	1.0	1.0	1.0	0.0					
K7C	GIS Analyst Supervisor	1.0	1.0	1.0	0.0					
K7G	Geographic Info Sys Analyst	2.0	4.0	4.0	2.0					
X15	Exec Assistant II-ACE	1.0	1.0	1.0	0.0					
014502	Messenger Driver - Records Ret Fund 0001									
E28	Messenger Driver	3.0	3.0	3.0	0.0					
E30	Mail Room Supervisor	1.0	1.0	1.0	0.0					
G81	Storekeeper	1.0	1.0	1.0	0.0					
014574	Information Services Fund 0074									
A1Q	Financial Adm Serv Mgr	1.0	1.0	1.0	0.0					
B1R	Assoc Mgmt Analyst B	1.0	1.0	1.0	0.0					
B2M	Senior Database Administrator	5.0	5.0	5.0	0.0					
B2N	Admin Support Officer III	1.0	1.0	1.0	0.0					
B2S	Data Base Admin Mgr	1.0	1.0	1.0	0.0					
B2U	Data Base Administrator	2.0	1.0	1.0	-1.0					
B3U	Database Administrator-U	2.5	2.0	2.0	-0.5					
B4M	Sr Database Administrator-U	1.0	1.0	1.0	0.0					
B76	Sr Accountant	1.0	1.0	1.0	0.0					
B77	Accountant III	1.0	0.0	0.0	-1.0					



Finance and Government (Continued)

Agency Name		Budget Unit Number and Name		Cost Center Number and Name		2013 Positions		2014	Amount Change from 2013
Job Class Code and Title		Approved	Adjusted	Recommended	Approved				
B78	Accountant II	1.0	1.0	1.0	0.0				
B96	Dept Fiscal Officer	0.0	1.0	1.0	1.0				
D09	Office Specialist III	3.0	3.0	3.0	0.0				
D12	Data Processing Contrl Tech II	2.0	0.0	0.0	-2.0				
D61	Sr Dp Equipment Operator	1.0	1.0	1.0	0.0				
D96	Accountant Assistant	1.0	1.0	1.0	0.0				
E20	Telecom Services Specialist	2.0	2.0	2.0	0.0				
E27	Telecommunications Ops Mgr	1.0	1.0	1.0	0.0				
F68	Enterprise ITPS Manager	1.0	1.0	1.0	0.0				
G02	Asst Tech Planning & Ctl Mgr	1.0	1.0	1.0	0.0				
G04	Systems & Programming Mgr	1.0	1.0	1.0	0.0				
G05	Asst Supv Program Analyst	2.0	2.0	2.0	0.0				
G07	Sr Programming Analyst	9.0	9.0	9.0	0.0				
G0A	Enterprise Content Manager	1.0	1.0	1.0	0.0				
G1A	Senior Call Center Coordinator	1.0	1.0	1.0	0.0				
G1Q	Business IT Consultant-U	0.0	1.0	1.0	1.0				
G20	Asst Dp Operations Mgr	1.0	1.0	1.0	0.0				
G24	Computer Operations Shift Supv	3.0	3.0	3.0	0.0				
G26	Sr Systems Software Engineer	10.0	10.0	10.0	0.0				
G38	Information Systems Tech III	1.0	1.0	1.0	0.0				
G3A	Sr Info Technology Proj Mgr	4.0	4.0	4.0	0.0				
G49	IT Planner/Architect	4.0	4.0	4.0	0.0				
G4M	Web Technician	0.0	2.0	2.0	2.0				
G4N	Web Designer	0.0	1.0	1.0	1.0				
G50	Information Sys Tech II	5.0	5.0	5.0	0.0				
G51	Information Sys Tech I	1.0	0.0	0.0	-1.0				
G54	Project Support Svcs Mgr	1.0	1.0	1.0	0.0				
G5D	Info Technology Project Mgr	1.0	0.0	0.0	-1.0				
G5E	Software Engineer IV	13.0	14.0	14.0	1.0				
G5F	Software Engineer III	19.0	18.0	18.0	-1.0				
G5L	Software Engineer III-U	0.5	1.0	1.0	0.5				
G67	Local Area Network Specialist	6.0	6.0	6.0	0.0				
G6T	Systems Software Engineer II	5.0	5.0	5.0	0.0				
G75	Asst Customer Spt Services Mgr	1.0	1.0	1.0	0.0				
G7F	App & Joint App Dev Spec	2.0	2.0	2.0	0.0				
G85	Sr Business Info Tech Consult	1.0	2.0	2.0	1.0				
G89	Call Center Coordinator	3.0	3.0	3.0	0.0				
K13	Assoc Telecommunications Tech	0.0	1.0	1.0	1.0				
K16	Telephone Services Engineer	1.0	1.0	1.0	0.0				
K18	Sr Telephone Technician	1.0	1.0	1.0	0.0				
K35	Local Area Network Analyst II	10.0	10.0	10.0	0.0				
K7H	GIS Analyst-U	2.0	2.0	2.0	0.0				
L35	Telecommunications Tech	7.0	6.0	6.0	-1.0				
Q70	Sr. Business It Consultant-U	3.0	2.0	2.0	-1.0				

014577 Printing Operations Fund 0077



Finance and Government (Continued)

Agency Name		Budget Unit Number and Name		Cost Center Number and Name		Job Class Code and Title		2013 Positions		2014	Amount Change from 2013
						Approved	Adjusted	Recommended	Approved		
		B2P	Admin Support Officer II	1.0	0.0	0.0	-1.0				
		B2R	Admin Support Officer I	0.0	1.0	1.0	1.0				
		D09	Office Specialist III	1.0	1.0	1.0	0.0				
		E87	Senior Account Clerk	1.0	1.0	1.0	0.0				
		F26	Print On Demand Operator	1.0	1.0	1.0	0.0				
		F78	Printing Supervisor	1.0	1.0	1.0	0.0				
		F80	Offset Press Operator II	2.0	2.0	2.0	0.0				
		F82	Production Graphics Tech	1.0	1.0	1.0	0.0				
		F85	Offset Press Operator III	1.0	1.0	1.0	0.0				
		F90	Bindery Worker II	2.0	2.0	2.0	0.0				
Total - Information Services						208.0	208.0	211.0	3.0		
0190	Communications Department										
	2550	Communications Dispatching/Admin Fund 0001									
		A40	Communications Dir	1.0	1.0	1.0	0.0				
		B1N	Sr Mgmt Analyst	1.0	1.0	1.0	0.0				
		B36	County Communications Asst Dir	1.0	1.0	1.0	0.0				
		B76	Sr Accountant	1.0	1.0	1.0	0.0				
		D09	Office Specialist III	1.0	1.0	1.0	0.0				
		G87	Chief Communications Disp	1.0	1.0	1.0	0.0				
		G91	Supv Communications Dispatcher	5.0	5.0	5.0	0.0				
		G92	Sr Communications Dispatcher	9.0	9.0	9.0	0.0				
		G93	Communications Dispatcher II	30.0	32.5	32.5	2.5				
		G94	Communications Dispatcher I	8.5	13.0	13.0	4.5				
		G9A	Communications Dispatcher III	39.5	32.5	32.5	-7.0				
		X17	Exec Assistant I-ACE	1.0	1.0	1.0	0.0				
	019002	Communications Tech Svcs Div Fund 0001									
		B2P	Admin Support Officer II	1.0	1.0	1.0	0.0				
		D09	Office Specialist III	1.0	1.0	1.0	0.0				
		D97	Account Clerk II	1.0	1.0	1.0	0.0				
		G38	Information Systems Tech III	1.0	1.0	1.0	0.0				
		K02	Communications Engineering Mgr	1.0	1.0	1.0	0.0				
		K05	Communications Engineer	2.0	2.0	2.0	0.0				
		K20	Sr Communications Technician	1.0	1.0	1.0	0.0				
		L36	Associate Com Sys Tech	1.0	1.0	1.0	0.0				
		L37	Communications Systems Tech	4.0	4.0	4.0	0.0				
Total - Communications Department						112.0	112.0	112.0	0.0		
0263	Facilities Department										
	2309	FAC Utilities Fund 0001									
		B1W	Mgmt Aide	1.0	1.0	1.0	0.0				
		D97	Account Clerk II	1.0	1.0	1.0	0.0				
		L47	Utility Program Analyst	1.0	1.0	1.0	0.0				
		L48	Utilities Engr/Prog Mrg	1.0	1.0	1.0	0.0				
	026301	Facilities Admin Fund 0001									



Finance and Government (Continued)

Agency Name		Budget Unit Number and Name		Cost Center Number and Name		2013 Positions		2014	Amount Change from 2013
Job Class Code and Title		Approved	Adjusted	Recommended	Approved				
A53	Dir, Facilities and Fleet	1.0	1.0	1.0	0.0				
B1P	Mgmt Analyst	1.0	1.0	1.0	0.0				
B1R	Assoc Mgmt Analyst B	1.0	1.0	1.0	0.0				
B76	Sr Accountant	2.0	2.0	2.0	0.0				
B78	Accountant II	0.0	1.0	1.0	1.0				
B96	Dept Fiscal Officer	1.0	1.0	1.0	0.0				
C60	Admin Assistant	1.0	1.0	1.0	0.0				
D94	Supv Account Clerk II	1.0	1.0	1.0	0.0				
D96	Accountant Assistant	5.0	4.0	4.0	-1.0				
D97	Account Clerk II	7.0	7.0	7.0	0.0				
G11	Information Systems Mgr III	1.0	1.0	1.0	0.0				
G28	Information Systems Analyst II	1.0	1.0	1.0	0.0				
L49	Climate Chg/Sustain Prog Mgr	1.0	1.0	1.0	0.0				
M37	Dep Dir, Facilities & Fleet	1.0	1.0	1.0	0.0				
X15	Exec Assistant II-ACE	1.0	1.0	1.0	0.0				
026302	Capital Programs Division								
B2P	Admin Support Officer II	1.0	1.0	1.0	0.0				
C12	Dep Dir, Fac & Fleet-Cap Progs	1.0	1.0	1.0	0.0				
L21	Chf of Construction Svcs	1.0	1.0	1.0	0.0				
L22	Chief of Design Services	1.0	1.0	1.0	0.0				
L67	Capital Projects Mgr III	7.0	9.0	9.0	2.0				
L68	Capital Projects Mgr II	2.0	0.0	0.0	-2.0				
X17	Exec Assistant I-ACE	1.0	1.0	1.0	0.0				
026303	Property Management Fund 0001								
B1N	Sr Mgmt Analyst	1.0	1.0	1.0	0.0				
C73	Assoc Real Estate Agent	1.0	1.0	1.0	0.0				
Z78	Manager of Real Estate Assets	1.0	1.0	1.0	0.0				
026304	Building Operations-Fund 0001								
B1R	Assoc Mgmt Analyst B	1.0	1.0	1.0	0.0				
B2J	Admin Services Mgr II	1.0	1.0	1.0	0.0				
B5M	Maintenance Project Manager	2.0	2.0	2.0	0.0				
G29	Information Systems Analyst I	1.0	1.0	1.0	0.0				
G38	Information Systems Tech III	2.0	2.0	2.0	0.0				
G76	Sr Warehouse Materials Handler	1.0	1.0	1.0	0.0				
H12	Janitor Supervisor	2.0	2.0	2.0	0.0				
H17	Utility Worker	8.0	8.0	8.0	0.0				
H18	Janitor	37.0	37.0	37.0	0.0				
H28	Gardener	7.0	7.0	7.0	0.0				
K94	Electronic Repair Technician	6.0	6.0	6.0	0.0				
L18	Asst Civil Engineer	1.0	1.0	1.0	0.0				
L34	Sr Facilities Engineer	1.0	1.0	1.0	0.0				
M05	Bldg Ops Supv	3.0	3.0	3.0	0.0				
M10	Work Center Mgr	5.0	5.0	5.0	0.0				
M12	Elevator Technician II	1.0	0.0	0.0	-1.0				
M39	Dep Dir, Fac & Fleet-Bldg Ops	1.0	1.0	1.0	0.0				



Finance and Government (Continued)

Agency Name		Budget Unit Number and Name		Cost Center Number and Name		Job Class Code and Title		2013 Positions		2014	Amount Change from 2013
								Approved	Adjusted	Recommended	Approved
		M45	Building Systems Monitor	2.0	2.0	2.0	0.0				
		M47	General Maint Mechanic II	18.0	18.0	17.0	-1.0				
		M51	Carpenter	11.0	11.0	11.0	0.0				
		M56	Genl Maint Mech III	6.0	6.0	6.0	0.0				
		M59	Electrician	13.0	13.0	13.0	0.0				
		M65	Elevator Mechanic	3.0	4.0	3.0	0.0				
		M68	Painter	6.0	6.0	6.0	0.0				
		M71	Roofer	4.0	4.0	4.0	0.0				
		M75	Plumber	13.0	13.0	13.0	0.0				
		M81	Refrigeration Mechanic	14.0	14.0	14.0	0.0				
		M83	Locksmith	3.0	3.0	3.0	0.0				
		X17	Exec Assistant I-ACE	1.0	1.0	1.0	0.0				
Total - Facilities Department								220.0	220.0	218.0	-2.0

0135 Fleet Services		2321 Fleet Operating Fund 0070		Job Class Code and Title		2013 Positions		2014	Amount Change from 2013		
								Approved	Adjusted	Recommended	Approved
		B2R	Admin Support Officer I	1.0	1.0	1.0	0.0				
		D97	Account Clerk II	2.0	2.0	2.0	0.0				
		M07	Fleet Mgr - County Garage	1.0	1.0	1.0	0.0				
		M11	Vehicle Maintenance Schdlr	2.0	2.0	2.0	0.0				
		M17	Heavy Equipment Mechanic	15.0	15.0	15.0	0.0				
		M18	Heavy Equipment Mech Helper	3.0	3.0	3.0	0.0				
		M19	Automotive Mechanic	9.0	9.0	9.0	0.0				
		M21	Fleet Maintenance Supervisor	3.0	3.0	3.0	0.0				
		M24	Automotive Attendant	6.0	6.0	6.0	0.0				
		M26	Automotive Parts Coord	4.0	4.0	4.0	0.0				
		M28	Emergency Vehicle Equip Inst	2.0	3.0	3.0	1.0				
		M2M	Fleet Operations Manager	1.0	1.0	1.0	0.0				
		M2S	Fleet Logistics Supervisor	1.0	1.0	1.0	0.0				
		M33	Auto Body Repair Shop Fore	1.0	1.0	1.0	0.0				
Total - Fleet Services								51.0	52.0	52.0	1.0

0610 County Library Headquarters		5556 Library Admin Fund 0025		Job Class Code and Title		2013 Positions		2014	Amount Change from 2013		
								Approved	Adjusted	Recommended	Approved
		A1Q	Financial Adm Serv Mgr	1.0	1.0	1.0	0.0				
		A38	County Librarian	1.0	1.0	1.0	0.0				
		B2P	Admin Support Officer II	1.0	1.0	1.0	0.0				
		B3N	Program Mgr II	1.0	1.0	1.0	0.0				
		C98	Public Communication Spec	0.0	0.5	0.5	0.5				
		D5D	Human Resources Asst II	2.0	2.0	2.0	0.0				
		D97	Account Clerk II	2.5	2.5	2.5	0.0				
		E28	Messenger Driver	1.0	1.0	1.0	0.0				
		E40	Library Assistant II	2.5	2.0	2.0	-0.5				
		E41	Library Assistant I	0.0	1.0	1.0	1.0				
		E4J	Elect Resources Librarian II	0.5	0.5	1.0	0.5				



Finance and Government (Continued)

Agency Name		Budget Unit Number and Name		Cost Center Number and Name		2013 Positions		2014	Amount Change from 2013
Job Class Code and Title		Approved	Adjusted	Recommended	Approved				
E4K	Manager, Virtual Library	1.0	1.0	1.0	0.0				
E54	Library Clerk II	0.5	0.5	0.5	0.0				
G77	Warehouse Materials Handler	2.0	2.0	2.0	0.0				
G80	Supv Storekeeper	1.0	1.0	1.0	0.0				
G82	Stock Clerk	1.5	1.0	1.0	-0.5				
H17	Utility Worker	1.0	0.0	0.0	-1.0				
H18	Janitor	0.8	0.8	0.8	0.0				
J41	Library Services Manager	2.0	2.0	2.0	0.0				
J46	Graphic Designer I	0.5	0.5	0.5	0.0				
J54	Deputy County Librarian	2.0	2.0	2.0	0.0				
J63	Librarian II	2.0	2.0	3.0	1.0				
M47	General Maint Mechanic II	0.0	1.0	1.0	1.0				
X15	Exec Assistant II-ACE	1.0	1.0	1.0	0.0				
5559	Cupertino Library Fund 0025								
E16	Library Page	5.0	5.0	5.5	0.5				
E39	Sr Library Clerk	2.0	2.0	2.0	0.0				
E40	Library Assistant II	0.0	0.5	0.5	0.5				
E54	Library Clerk II	6.0	7.0	7.0	1.0				
E55	Library Clerk I	1.0	0.0	0.0	-1.0				
J55	Community Library Supervisor	1.0	1.0	1.0	0.0				
J59	Library Circulation Supv	1.0	1.0	1.0	0.0				
J62	Program Librarian	2.0	2.0	2.0	0.0				
J63	Librarian II	11.0	11.0	12.0	1.0				
5560	Campbell Library Fund 0025								
E16	Library Page	2.0	2.0	2.5	0.5				
E39	Sr Library Clerk	1.0	1.0	1.0	0.0				
E40	Library Assistant II	0.5	0.5	0.5	0.0				
E54	Library Clerk II	3.0	3.0	3.0	0.0				
H18	Janitor	1.0	1.0	1.0	0.0				
J55	Community Library Supervisor	1.0	1.0	1.0	0.0				
J59	Library Circulation Supv	1.0	1.0	1.0	0.0				
J62	Program Librarian	2.0	2.0	2.0	0.0				
J63	Librarian II	4.5	4.5	4.5	0.0				
5562	Los Altos Library Fund 0025								
E16	Library Page	3.0	3.5	4.0	1.0				
E39	Sr Library Clerk	2.5	2.5	2.5	0.0				
E54	Library Clerk II	7.5	6.5	6.5	-1.0				
E55	Library Clerk I	0.0	0.5	0.5	0.5				
H18	Janitor	1.5	1.5	1.5	0.0				
J55	Community Library Supervisor	1.0	1.0	1.0	0.0				
J59	Library Circulation Supv	1.0	1.0	1.0	0.0				
J62	Program Librarian	2.0	2.0	2.0	0.0				
J63	Librarian II	7.0	7.0	7.0	0.0				
J64	Librarian I	1.0	1.0	1.0	0.0				



Finance and Government (Continued)

Agency Name		Budget Unit Number and Name		Cost Center Number and Name		Job Class Code and Title		2013 Positions		2014	Amount Change from 2013
								Approved	Adjusted	Recommended	Approved
5567	Saratoga Comm Library Fund 0025	E16	Library Page	2.0	2.0	2.0	0.0				
		E39	Sr Library Clerk	2.0	2.0	2.0	0.0				
		E40	Library Assistant II	1.0	1.0	1.0	0.0				
		E54	Library Clerk II	3.0	2.5	2.5	-0.5				
		E55	Library Clerk I	0.0	0.5	0.5	0.5				
		H18	Janitor	1.5	1.5	1.5	0.0				
		J55	Community Library Supervisor	1.0	1.0	1.0	0.0				
		J59	Library Circulation Supv	1.0	1.0	1.0	0.0				
		J62	Program Librarian	2.0	2.0	2.0	0.0				
		J63	Librarian II	4.0	3.0	3.0	-1.0				
		J64	Librarian I	0.0	1.0	1.0	1.0				
5571	Milpitas Comm Library Fund 0025	E16	Library Page	3.0	3.0	3.0	0.0				
		E39	Sr Library Clerk	2.0	2.0	2.0	0.0				
		E54	Library Clerk II	7.5	7.5	7.5	0.0				
		H18	Janitor	2.0	2.0	2.0	0.0				
		J55	Community Library Supervisor	1.0	1.0	1.0	0.0				
		J59	Library Circulation Supv	1.0	1.0	1.0	0.0				
		J62	Program Librarian	2.0	2.0	2.0	0.0				
		J63	Librarian II	7.0	7.0	7.0	0.0				
5576	Morgan Hill Library Fund 0025	E16	Library Page	2.0	2.0	2.5	0.5				
		E39	Sr Library Clerk	1.0	1.0	1.0	0.0				
		E40	Library Assistant II	0.5	0.0	0.0	-0.5				
		E54	Library Clerk II	2.5	2.0	2.0	-0.5				
		E55	Library Clerk I	0.0	0.5	0.5	0.5				
		H18	Janitor	1.0	1.0	1.0	0.0				
		J55	Community Library Supervisor	1.0	1.0	1.0	0.0				
		J59	Library Circulation Supv	1.0	1.0	1.0	0.0				
		J62	Program Librarian	2.0	2.0	2.0	0.0				
		J63	Librarian II	3.0	2.5	3.0	0.0				
		J64	Librarian I	0.0	0.5	0.5	0.5				
5577	Gilroy Library Fund 0025	E16	Library Page	1.5	1.5	2.0	0.5				
		E39	Sr Library Clerk	1.0	1.0	1.0	0.0				
		E40	Library Assistant II	0.5	0.5	0.5	0.0				
		E54	Library Clerk II	3.5	3.5	3.5	0.0				
		H18	Janitor	1.0	1.0	1.0	0.0				
		J55	Community Library Supervisor	1.0	1.0	1.0	0.0				
		J59	Library Circulation Supv	1.0	1.0	1.0	0.0				
		J62	Program Librarian	2.0	2.0	2.0	0.0				
		J63	Librarian II	3.0	2.0	2.5	-0.5				
		J64	Librarian I	0.0	1.0	1.0	1.0				



Finance and Government (Continued)

Agency Name		Budget Unit Number and Name		Cost Center Number and Name		Job Class Code and Title		2013 Positions		2014	Amount Change from 2013
								Approved	Adjusted	Recommended	Approved
5585	Technical Svcs Fund 0025										
		D09	Office Specialist III	3.0	3.0	3.0	0.0				
		E24	Library Technician	6.0	6.0	6.0	0.0				
		E39	Sr Library Clerk	2.0	2.0	2.0	0.0				
		E40	Library Assistant II	3.0	2.0	2.0	-1.0				
		E41	Library Assistant I	0.0	0.5	0.5	0.5				
		E54	Library Clerk II	1.0	1.5	1.5	0.5				
		E55	Library Clerk I	1.0	0.5	0.5	-0.5				
		G11	Information Systems Mgr III	1.0	1.0	1.0	0.0				
		G28	Information Systems Analyst II	3.0	3.0	3.0	0.0				
		G50	Information Sys Tech II	2.0	2.0	2.0	0.0				
		G51	Information Sys Tech I	1.0	1.0	1.0	0.0				
		J5A	Circulation Systems Supervisor	1.0	1.0	1.0	0.0				
		J63	Librarian II	1.5	1.5	1.5	0.0				
5586	Literacy Program Fund 0025										
		J4A	Literacy Program Specialist	2.5	2.5	2.5	0.0				
Total - County Library Headquarters								198.8	198.8	204.8	6.0

Employee Services Agency**0130 Employee Service Agency**

1116	Human Resources -SSA - Fund 0001										
		B1E	Sr Mgmt Analyst-ACE	0.0	0.0	1.0	1.0				
		B2A	Equal Opportunity Analyst II	0.0	0.0	1.0	1.0				
		B3M	Program Mgr II-ACE	0.0	0.0	1.0	1.0				
		B3P	Program Mgr I	0.0	0.0	1.0	1.0				
		C11	Equal Opportunity Officer	0.0	0.0	1.0	1.0				
		D09	Office Specialist III	0.0	0.0	1.0	1.0				
		D5D	Human Resources Asst II	0.0	0.0	8.0	8.0				
		D67	Human Resources Support Sup	0.0	0.0	1.0	1.0				
		H15	Sr Human Resources Analyst	0.0	0.0	1.0	1.0				
		H16	Human Resources Analyst	0.0	0.0	3.0	3.0				
		X12	Office Specialist III-ACE	0.0	0.0	3.0	3.0				
		X19	Admin Assistant-ACE	0.0	0.0	1.0	1.0				
1126	Equal Opportunity - Fund 0001										
		B24	Equal Opportunity Assistant	1.0	1.0	1.0	0.0				
		B25	Equal Opp Div Mgr	1.0	1.0	1.0	0.0				
		B32	Coord of Programs For Disabled	1.0	1.0	1.0	0.0				
		C11	Equal Opportunity Officer	4.0	4.0	4.0	0.0				
1128	HR Department - HHS - F0001										
		A2W	Human Resources Mgr-Scvhhs	1.0	1.0	1.0	0.0				
		B2Z	Sr Mgmt Info Systems Analyst-U	1.0	1.0	1.0	0.0				
		C11	Equal Opportunity Officer	3.0	3.0	3.0	0.0				
		C7A	Office Mgmt Coord-ACE	0.0	0.0	1.0	1.0				
		D09	Office Specialist III	1.0	0.0	0.0	-1.0				



Finance and Government (Continued)

Agency Name		Budget Unit Number and Name		Cost Center Number and Name		Job Class Code and Title		2013 Positions		2014	Amount Change from 2013
						Approved	Adjusted	Recommended	Approved		
		D49	Office Specialist II	3.0	3.0	3.0	0.0				
		D5D	Human Resources Asst II	15.0	15.0	15.0	0.0				
		D67	Supv Personnel Services Clerk	1.0	1.0	1.0	0.0				
		D6D	Human Resources Asst I	1.0	1.0	1.0	0.0				
		H15	Sr Human Resources Analyst	2.0	2.0	2.0	0.0				
		H16	Human Resources Analyst	7.0	7.0	7.0	0.0				
		S80	Admin Nurse II	0.6	0.6	0.6	0.0				
		X12	Office Specialist III-ACE	0.0	1.0	1.0	1.0				
		X19	Admin Assistant-ACE	1.0	1.0	1.0	0.0				
1140	Labor Relation-Fund 0001										
		A37	Labor Relations Manager	1.0	1.0	1.0	0.0				
		C17	Principal Labor Relations Rep	2.0	2.0	2.0	0.0				
		C18	Labor Relations Rep	6.0	7.0	7.0	1.0				
		C28	Labor Relations Rep Trainee	1.0	0.0	0.0	-1.0				
		X17	Exec Assistant I-ACE	1.0	1.0	1.0	0.0				
1141	Agency Administration - Fund 0001										
		A10	Deputy County Executive	1.0	1.0	1.0	0.0				
		A1Q	Financial Adm Serv Mgr	1.0	1.0	1.0	0.0				
		B7B	Accountant II-ACE	1.0	2.0	2.0	1.0				
		B7C	Sr Accountant-ACE	1.0	1.0	1.0	0.0				
		B8A	Accountant Auditor Appr-ACE	1.0	0.0	0.0	-1.0				
		B9A	Dept Fiscal Officer-ACE	1.0	1.0	1.0	0.0				
		C08	Sr Executive Assistant	1.0	1.0	1.0	0.0				
		D2F	Account Clerk II-ACE	2.0	1.0	1.0	-1.0				
		D9C	Accountant Assistant-ACE	1.0	2.0	2.0	1.0				
		H15	Sr Human Resources Analyst	1.0	1.0	1.0	0.0				
1142	Bay Area Employee Relations Serv - Fund 0001										
		A48	Dir Bay Area Empl Rel Svcs	0.8	0.8	0.8	0.0				
		P02	Employee Relations Analyst	2.0	2.0	2.0	0.0				
1143	Occupatnl Safety&Enviromtl Compl. -Fund 0001										
		V46	Envir Hlth & Safty Comp Spec	2.0	2.0	2.0	0.0				
		V5G	Environmental Hlth Safety Anal	1.0	1.0	1.0	0.0				
		X19	Admin Assistant-ACE	1.0	1.0	1.0	0.0				
		X4A	Principle Sfty & En Compl Spec	2.0	2.0	2.0	0.0				
		X88	Occ Sfty And Env Comp Mgr	1.0	1.0	1.0	0.0				
1147	Workers' Compensation-Fund 0078										
		B1N	Sr Mgmt Analyst	0.0	0.0	1.0	1.0				
		C7A	Office Mgmt Coord-ACE	1.0	1.0	0.0	-1.0				
		H11	Workers Comp Program Mgr	3.0	3.0	3.0	0.0				
		V01	Manager Workers' Comp Division	1.0	1.0	1.0	0.0				
		V91	Workers Comp Claims Adj 3	13.0	13.0	14.0	1.0				
		V94	Workers Comp Claims Adj 1	1.0	1.0	1.0	0.0				
		V95	Claims Technician-ACE	7.0	7.0	7.0	0.0				
		X12	Office Specialist III-ACE	4.0	4.0	4.0	0.0				
		X17	Exec Assistant I-ACE	0.0	0.0	1.0	1.0				



Finance and Government (Continued)

Agency Name		Budget Unit Number and Name		2013 Positions		2014	Amount
Cost Center Number and Name		Job Class Code and Title		Approved	Adjusted	Recommended	Change
							from 2013
				Approved	Adjusted	Recommended	Approved
1145	Employee Benefits - Fund 0001						
	A99	Employee Benefits Director	1.0	1.0	1.0	0.0	
	B1D	Mgmt Analyst-ACE	1.0	1.0	1.0	0.0	
	B1E	Sr Mgmt Analyst-ACE	1.0	1.0	1.0	0.0	
	B1G	Mgmt Anal Prog Mgr II-ACE	1.0	1.0	1.0	0.0	
	D5D	Human Resources Asst II	5.0	5.0	5.0	0.0	
	D67	Supv Personnel Services Clerk	1.0	1.0	1.0	0.0	
	D6D	Human Resources Asst I	4.0	4.0	4.0	0.0	
	X12	Office Specialist III-ACE	2.0	2.0	2.0	0.0	
1148	Human Resources - Fund 0001						
	A41	Human Resource Director	1.0	1.0	1.0	0.0	
	B1C	Assoc Mgmt Analyst B-ACE	1.0	1.0	1.0	0.0	
	D5D	Human Resources Asst II	5.0	5.0	5.0	0.0	
	D67	Supv Personnel Services Clerk	1.0	1.0	1.0	0.0	
	H14	Human Resources Mgr	2.0	2.0	2.0	0.0	
	H15	Sr Human Resources Analyst	1.0	2.0	2.0	1.0	
	H16	Human Resources Analyst	8.0	9.0	11.0	3.0	
	S15	Employee Services Coord	0.8	0.8	0.0	-0.8	
	X13	Office Specialist II-ACE	1.0	0.0	0.0	-1.0	
	X14	Office Specialist I-ACE	0.0	1.0	1.0	1.0	
	X17	Exec Assistant I-ACE	1.0	1.0	1.0	0.0	
1149	Risk Mgt Admin Fund 0001						
	A1N	Director Risk Management	1.0	1.0	0.0	-1.0	
	B1N	Sr Mgmt Analyst	1.0	1.0	0.0	-1.0	
	X17	Exec Assistant I-ACE	1.0	1.0	0.0	-1.0	
1163	Learning & Employee Development - Fund 0001						
	B23	Sr Training & Staff Developmnt	2.0	1.0	1.0	-1.0	
	B2E	Training & Staff Dev Spec	3.0	4.0	4.0	1.0	
	B7K	Mgr Training And Staff Dev	1.0	1.0	1.0	0.0	
	D09	Office Specialist III	0.0	1.0	1.0	1.0	
	D5D	Human Resources Asst II	1.0	1.0	1.0	0.0	
	X12	Office Specialist III-ACE	1.0	0.0	0.0	-1.0	
2310	Liability/Property Insur. Claims - Fund 0075						
	B1T	Assoc Mgmt Analyst A	1.0	1.0	1.0	0.0	
	B33	Claims Mgr	1.0	1.0	1.0	0.0	
	B49	Insurance Technical Manager	1.0	1.0	1.0	0.0	
	B93	Liability Claims Adjuster III	3.0	3.0	3.0	0.0	
	B94	Liability Claims Adjuster II	1.0	1.0	1.0	0.0	
	D09	Office Specialist III	2.0	2.0	2.0	0.0	
	V72	Sr Loss Prevention Spec	1.0	1.0	1.0	0.0	
Total - Employee Service Agency				164.1	166.1	190.3	26.3



Finance and Government (Continued)

Agency Name		Budget Unit Number and Name		Cost Center Number and Name		Job Class Code and Title		2013 Positions	2014	Amount Change from 2013	
								Approved	Adjusted	Recommended	Approved
Finance Agency											
0110	Controller-Treasurer										
2113	Controller-Treasurer Fund 0001										
	A07	Dir Finance Agency		1.0	1.0	1.0	0.0				
	A08	Controller Treasurer		1.0	1.0	1.0	0.0				
	A1Q	Financial & Adm Serv Mgr		0.0	1.0	1.0	1.0				
	A6A	Sr Financial Analyst		0.0	0.0	1.0	1.0				
	B1M	Bond And Investment Analyst		1.0	1.0	1.0	0.0				
	B1N	Sr Mgmt Analyst		1.0	2.0	2.0	1.0				
	B1P	Mgmt Analyst		3.0	4.0	4.0	1.0				
	B1R	Assoc Mgmt Analyst B		1.0	1.0	1.0	0.0				
	B21	Supv Internal Auditor		1.0	1.0	1.0	0.0				
	B28	Internal Auditor III		0.0	0.0	1.0	1.0				
	B2P	Admin Support Officer II		1.0	1.0	1.0	0.0				
	B31	Sr Internal Auditor		3.0	3.0	3.0	0.0				
	B4B	Internal Audit Manager		1.0	1.0	1.0	0.0				
	B55	Controller-Treasurer Div Mgr		3.0	4.0	4.0	1.0				
	B6A	Fixed Income Portfolio Manager		1.0	2.0	2.0	1.0				
	B74	Fiscal Services Mgr		1.0	1.0	1.0	0.0				
	B76	Sr Accountant		10.0	9.0	9.0	-1.0				
	B77	Accountant III		14.0	11.0	11.0	-3.0				
	B78	Accountant II		0.0	2.0	2.0	2.0				
	B7J	Payroll Manager		1.0	1.0	1.0	0.0				
	B7U	General Accounting Mgr		1.0	1.0	1.0	0.0				
	B80	Accountant Auditor Appraiser		5.0	7.0	7.0	2.0				
	B84	Investment Officer		1.0	1.0	1.0	0.0				
	B8D	Debt Management Officer		1.0	1.0	1.0	0.0				
	B8E	Property Tax Manager		1.0	1.0	1.0	0.0				
	C86	Payroll Services Clerk		6.0	6.0	6.0	0.0				
	D09	Office Specialist III		1.0	1.0	1.0	0.0				
	D95	Supv Account Clerk I		1.0	1.0	1.0	0.0				
	D96	Accountant Assistant		2.0	1.0	1.0	-1.0				
	G11	Information Systems Mgr III		0.0	1.0	1.0	1.0				
	G12	Information Systems Manager II		1.0	2.0	2.0	1.0				
	G14	Information Systems Manager I		1.0	0.0	0.0	-1.0				
	K17	Securities Analyst		1.0	1.0	1.0	0.0				
	T39	Treasury Coordinator		1.0	1.0	1.0	0.0				
	X15	Exec Assistant II-ACE		1.0	1.0	1.0	0.0				
	X17	Exec Assistant I-ACE		1.0	1.0	1.0	0.0				
2116	Accounting System & Procurement Proj Fun-Fund 0001										
	B1J	Mgmt Anal Prog Mgr II		1.0	1.0	1.0	0.0				
	B1N	Sr Mgmt Analyst		1.0	0.0	0.0	-1.0				
	B76	Sr Accountant		3.0	4.0	4.0	1.0				



Finance and Government (Continued)

Agency Name		Budget Unit Number and Name			Amount Change from 2013	
Cost Center Number and Name		2013 Positions		2014	Approved	
Job Class Code and Title		Approved	Adjusted	Recommended		
G11	Information Systems Mgr III	1.0	1.0	2.0	1.0	
G12	Information Systems Manager II	2.0	1.0	2.0	0.0	
G14	Information Systems Manager I	1.0	1.0	1.0	0.0	
Total - Controller-Treasurer		78.0	82.0	86.0	8.0	

0112 Tax Collector

2212	Tax Collector Fund 0001					
A23	Tax Collector	1.0	1.0	1.0	0.0	
B1N	Sr Mgmt Analyst	0.0	1.0	1.0	1.0	
B2R	Admin Support Officer I	1.0	1.0	1.0	0.0	
B76	Sr Accountant	1.0	1.0	1.0	0.0	
B77	Accountant III	1.0	1.0	1.0	0.0	
B78	Accountant II	0.0	1.0	1.0	1.0	
B80	Accountant Auditor Appraiser	1.0	0.0	0.0	-1.0	
C77	Tax Roll Mgr	1.0	1.0	1.0	0.0	
C89	Tax Collection Manager	1.0	1.0	1.0	0.0	
C90	Supv Tax Collection Clerk	1.0	1.0	1.0	0.0	
D09	Office Specialist III	9.0	9.0	9.0	0.0	
D81	Cashier	2.0	2.0	2.0	0.0	
D94	Supv Account Clerk II	3.0	3.0	3.0	0.0	
D95	Supv Account Clerk I	2.0	2.0	2.0	0.0	
D96	Accountant Assistant	5.0	5.0	5.0	0.0	
D97	Account Clerk II	14.0	13.0	13.0	-1.0	
E87	Senior Account Clerk	5.0	6.0	6.0	1.0	
G11	Information Systems Mgr III	1.0	1.0	1.0	0.0	
G12	Information Systems Manager II	1.0	1.0	1.0	0.0	
G14	Information Systems Manager I	2.0	2.0	2.0	0.0	
G28	Info Systems Analyst II	0.0	1.0	1.0	1.0	
G29	Information Systems Analyst I	1.0	0.0	0.0	-1.0	
Q10	Account Clerk II-U	6.0	2.0	2.0	-4.0	
Q11	Account Clerk I-U	0.0	2.0	2.0	2.0	
V34	Senior Revenue Collections Ofc	5.0	4.0	4.0	-1.0	
V35	Revenue Collections Officer	3.0	4.0	4.0	1.0	
X17	Exec Assistant I-ACE	1.0	1.0	1.0	0.0	
2214	Tax Collection & Apportionment Sys Fund 0001					
B31	Sr Internal Auditor	1.0	0.0	0.0	-1.0	
G11	Information Systems Mgr III	1.0	1.0	2.0	1.0	
Total - Tax Collector		70.0	68.0	69.0	-1.0	

0114 County Recorder

011401	County Recorder					
A19	Asst County Clerk/Recorder	1.0	1.0	1.0	0.0	
A69	County Clerk/Recorder	1.0	1.0	1.0	0.0	
B1P	Mgmt Analyst	1.0	1.0	1.0	0.0	
B2P	Admin Support Officer II	1.0	1.0	1.0	0.0	



Finance and Government (Continued)

Agency Name		Budget Unit Number and Name		Cost Center Number and Name		Job Class Code and Title		2013 Positions		2014	Amount Change from 2013
								Approved	Adjusted	Recommended	Approved
		B3N	Program Mgr II					1.0	1.0	1.0	0.0
		B77	Accountant III					1.0	0.0	0.0	-1.0
		B80	Accountant Auditor Appraiser					0.0	1.0	1.0	1.0
		C43	Vital Records Supervisor II					1.0	1.0	1.0	0.0
		C4A	Vital Records Supervisor I					1.0	1.0	1.0	0.0
		D58	Recordable Documents Indexer					6.0	6.0	6.0	0.0
		D96	Accountant Assistant					1.0	1.0	1.0	0.0
		D97	Account Clerk II					1.0	1.0	1.0	0.0
		F04	Recording Div Supervisor II					1.0	1.0	1.0	0.0
		F10	Recording Div Supervisor I					1.0	1.0	1.0	0.0
		F30	Supv Recordable Document Tech					1.0	1.0	1.0	0.0
		F34	Recordable Document Tech					5.0	5.0	4.0	-1.0
		F55	Clerk-Recorder Office Spec III					13.0	13.0	14.0	1.0
		F56	Clerk-Recorder Office Spec II					14.0	15.0	16.0	2.0
		G11	Information Systems Mgr III					1.0	1.0	1.0	0.0
		G12	Information Systems Manager II					1.0	1.0	1.0	0.0
		G14	Information Systems Manager I					2.0	2.0	2.0	0.0
		Q33	Information Systems Mgr I-U					2.0	2.0	2.0	0.0
		X17	Exec Assistant I-ACE					1.0	1.0	1.0	0.0
011402	County Recorder -Fund 0001										
		F14	Legal Clerk					1.0	1.0	1.0	0.0
		F1G	Clerk-Recorder Supervisor					1.0	1.0	1.0	0.0
		F55	Clerk-Recorder Office Spec III					5.0	5.0	5.0	0.0
		F56	Clerk-Recorder Office Spec II					3.0	2.0	2.0	-1.0
Total - County Recorder								68.0	68.0	69.0	1.0

0148 Department Of Revenue

2148 Revenue Fund 0001		Job Class Code and Title		2013 Positions		2014	Amount Change from 2013
				Approved	Adjusted	Recommended	Approved
		A34	Director Revenue Collections	1.0	1.0	1.0	0.0
		B2P	Admin Support Officer II	1.0	1.0	1.0	0.0
		B3N	Program Mgr II	1.0	1.0	1.0	0.0
		B77	Accountant III	1.0	1.0	1.0	0.0
		B78	Accountant II	2.0	2.0	2.0	0.0
		B96	Dept Fiscal Officer	1.0	1.0	1.0	0.0
		D09	Office Specialist III	7.0	6.0	6.0	-1.0
		D49	Office Specialist II	2.0	2.0	2.0	0.0
		D62	Revenue Collections Clerk	4.0	4.0	4.0	0.0



Finance and Government (Continued)

Agency Name		Budget Unit Number and Name			Cost Center Number and Name		Amount Change from 2013
Job Class Code and Title		2013 Positions		2014	Amount Change from 2013		
		Approved	Adjusted	Recommended	Approved		
D81	Cashier	5.0	6.0	6.0	1.0		
D94	Supv Account Clerk II	2.0	1.0	1.0	-1.0		
D95	Supv Account Clerk I	0.0	1.0	1.0	1.0		
D97	Account Clerk II	7.0	6.0	7.0	0.0		
D98	Account Clerk I	4.0	4.0	4.0	0.0		
E87	Senior Account Clerk	1.0	2.0	2.0	1.0		
G11	Information Systems Mgr III	0.0	1.0	1.0	1.0		
G12	Information Systems Manager II	1.0	0.0	0.0	-1.0		
G14	Information Systems Manager I	1.0	1.0	1.0	0.0		
G38	Information Systems Tech III	1.0	1.0	1.0	0.0		
G50	Information Sys Tech II	1.0	1.0	1.0	0.0		
V32	Supv Revenue Collections Ofc	4.0	4.0	4.0	0.0		
V33	Office Specialist II-U	1.0	0.0	0.0	-1.0		
V34	Senior Revenue Collections Ofc	4.0	4.0	4.0	0.0		
V35	Revenue Collections Officer	35.0	35.0	35.0	0.0		
V3C	Revenue Collections Officer-U	4.0	0.0	0.0	-4.0		
V3D	Sr Revenue Collections Ofc-U	1.0	0.0	0.0	-1.0		
X17	Exec Assistant I-ACE	1.0	1.0	1.0	0.0		
Total - Department Of Revenue		93.0	87.0	88.0	-5.0		
Total - Finance and Government		1,878.8	1,880.8	1,920.6	41.8		



Public Safety and Justice

Agency Name		Budget Unit Number and Name		Cost Center Number and Name		Job Class Code and Title		2013 Positions	2014	Amount
								Approved	Recommended	Change
								Adjusted		from 2013
									Approved	Approved

Law And Justice Agency

0202 District Attorney Department

3820	Laboratory Of Criminalistics Fund 0001									
	B2P	Admin Support Officer II	1.0	1.0	1.0	0.0				
	C29	Exec Assistant I	1.0	1.0	1.0	0.0				
	F02	Property/Evidence Technician	3.0	3.0	3.0	0.0				
	G14	Information Systems Manager I	1.0	1.0	1.0	0.0				
	G82	Stock Clerk	1.0	0.0	0.0	-1.0				
	J39	Photographer	1.0	1.0	1.0	0.0				
	R74	Medical Laboratory Asst II	0.0	1.0	1.0	1.0				
	V39	Supv Criminalist	6.0	6.0	6.0	0.0				
	V63	Dir of The Crime Laboratory	1.0	1.0	1.0	0.0				
	V66	Asst Crime Laboratory Dir	1.0	1.0	1.0	0.0				
	V67	Criminalist III	42.0	41.0	41.0	-1.0				
	V68	Criminalist II	1.0	1.0	1.0	0.0				
3832	Administrative Svcs Fund 0001									
	A59	District Attorney-U	1.0	1.0	1.0	0.0				
	A60	Asst District Attorney	5.0	5.0	6.0	1.0				
	B1C	Assoc Mgmt Analyst B-ACE	1.0	0.0	0.0	-1.0				
	B1D	Mgmt Analyst-ACE	0.0	1.0	1.0	1.0				
	B1P	Mgmt Analyst	2.0	2.0	2.0	0.0				
	B1R	Assoc Mgmt Analyst B	1.0	1.0	1.0	0.0				
	B1T	Assoc Mgmt Analyst A	1.0	1.0	1.0	0.0				
	B2J	Admin Services Mgr II	0.0	1.0	1.0	1.0				
	B2K	Admin Serv Mgr III-2D	1.0	1.0	1.0	0.0				
	B2L	Admin Services Mgr I	1.0	0.0	0.0	-1.0				
	B3N	Program Mgr II	1.0	1.0	1.0	0.0				
	B3P	Program Mgr I	1.0	1.0	1.0	0.0				
	B76	Sr Accountant	1.0	1.0	1.0	0.0				
	B77	Accountant III	0.0	1.0	1.0	1.0				
	B78	Accountant II	2.0	1.0	1.0	-1.0				
	B80	Accountant Auditor Appraiser	0.0	1.0	1.0	1.0				
	B96	Dept Fiscal Officer	1.0	1.0	1.0	0.0				
	C60	Admin Assistant	1.0	1.0	1.0	0.0				
	D05	Supv Legal Clerk	3.0	3.0	3.0	0.0				
	D09	Office Specialist III	14.0	5.0	5.0	-9.0				
	D11	Transcriptionist	5.0	5.0	5.0	0.0				
	D49	Office Specialist II	5.0	5.0	5.0	0.0				
	D51	Office Specialist I	2.0	2.0	2.0	0.0				
	D5D	Human Resources Asst II	1.0	1.0	1.0	0.0				
	D64	Supv Legal Secretary I	3.0	3.0	3.0	0.0				
	D66	Legal Secretary II	15.0	15.0	15.0	0.0				
	D70	Legal Secretary I	4.0	4.0	5.0	1.0				



Public Safety and Justice (Continued)

Agency Name		Budget Unit Number and Name		Cost Center Number and Name		2013 Positions		2014	Amount Change from 2013
Job Class Code and Title		Approved	Adjusted	Recommended	Approved				
D7D	Legal Secretary II-ACE-W/O/Sh	4.0	4.0	4.0	0.0				
D96	Accountant Assistant	1.0	1.0	1.0	0.0				
D97	Account Clerk II	3.0	2.0	2.0	-1.0				
E07	Community Worker	2.0	2.0	2.0	0.0				
F02	Property/Evidence Technician	1.0	1.0	1.0	0.0				
F07	Legal Process Officer	5.0	5.0	5.0	0.0				
F14	Legal Clerk	32.0	40.0	40.0	8.0				
F16	Legal Clerk Trainee	9.0	0.0	0.0	-9.0				
F37	Justice Systems Clerk II	5.0	5.0	5.0	0.0				
F38	Justice Systems Clerk - I	21.0	30.0	31.0	10.0				
G12	Information Systems Manager II	1.0	1.0	1.0	0.0				
G81	Storekeeper	2.0	2.0	2.0	0.0				
H17	Utility Worker	1.0	1.0	1.0	0.0				
J44	Investigative Graphic/Media Sp	1.0	1.0	1.0	0.0				
M20	Facilities Maintenance Rep	1.0	1.0	1.0	0.0				
M3A	Records Retention Driver	2.0	2.0	2.0	0.0				
Q43	Legal Clerk Trainee-U	0.0	1.0	1.0	1.0				
V22	Consumer Affairs Invest II	1.0	1.0	1.0	0.0				
V23	Consumer Affairs Coord	1.0	1.0	1.0	0.0				
W51	Confidential Secretary-ACE-U	1.0	1.0	1.0	0.0				
X09	Sr Office Specialist	1.0	1.0	1.0	0.0				
Z60	Assistant District Attorney-U	1.0	1.0	1.0	0.0				
3833	Paralegal Services Fund 0001								
V73	Sr Paralegal	27.5	28.5	30.5	3.0				
V74	Paralegal	1.0	0.0	0.0	-1.0				
V82	Supervising Paralegal	1.0	1.0	1.0	0.0				
W03	Paralegal-U	0.0	2.0	2.0	2.0				
3834	Legal Spt Svcs Fund 0001								
V71	Chief Investigator Dist Atty	1.0	1.0	1.0	0.0				
V75	Criminal Investigator III	6.0	6.0	6.0	0.0				
V76	Criminal Investigator II	61.0	64.0	67.0	6.0				
V77	Criminal Investigator I	3.0	0.0	0.0	-3.0				
V7A	Asst Chief Investigator, DA	1.0	1.0	1.0	0.0				
V7F	Forensic Accountant	0.0	1.0	1.0	1.0				
3835	Welfare Fraud Investigations Fund 0001								
V76	Criminal Investigator II	0.0	2.0	2.0	2.0				
3836	Attorneys Fund 0001								
F14	Legal Clerk	0.0	1.0	1.0	1.0				
U20	Attorney IV-District Attorney	141.0	131.0	132.0	-9.0				
U21	Attorney III-District Attorney	13.0	25.0	25.0	12.0				
U24	Attorney II-District Attorney	9.0	16.0	16.0	7.0				
U25	Attorney I-District Attorney	9.0	0.0	0.0	-9.0				
W32	Attorney IV-District Atty-U	1.0	1.0	1.0	0.0				
W35	Attorney I-District Attorney-U	0.0	1.0	1.0	1.0				



Public Safety and Justice (Continued)

Agency Name		Budget Unit Number and Name		Cost Center Number and Name		Job Class Code and Title		2013 Positions		2014	Amount Change from 2013
								Approved	Adjusted	Recommended	Approved
		3839		Parent Lcoate Search Fund 0001							
Total - District Attorney Department								501.5	507.5	516.5	15.0
0204	Public Defender										
		3500		Public Defender Fund 0001							
		A93	Public Defender-U	1.0	1.0	1.0	0.0				
		A94	Asst Public Defender	3.0	2.0	2.0	-1.0				
		A95	Assistant Public Defender - U	0.0	1.0	1.0	1.0				
		B1N	Sr Mgmt Analyst	1.0	1.0	1.0	0.0				
		B2K	Admin Serv Mgr III-2D	1.0	1.0	1.0	0.0				
		B2P	Admin Support Officer II	1.0	1.0	1.0	0.0				
		B77	Accountant III	0.0	1.0	1.0	1.0				
		B78	Accountant II	1.0	0.0	0.0	-1.0				
		D05	Supv Legal Clerk	1.0	1.0	1.0	0.0				
		D09	Office Specialist III	5.0	5.0	5.0	0.0				
		D49	Office Specialist II	4.0	4.0	4.0	0.0				
		D51	Office Specialist I	4.0	4.0	4.0	0.0				
		D66	Legal Secretary II	2.0	2.0	2.0	0.0				
		D96	Accountant Assistant	1.0	1.0	1.0	0.0				
		D97	Account Clerk II	1.0	1.0	1.0	0.0				
		E28	Messenger Driver	1.0	1.0	1.0	0.0				
		F14	Legal Clerk	16.0	21.0	21.0	5.0				
		F16	Legal Clerk Trainee	5.0	0.0	0.0	-5.0				
		F37	Justice System Clerk II	0.0	1.0	1.0	1.0				
		F38	Justice Systems Clerk - I	1.0	1.0	1.0	0.0				
		G12	Information Systems Manager II	1.0	1.0	1.0	0.0				
		G28	Information Systems Analyst II	3.0	3.0	3.0	0.0				
		Q43	Legal Clerk Trainee-U	0.0	1.0	1.0	1.0				
		U15	Attorney IV- Public Defender	69.0	68.0	68.0	-1.0				
		U16	Attorney III-Public Defender	8.0	13.0	13.0	5.0				
		U17	Attorney II-Public Defender	10.0	12.0	12.0	2.0				
		U18	Attorney I-Public Defender	9.0	0.0	0.0	-9.0				
		V73	Sr Paralegal	23.0	27.0	27.0	4.0				
		V74	Paralegal	4.0	0.0	0.0	-4.0				
		V78	Public Defender Invest II	22.0	23.0	23.0	1.0				
		V79	Public Defender Invest I	1.0	0.0	0.0	-1.0				
		V81	Chief Public Defender Invest	1.0	1.0	1.0	0.0				
		V82	Supervising Paralegal	1.0	1.0	1.0	0.0				
		V96	Supv Public Defender Invest	1.0	1.0	1.0	0.0				
		W03	Paralegal-U	0.0	2.0	2.0	2.0				
		W51	Confidential Secretary-ACE-U	1.0	1.0	1.0	0.0				
		W8P	Attorney I - Pub Def - U	0.0	1.0	1.0	1.0				
		X17	Exec Assistant I-ACE	1.0	1.0	1.0	0.0				
		3501		Alternate Public Defender Fund 0001							
		A94	Asst Public Defender	1.0	1.0	1.0	0.0				



Public Safety and Justice (Continued)

Agency Name		Budget Unit Number and Name		Cost Center Number and Name		2013 Positions		2014	Amount Change from 2013
Job Class Code and Title		Approved	Adjusted	Recommended	Approved				
C76	Office Mgmt Coord	1.0	1.0	1.0	0.0				
D49	Office Specialist II	0.0	1.0	1.0	1.0				
D51	Office Specialist I	1.0	0.0	0.0	-1.0				
D66	Legal Secretary II	2.0	1.0	1.0	-1.0				
F14	Legal Clerk	2.0	2.0	2.0	0.0				
U15	Attorney IV- Public Defender	18.0	22.0	22.0	4.0				
U16	Attorney III-Public Defender	1.0	0.0	0.0	-1.0				
V73	Sr Paralegal	3.0	3.0	3.0	0.0				
V78	Public Defender Invest II	4.0	4.0	4.0	0.0				
V96	Supv Public Defender Invest	1.0	1.0	1.0	0.0				
3502	AB109 Realignment - F0001								
F14	Legal Clerk	1.0	1.0	1.0	0.0				
U15	Attorney IV- Public Defender	1.0	1.0	1.0	0.0				
V74	Paralegal	0.0	0.0	2.0	2.0				
Total - Public Defender		240.0	244.0	246.0	6.0				
0210	Office Of Pretrial Services								
3590	Office Of Pretrial Svcs Fund 0001								
B2N	Admin Support Officer III	1.0	1.0	1.0	0.0				
B69	Dir of Pre-Trial Release	1.0	1.0	1.0	0.0				
D09	Office Specialist III	1.0	1.0	1.0	0.0				
E89	Pretrial Services Tech	1.5	1.5	1.5	0.0				
F37	Justice Systems Clerk II	5.0	5.0	5.0	0.0				
G12	Information Systems Manager II	1.0	1.0	1.0	0.0				
V41	Pretrial Services Officer II	17.0	21.0	20.0	3.0				
V51	Supv Pretrial Services	3.0	3.0	3.0	0.0				
V53	Pretrial Services Officer III	5.0	6.0	6.0	1.0				
X17	Exec Assistant I-ACE	1.0	1.0	1.0	0.0				
Total - Office Of Pretrial Services		36.5	41.5	40.5	4.0				
0230	Sheriff's Department								
023001	Administration Fund 0001								
A1S	Dir of Sheriff Admin Sv	1.0	1.0	1.0	0.0				
A2X	Chief of Correction-U	1.0	1.0	1.0	0.0				
A2Z	Commander	2.0	2.0	2.0	0.0				
A65	Sheriff-U	1.0	1.0	1.0	0.0				
B1N	Sr Mgmt Analyst	1.0	1.0	1.0	0.0				
C29	Exec Assistant I	1.0	0.0	0.0	-1.0				
D49	Office Specialist II	1.0	1.0	1.0	0.0				
U55	Captain	2.0	2.0	2.0	0.0				
U58	Sheriff's Lieutenant	3.0	3.0	3.0	0.0				
U61	Sheriff's Sergeant	2.0	2.0	2.0	0.0				
W51	Confidential Secretary-ACE-U	1.0	1.0	1.0	0.0				
X17	Exec Assistant I-ACE	2.0	3.0	3.0	1.0				



Public Safety and Justice (Continued)

Agency Name		Budget Unit Number and Name		Cost Center Number and Name		Job Class Code and Title		2013 Positions		2014	Amount Change from 2013	
								Approved	Adjusted	Recommended	Approved	
023002	Administrative Svcs Fund 0001											
	A63	Dir Info Sys -Sheriff's Office		1.0	1.0	1.0	0.0					
	B1R	Assoc Mgmt Analyst B		1.0	1.0	1.0	0.0					
	B23	Sr Training & Staff Developmnt		2.0	2.0	2.0	0.0					
	B2S	Data Base Admin Mgr		1.0	0.0	0.0	-1.0					
	B3M	Program Mgr II-ACE		1.0	0.0	0.0	-1.0					
	B3N	Program Mgr II		0.0	1.0	1.0	1.0					
	B76	Sr Accountant		1.0	1.0	1.0	0.0					
	B77	Accountant III		1.0	1.0	1.0	0.0					
	B96	Dept Fiscal Officer		1.0	1.0	1.0	0.0					
	C29	Exec Assistant I		0.0	1.0	1.0	1.0					
	D49	Office Specialist II		1.0	1.0	1.0	0.0					
	D5D	Human Resources Asst II		4.0	3.0	3.0	-1.0					
	D67	Supv Personnel Services Clerk		1.0	1.0	1.0	0.0					
	D6D	Human Resources Asst I		0.0	1.0	1.0	1.0					
	D94	Supv Account Clerk II		1.0	1.0	1.0	0.0					
	D96	Accountant Assistant		1.0	1.0	2.0	1.0					
	D97	Account Clerk II		8.0	9.0	8.0	0.0					
	D98	Account Clerk I		1.0	0.0	0.0	-1.0					
	G11	Information Systems Mgr III		0.0	1.0	1.0	1.0					
	G12	Information Systems Manager II		2.0	2.0	2.0	0.0					
	G14	Information Systems Manager I		4.0	4.0	5.0	1.0					
	G28	Information Systems Analyst II		3.0	2.0	2.0	-1.0					
	G29	Info Systems Analyst I		0.0	1.0	1.0	1.0					
	G73	Sheriff Technician		2.0	2.0	2.0	0.0					
	T10	Rangemaster II		1.0	1.0	1.0	0.0					
	T11	Rangemaster I		1.0	1.0	1.0	0.0					
	U55	Captain		2.0	2.0	2.0	0.0					
	U58	Sheriff's Lieutenant		1.0	1.0	1.0	0.0					
	U61	Sheriff's Sergeant		6.0	6.0	6.0	0.0					
	U64	Deputy Sheriff		67.0	68.0	68.0	1.0					
	U66	Deputy Sheriff Cadet-U		35.0	35.0	35.0	0.0					
	U6D	Sheriff's Sergeant		1.0	1.0	1.0	0.0					
	U92	Sheriff Training Specialist		1.0	1.0	1.0	0.0					
	V43	Latent Fingerprint Exam II		0.0	0.0	12.0	12.0					
	X17	Exec Assistant I-ACE		1.0	0.0	0.0	-1.0					
023003	Field Enforcement Bureau Fund 0001											
	B1P	Mgmt Analyst		2.0	1.0	1.0	-1.0					
	B1R	Assoc Mgmt Analyst B		0.0	1.0	1.0	1.0					
	C29	Exec Assistant I		3.0	3.0	3.0	0.0					
	C60	Admin Assistant		1.0	1.0	1.0	0.0					
	D42	Law Enforcement Records Tech		5.0	5.0	5.0	0.0					
	D43	Law Enforcement Clerk		4.0	4.0	4.0	0.0					
	F02	Property/Evidence Technician		3.0	3.0	3.0	0.0					
	G73	Sheriff Technician		2.0	2.0	2.0	0.0					



Public Safety and Justice (Continued)

Agency Name		Budget Unit Number and Name		Cost Center Number and Name		2013 Positions		2014	Amount Change from 2013
Job Class Code and Title		Approved	Adjusted	Recommended	Approved				
	U55 Captain	5.0	5.0	5.0	0.0				
	U58 Sheriff's Lieutenant	6.0	6.0	6.0	0.0				
	U61 Sheriff's Sergeant	30.0	30.0	31.0	1.0				
	U64 Deputy Sheriff	202.0	202.0	204.0	2.0				
	U6D Sheriff's Sergeant	11.0	11.0	11.0	0.0				
023004	Services Bureau Fund 0001								
	B62 Law Enforcement Records Admin	1.0	1.0	1.0	0.0				
	B63 Law Enforcement Records Mgr	1.0	1.0	1.0	0.0				
	C29 Exec Assistant I	1.0	1.0	1.0	0.0				
	D05 Supv Legal Clerk	1.0	1.0	1.0	0.0				
	D41 Law Enforcement Records Supv	4.0	4.0	4.0	0.0				
	D42 Law Enforcement Records Tech	32.0	29.0	29.0	-3.0				
	D43 Law Enforcement Clerk	10.0	13.0	13.0	3.0				
	D49 Office Specialist II	3.0	3.0	3.0	0.0				
	D63 Law Enforcement Records Spec	9.0	9.0	9.0	0.0				
	F07 Legal Process Officer	2.0	2.0	2.0	0.0				
	F14 Legal Clerk	3.0	3.0	3.0	0.0				
	G33 Data Entry Operator	1.0	1.0	1.0	0.0				
	G73 Sheriff Technician	26.0	26.0	26.0	0.0				
	T84 Sheriff's Correctional Dep	39.0	36.0	36.0	-3.0				
	U55 Captain	1.0	1.0	1.0	0.0				
	U58 Sheriff's Lieutenant	4.0	4.0	4.0	0.0				
	U61 Sheriff's Sergeant	33.0	33.0	33.0	0.0				
	U64 Deputy Sheriff	185.0	186.0	190.0	5.0				
	U84 Correctional Officer	0.0	3.0	3.0	3.0				
	V43 Latent Fingerprint Exam II	1.0	1.0	1.0	0.0				
	V90 Fingerprint Identification Dir	1.0	1.0	1.0	0.0				
023005	Internal Affairs Fund 0001								
	B1P Mgmt Analyst	1.0	1.0	1.0	0.0				
	U58 Sheriff's Lieutenant	1.0	1.0	1.0	0.0				
	U61 Sheriff's Sergeant	3.0	3.0	3.0	0.0				
	U64 Deputy Sheriff	1.0	1.0	1.0	0.0				
Total - Sheriff's Department		809.0	811.0	831.0	22.0				
0235	Sheriff's Doc Contract								
3112	Internal Affairs Fund 0001								
	T74 Sheriff's Correctional Sergeant	3.0	3.0	3.0	0.0				
3133	Inmate Screening Unit Fund 0001								
	T74 Sheriff's Correctional Sergeant	1.0	1.0	1.0	0.0				
3135	Classification Fund 0001								
	T74 Sheriff's Correctional Sergeant	3.0	3.0	3.0	0.0				
	T84 Sheriff's Correctional Dep	9.0	14.0	14.0	5.0				
	U84 Sheriff Corr Officer	13.0	9.0	9.0	-4.0				
3136	Elmwood Men's Facility Fund 0001								
	T74 Sheriff's Correctional Sergeant	6.0	10.0	10.0	4.0				



Public Safety and Justice (Continued)

Agency Name		Budget Unit Number and Name		Cost Center Number and Name		Job Class Code and Title		2013 Positions		2014	Amount Change from 2013
								Approved	Adjusted	Recommended	Approved
						T84	Sheriff's Correctional Dep	92.0	178.0	178.0	86.0
						U57	Corr Sergeant	8.0	4.0	4.0	-4.0
						U84	Sheriff Corr Officer	237.0	151.0	151.0	-86.0
3142						Custodial Alternative Supervision-Fund 0001					
						T74	Sheriff's Correctional Sergeant	1.0	1.0	1.0	0.0
						T84	Sheriff's Correctional Dep	5.0	5.0	5.0	0.0
3146						Inmate Progs-Psp Fund 0001					
						T74	Sheriff's Correctional Sergeant	1.0	2.0	2.0	1.0
						T84	Sheriff's Correctional Dep	8.0	9.0	9.0	1.0
						U57	Corr Sergeant	1.0	0.0	0.0	-1.0
						U84	Sheriff Corr Officer	4.0	3.0	3.0	-1.0
023503						Main Jail Complex Fund 0001					
						T74	Sheriff's Correctional Sergeant	6.0	8.0	8.0	2.0
						T84	Sheriff's Correctional Dep	75.0	181.0	181.0	106.0
						U57	Corr Sergeant	3.0	1.0	1.0	-2.0
						U84	Sheriff Corr Officer	261.0	155.0	155.0	-106.0
023509						Central Services Fund 0001					
						T84	Sheriff's Correctional Dep	3.0	3.0	3.0	0.0
Total - Sheriff's Doc Contract								740.0	741.0	741.0	1.0

0240 Department Of Correction

3400						Administration Fund 0001					
						A2X	Chief of Correction-U	1.0	1.0	1.0	0.0
						B1N	Sr Mgmt Analyst	1.0	1.0	1.0	0.0
						B1P	Mgmt Analyst	2.0	2.0	2.0	0.0
						B1R	Assoc Mgmt Analyst B	0.0	1.0	1.0	1.0
						C29	Exec Assistant I	1.0	1.0	1.0	0.0
						T54	Sheriff's Correctional Capt	1.0	1.0	1.0	0.0
						W51	Confidential Secretary-ACE-U	1.0	1.0	1.0	0.0
3406						Academy Fund 0001					
						U63	Corr Officer Cadet	50.0	50.0	50.0	0.0
3412						Internal Affairs Fund 0001					
						X19	Admin Assistant-ACE	1.0	1.0	1.0	0.0
3432						Admin Booking Fund 0001					
						D41	Law Enforcement Records Supv	3.0	3.0	3.0	0.0
						D42	Law Enforcement Records Tech	18.0	19.0	19.0	1.0
						D43	Law Enforcement Clerk	14.0	12.0	12.0	-2.0
						D51	Office Specialist I	2.5	2.5	2.5	0.0
						D63	Law Enforcement Records Spec	4.0	5.0	5.0	1.0
3435						Classification Fund 0001					
						D43	Law Enforcement Clerk	4.0	4.0	4.0	0.0
						T54	Sheriff's Correctional Capt	1.0	1.0	1.0	0.0
						T58	Sheriff's Correction Lt	1.0	1.0	1.0	0.0
3436						Elmwood Men's Facility Fund 0001					
						B2P	Admin Support Officer II	1.0	1.0	1.0	0.0



Public Safety and Justice (Continued)

Agency Name		Budget Unit Number and Name			Amount Change from 2013	
Cost Center Number and Name		2013 Positions		2014	Approved	
Job Class Code and Title		Approved	Adjusted	Recommended	Approved	
	C29 Exec Assistant I	1.0	1.0	1.0	0.0	
	D43 Law Enforcement Clerk	3.0	3.0	3.0	0.0	
	D49 Office Specialist II	1.0	1.0	1.0	0.0	
	G70 Supv Custody Support Assistant	1.0	1.0	1.0	0.0	
	G74 Custody Support Assistant	21.0	21.0	21.0	0.0	
	T54 Sheriff's Correctional Capt	1.0	1.0	1.0	0.0	
	T58 Sheriff's Correction Lt	4.0	4.0	4.0	0.0	
024002	Administrative Services Bureau Fund 0001					
	B2Z Sr Mgmt Info Systems Analyst-U	1.0	1.0	1.0	0.0	
	B76 Sr Accountant	1.0	1.0	1.0	0.0	
	B77 Accountant III	1.0	1.0	1.0	0.0	
	B80 Accountant Auditor Appraiser	1.0	1.0	2.0	1.0	
	B96 Dept Fiscal Officer	1.0	1.0	1.0	0.0	
	C60 Admin Assistant	2.0	2.0	1.0	-1.0	
	D5D Human Resources Asst II	3.0	1.0	1.0	-2.0	
	D6D Human Resources Asst I	0.0	2.0	2.0	2.0	
	D94 Supv Account Clerk II	2.0	2.0	2.0	0.0	
	D96 Accountant Assistant	4.0	4.0	5.0	1.0	
	D97 Account Clerk II	6.0	8.0	7.0	1.0	
	D98 Account Clerk I	2.0	0.0	0.0	-2.0	
	G14 Information Systems Manager I	2.0	2.0	2.0	0.0	
	G28 Information Systems Analyst II	2.0	2.0	2.0	0.0	
	G29 Information Systems Analyst I	1.0	1.0	1.0	0.0	
	G50 Information Sys Tech II	1.0	1.0	1.0	0.0	
	T58 Sheriff's Correction Lt	1.0	1.0	1.0	0.0	
	X12 Office Specialist III-ACE	1.0	1.0	1.0	0.0	
024003	Main Jail Complex Fund 0001					
	B2P Admin Support Officer li	0.0	1.0	1.0	1.0	
	B2R Admin Support Officer I	1.0	0.0	0.0	-1.0	
	C29 Exec Assistant I	1.0	1.0	1.0	0.0	
	D09 Office Specialist III	1.0	1.0	1.0	0.0	
	D49 Office Specialist II	1.0	1.0	1.0	0.0	
	G70 Supv Custody Support Assistant	1.0	1.0	1.0	0.0	
	G72 Inmate Law Library Coord	1.0	1.0	1.0	0.0	
	G74 Custody Support Assistant	32.0	32.0	32.0	0.0	
	T54 Sheriff's Correctional Capt	1.0	1.0	1.0	0.0	
	T58 Sheriff's Correction Lt	3.0	3.0	3.0	0.0	
024008	Inmate Program Fund 0001					
	B1W Mgmt Aide	1.0	1.0	1.0	0.0	
	B3N Program Mgr II	1.0	1.0	1.0	0.0	
	D42 Law Enforcement Records Tech	1.0	1.0	1.0	0.0	
	D43 Law Enforcement Clerk	2.0	2.0	2.0	0.0	
	G70 Supv Custody Support Assistant	1.0	1.0	1.0	0.0	
	G74 Custody Support Assistant	2.0	2.0	2.0	0.0	
	X91 Rehabilitation Officer II	7.0	11.0	12.0	5.0	



Public Safety and Justice (Continued)

Agency Name		Budget Unit Number and Name		Cost Center Number and Name		Job Class Code and Title		2013 Positions		2014	Amount Change from 2013
								Approved	Adjusted	Recommended	Approved
		X92	Rehabilitation Officer I					6.0	2.0	2.0	-4.0
024009	Central Services Fund 0001										
		B2P	Admin Support Officer II					1.0	1.0	1.0	0.0
		C60	Admin Assistant					1.0	1.0	1.0	0.0
		D09	Office Specialist III					2.0	2.0	2.0	0.0
		D97	Account Clerk II					1.0	1.0	1.0	0.0
		G74	Custody Support Assistant					3.0	3.0	3.0	0.0
		G76	Sr Warehouse Materials Handler					2.0	2.0	2.0	0.0
		G77	Warehouse Materials Handler					2.0	2.0	2.0	0.0
		G80	Supv Storekeeper					1.0	1.0	1.0	0.0
		G81	Storekeeper					1.0	1.0	1.0	0.0
		H39	Asst Dir Food Services					2.0	2.0	2.0	0.0
		H56	Head Cook					2.0	2.0	2.0	0.0
		H59	Cook II					9.0	9.0	9.0	0.0
		H60	Cook I					9.0	9.0	9.0	0.0
		H63	Baker					3.0	3.0	3.0	0.0
		H64	Dietetic Assistant					4.0	4.0	4.0	0.0
		H68	Food Service Worker-Corr					33.0	33.0	33.0	0.0
		M03	Corr Support Services Mgr					0.0	1.0	1.0	1.0
		N94	Institutional Maintenance Engr					1.0	1.0	1.0	0.0
		R20	Dietitian II-Cema					1.0	1.0	1.0	0.0
		S32	Correctional Food Services Dir					0.0	1.0	1.0	1.0
		S3Z	Correctional Food Svc Dir					1.0	0.0	0.0	-1.0
Total - Department Of Correction								312.5	314.5	315.5	3.0
0246	Probation Department										
3710	Information Services Fund 0001										
		A97	Dir, Info Systems - Probation					1.0	1.0	1.0	0.0
		B1W	Mgmt Aide					1.0	1.0	1.0	0.0
		C29	Exec Assistant I					0.0	1.0	1.0	1.0
		G12	Information Systems Manager II					2.0	2.0	2.0	0.0
		G14	Information Systems Manager I					3.0	3.0	3.0	0.0
		G28	Information Systems Analyst II					4.0	5.0	5.0	1.0
		G29	Information Systems Analyst I					2.0	1.0	1.0	-1.0
		G38	Information Systems Tech III					2.0	2.0	2.0	0.0
3720	Administrative Svcs Fund 0001										
		A80	Chief Prob & Corr Officer-U					1.0	1.0	1.0	0.0
		B1D	Mgmt Analyst-ACE					1.0	1.0	1.0	0.0
		B1J	Mgmt Anal Prog Mgr II					1.0	1.0	1.0	0.0
		B1N	Sr Mgmt Analyst					3.0	3.0	3.0	0.0
		B1P	Mgmt Analyst					2.0	4.0	4.0	2.0
		B1R	Assoc Mgmt Analyst B					2.0	0.0	0.0	-2.0
		B1W	Mgmt Aide					1.0	1.0	1.0	0.0
		B2N	Admin Support Officer III					1.0	0.0	0.0	-1.0
		B2P	Admin Support Officer II					2.0	1.0	1.0	-1.0



Public Safety and Justice (Continued)

Agency Name		Budget Unit Number and Name		Cost Center Number and Name		2013 Positions		2014	Amount Change from 2013	
Job Class Code and Title		Approved	Adjusted	Recommended	Approved					
B3F	Admin Services Mgr II-Ace	1.0	1.0	1.0	0.0					
B3P	Program Mgr I	1.0	1.0	1.0	0.0					
B6P	Admin Services Mgr Probation	1.0	1.0	1.0	0.0					
B76	Sr Accountant	1.0	1.0	1.0	0.0					
B77	Accountant III	1.0	1.0	1.0	0.0					
B78	Accountant II	1.0	1.0	1.0	0.0					
B96	Dept Fiscal Officer	1.0	1.0	1.0	0.0					
D09	Office Specialist III	4.0	4.0	4.0	0.0					
D5D	Human Resources Asst II	4.0	4.0	4.0	0.0					
D67	Supv Personnel Services Clerk	1.0	1.0	1.0	0.0					
D94	Supv Account Clerk II	1.0	1.0	1.0	0.0					
D96	Accountant Assistant	2.0	2.0	2.0	0.0					
D97	Account Clerk II	8.0	8.0	8.0	0.0					
F37	Justice Systems Clerk II	0.5	0.0	0.0	-0.5					
G11	Information Systems Mgr III	1.0	1.0	1.0	0.0					
G76	Sr Warehouse Materials Handler	3.0	3.0	3.0	0.0					
G81	Storekeeper	1.0	1.0	1.0	0.0					
H3A	Probation Food Services Mgr	1.0	1.0	1.0	0.0					
H66	Food Service Worker II	4.0	0.0	0.0	-4.0					
H80	Laundry Services Supervisor	1.0	1.0	1.0	0.0					
H84	Laundry Worker II	5.0	5.0	5.0	0.0					
M11	Fleet Maintenance Scheduler	0.0	1.0	1.0	1.0					
M20	Facilities Maintenance Rep	1.0	1.0	1.0	0.0					
M47	General Maint Mechanic II	0.0	1.0	1.0	1.0					
P75	Dir, R&O Measurement, Prob	1.0	1.0	1.0	0.0					
W1T	Assoc Mgmt Analyst A-U	1.0	1.0	1.0	0.0					
X09	Sr Office Specialist	5.0	4.0	4.0	-1.0					
X15	Exec Assistant II-ACE	1.0	1.0	1.0	0.0					
X17	Exec Assistant I-ACE	2.0	2.0	2.0	0.0					
X19	Admin Assistant-ACE	1.0	1.0	1.0	0.0					
X20	Supv Probation Counselor	0.0	1.0	1.0	1.0					
X25	Supv Group Counselor I	1.0	1.0	1.0	0.0					
X48	Supv Probation Officer	1.0	1.0	1.0	0.0					
3722	Staff Training Fund 0001									
B23	Sr Training & Staff Developmnt	1.0	1.0	1.0	0.0					
B2F	Assoc Trng & Staff Dev Spec II	1.0	1.0	1.0	0.0					
C60	Admin Assistant	1.0	1.0	1.0	0.0					
X27	Sr Group Counselor	1.0	1.0	1.0	0.0					
X44	Probation Mgr	1.0	1.0	1.0	0.0					
X48	Supv Probation Officer	1.0	1.0	1.0	0.0					
X50	Deputy Probation Officer III	1.0	1.0	1.0	0.0					
024615	Adult Probation Svcs Div Fund 0001									
A82	Deputy Chief Probation Officer	0.0	1.0	1.0	1.0					
B1P	Mgmt Analyst	1.0	1.0	1.0	0.0					
B2N	Admin Support Officer III	0.0	1.0	1.0	1.0					



Public Safety and Justice (Continued)

Agency Name		Budget Unit Number and Name		Cost Center Number and Name		Job Class Code and Title		2013 Positions		2014	Amount Change from 2013
						Approved	Adjusted	Recommended	Approved		
		B80	Accountant Auditor Appraiser	1.0	1.0	1.0	0.0				
		D09	Office Specialist III	3.0	1.0	1.0	-2.0				
		D11	Transcriptionist	1.0	1.0	1.0	0.0				
		D34	Supv Clerk	4.0	4.0	4.0	0.0				
		E19	Probation Community Worker	7.0	7.0	7.0	0.0				
		E29	Probation Peer Support Worker	0.0	1.0	1.0	1.0				
		F37	Justice Systems Clerk II	26.5	27.0	27.0	0.5				
		F38	Justice Systems Clerk - I	19.5	21.0	21.0	1.5				
		G14	Information Systems Mgr I	0.0	0.0	1.0	1.0				
		Q03	Program Mgr I-U	1.0	1.0	1.0	0.0				
		Q94	Probation Community Worker-U	2.0	2.0	2.0	0.0				
		X17	Exec Assistant I-ACE	1.0	1.0	1.0	0.0				
		X27	Sr Group Counselor	1.0	1.0	1.0	0.0				
		X44	Probation Mgr	3.0	3.0	4.0	1.0				
		X48	Supv Probation Officer	18.0	18.0	18.0	0.0				
		X50	Deputy Probation Officer III	164.5	159.5	159.5	-5.0				
		X52	Deputy Probation Officer II	10.0	12.0	12.0	2.0				
		X53	Deputy Probation Officer I	3.0	6.0	6.0	3.0				
024616	Juvenile Probation Svcs Div Fund 0001										
		A82	Deputy Chief Probation Officer	2.0	1.0	1.0	-1.0				
		B2N	Admin Support Officer III	1.0	1.0	1.0	0.0				
		B3N	Program Mgr II	0.0	1.0	1.0	1.0				
		D09	Office Specialist III	1.0	1.0	1.0	0.0				
		D34	Supv Clerk	2.0	2.0	2.0	0.0				
		E19	Probation Community Worker	7.0	7.0	7.0	0.0				
		F37	Justice Systems Clerk II	8.0	8.5	8.5	0.5				
		F38	Justice Systems Clerk - I	14.5	15.5	15.5	1.0				
		M11	Vehicle Maintenance Schdlr	1.0	0.0	0.0	-1.0				
		M47	General Maint Mechanic II	1.0	0.0	0.0	-1.0				
		W85	Deputy Probation Officer III-U	3.0	1.0	1.0	-2.0				
		X20	Supv Probation Counselor	1.0	1.0	1.0	0.0				
		X22	Probation Counselor II	5.0	5.0	5.0	0.0				
		X27	Sr Group Counselor	3.0	0.0	0.0	-3.0				
		X44	Probation Mgr	3.0	3.0	3.0	0.0				
		X48	Supv Probation Officer	15.0	15.0	15.0	0.0				
		X50	Deputy Probation Officer III	96.0	96.0	96.0	0.0				
		X52	Deputy Probation Officer II	22.0	20.0	20.0	-2.0				
		X53	Deputy Probation Officer I	6.0	10.0	10.0	4.0				
024617	Institution Services Division - Fund 0001										
		A82	Deputy Chief Probation Officer	1.0	1.0	1.0	0.0				
		B2N	Admin Support Officer III	0.0	1.0	1.0	1.0				
		C60	Admin Assistant	1.0	1.0	1.0	0.0				
		D34	Supv Clerk	1.0	1.0	1.0	0.0				
		D42	Law Enforcement Records Tech	2.0	2.0	2.0	0.0				
		D43	Law Enforcement Clerk	8.0	8.0	8.0	0.0				



Public Safety and Justice (Continued)

Agency Name		Budget Unit Number and Name		Cost Center Number and Name		2013 Positions		2014	Amount Change from 2013
Job Class Code and Title		Approved	Adjusted	Recommended	Approved				
F37	Justice Systems Clerk II	3.0	3.0	3.0	0.0				
F38	Justice Systems Clerk - I	3.0	2.0	2.0	-1.0				
F3A	Juv. Probation Records Suprv	1.0	1.0	1.0	0.0				
H56	Head Cook	1.0	1.0	1.0	0.0				
H59	Cook II	4.0	4.0	3.0	-1.0				
H60	Cook I	6.0	6.0	5.0	-1.0				
H66	Food Service Worker II	16.0	17.0	16.0	0.0				
H67	Food Service Worker I	0.0	3.0	3.0	3.0				
X17	Exec Assistant I-ACE	1.0	1.0	1.0	0.0				
X20	Supv Probation Counselor	7.0	6.0	6.0	-1.0				
X22	Probation Counselor II	61.0	61.0	59.0	-2.0				
X25	Supv Group Counselor I	16.0	16.0	16.0	0.0				
X27	Sr Group Counselor	142.0	162.0	162.0	20.0				
X28	Group Counselor II	39.0	11.0	11.0	-28.0				
X29	Group Counselor I	0.0	11.0	11.0	11.0				
X44	Probation Mgr	3.0	3.0	3.0	0.0				
X54	Probation Assistant II	18.0	15.0	15.0	-3.0				
X55	Probation Assistant I	0.0	3.0	2.0	2.0				
Total - Probation Department		885.5	887.5	883.5	-2.0				
0293	Med Exam-Coroner Fund 0001								
3750	Med-Exam/Coroner Fund 0001								
B2R	Admin Support Officer I	1.0	1.0	1.0	0.0				
D09	Office Specialist III	2.0	0.0	0.0	-2.0				
D87	Medical Transcriptionist	1.0	1.0	1.0	0.0				
P46	Asst Medical Examiner-Coroner	3.0	3.0	3.0	0.0				
S25	Forensic Pathology Technician	4.0	4.0	4.0	0.0				
V85	Medical Examiner Coroner Inves	9.0	9.0	9.0	0.0				
X09	Sr Office Specialist	0.0	2.0	2.0	2.0				
Total - Med Exam-Coroner Fund 0001		20.0	20.0	20.0	0.0				
Total - Public Safety and Justice		3,545.0	3,567.0	3,594.0	49.0				



Children, Seniors, and Families

Agency Name		Budget Unit Number and Name		Cost Center Number and Name		Job Class Code and Title		2013 Positions	2014	Amount
								Approved	Recommended	Change
								Adjusted		from 2013
									Approved	Approved
Social Services Agency										
0200	Dept Of Child Support Services									
3804	DCSS Exp - Admin Fund 0193									
	A43	Chief Attorney, DCSS		1.0	1.0	1.0	0.0			
	B1N	Sr Mgmt Analyst		1.0	1.0	1.0	0.0			
	B1P	Mgmt Analyst		2.0	2.0	2.0	0.0			
	B2K	Admin Serv Mgr III-2D		1.0	1.0	1.0	0.0			
	B2R	Admin Support Officer I		1.0	1.0	1.0	0.0			
	B3P	Program Mgr I		1.0	1.0	1.0	0.0			
	B4S	Div Mgr, Child Spt Svc		2.0	2.0	2.0	0.0			
	B76	Sr Accountant		1.0	1.0	1.0	0.0			
	B77	Accountant III		2.0	2.0	2.0	0.0			
	B78	Accountant II		2.0	2.0	2.0	0.0			
	B96	Dept Fiscal Officer		1.0	1.0	1.0	0.0			
	C76	Office Mgmt Coord		1.0	1.0	1.0	0.0			
	D05	Supv Legal Clerk		1.0	1.0	1.0	0.0			
	D09	Office Specialist III		17.0	17.0	19.0	2.0			
	D49	Office Specialist II		5.0	6.0	6.0	1.0			
	D51	Office Specialist I		7.0	6.0	6.0	-1.0			
	D5D	Human Resources Asst II		1.0	1.0	1.0	0.0			
	D64	Supv Legal Secretary I		1.0	1.0	1.0	0.0			
	D66	Legal Secretary II		10.0	6.0	6.0	-4.0			
	D70	Legal Secretary I		0.0	4.0	4.0	4.0			
	D97	Account Clerk II		3.0	3.0	3.0	0.0			
	E28	Messenger Driver		2.0	2.0	2.0	0.0			
	E84	Supv Family Support Officer		10.0	10.0	11.0	1.0			
	E85	Child Support Officer II		123.0	121.0	121.0	-2.0			
	E86	Child Support Officer I		0.0	2.0	2.0	2.0			
	E88	Senior Child Support Officer		18.0	18.0	18.0	0.0			
	E90	Child Support Specialist		19.0	19.0	19.0	0.0			
	F07	Legal Process Officer		1.0	1.0	1.0	0.0			
	F14	Legal Clerk		22.5	20.5	20.0	-2.5			
	F16	Legal Clerk Trainee		0.0	2.0	2.0	2.0			
	F19	Child Support Doc Examiner		5.0	5.0	5.0	0.0			
	G89	Call Center Coordinator		1.0	1.0	1.0	0.0			
	H17	Utility Worker		1.0	1.0	1.0	0.0			
	Q24	Dir Dept of Child Supp Svs		1.0	1.0	1.0	0.0			
	U71	Attorney IV-Child Spt Svc		12.0	12.0	12.0	0.0			
	V64	Office Specialist I-U		4.0	0.0	0.0	-4.0			
	V73	Sr Paralegal		0.0	0.0	1.0	1.0			
	W03	Paralegal-U		1.0	0.0	0.0	-1.0			
	X15	Exec Assistant II-ACE		1.0	1.0	1.0	0.0			



Children, Seniors, and Families (Continued)

Agency Name		Budget Unit Number and Name		2013 Positions		2014	Amount
Cost Center Number and Name		Job Class Code and Title		Approved	Adjusted	Recommended	Change
							from 2013
							Approved
3805	DCSS Exp - Electronic Data Processing Fund 0193						
		G11	Information Systems Mgr III	1.0	1.0	1.0	0.0
		G12	Information Systems Manager II	2.0	2.0	2.0	0.0
		G28	Information Systems Analyst II	2.0	2.0	2.0	0.0
		G38	Information Systems Tech III	1.0	1.0	1.0	0.0
Total - Dept Of Child Support Services				288.5	283.5	287.0	-1.5

0502 Social Services Agency

050201	Agency Office Admin Fund 0001						
		A3E	SSA Deputy Dir, Administration	1.0	1.0	0.0	-1.0
		A3F	SSA Dep Director, Operations	1.0	1.0	1.0	0.0
		A6A	Sr Financial Analyst	4.0	6.0	6.0	2.0
		A6B	Financial Analyst II	1.0	2.0	2.0	1.0
		A86	Dir Social Services Agency	1.0	1.0	1.0	0.0
		A89	Chief Deputy Dir-SSA	0.0	0.0	1.0	1.0
		B1E	Sr Mgmt Analyst-ACE	0.0	1.0	0.0	0.0
		B1H	Mgmt Anal Prog Mgr III	3.0	2.0	2.0	-1.0
		B1J	Mgmt Anal Prog Mgr II	1.0	3.0	3.0	2.0
		B1L	Mgmt Analysis Prog Mgr I	1.0	1.0	1.0	0.0
		B1N	Sr Mgmt Analyst	4.0	3.0	3.0	-1.0
		B1P	Mgmt Analyst	13.0	12.0	12.0	-1.0
		B1R	Assoc Mgmt Analyst B	1.0	1.0	1.0	0.0
		B2A	Equal Opportunity Analyst II	1.0	1.0	0.0	-1.0
		B2L	Admin Services Mgr I	1.0	1.0	1.0	0.0
		B2N	Admin Support Officer III	1.0	1.0	1.0	0.0
		B2P	Admin Support Officer II	3.0	3.0	3.0	0.0
		B3M	Program Mgr II-ACE	1.0	1.0	0.0	-1.0
		B3N	Program Mgr II	2.0	2.0	2.0	0.0
		B3P	Program Mgr I	1.0	1.0	0.0	-1.0
		B57	Central Svcs Mgr-Social Serv	1.0	1.0	1.0	0.0
		B76	Sr Accountant	7.0	7.0	7.0	0.0
		B77	Accountant III	4.0	7.0	7.0	3.0
		B78	Accountant II	7.0	8.0	8.0	1.0
		B80	Accountant Auditor Appraiser	2.0	1.0	2.0	0.0
		B90	Chief Fiscal Officer-SSA	1.0	1.0	1.0	0.0
		B9B	Social Services Fiscal Officer	1.0	1.0	1.0	0.0
		C08	Sr Executive Assistant	1.0	1.0	1.0	0.0
		C11	Equal Opportunity Officer	1.0	1.0	0.0	-1.0
		C32	Buyer II	1.0	1.0	1.0	0.0
		C60	Admin Assistant	2.0	3.0	3.0	1.0
		D09	Office Specialist III	12.0	12.0	11.0	-1.0
		D49	Office Specialist II	20.0	20.0	20.0	0.0
		D5D	Human Resources Asst II	8.0	8.0	0.0	-8.0
		D67	Supv Personnel Services Clerk	1.0	1.0	0.0	-1.0
		D77	Income Tax Specialist	1.0	1.0	2.0	1.0



Children, Seniors, and Families (Continued)

Agency Name		Budget Unit Number and Name		Cost Center Number and Name		2013 Positions		2014	Amount Change from 2013
Job Class Code and Title		Approved	Adjusted	Recommended	Approved				
D94	Supv Account Clerk II	2.0	2.0	2.0	0.0				
D95	Supv Account Clerk I	1.0	1.0	1.0	0.0				
D96	Accountant Assistant	11.0	11.0	11.0	0.0				
D97	Account Clerk II	17.0	16.0	16.0	-1.0				
E28	Messenger Driver	3.0	3.0	3.0	0.0				
E50	Eligibility Examiner	1.0	1.0	1.0	0.0				
F26	Print On Demand Operator	2.0	2.0	2.0	0.0				
F37	Justice Systems Clerk II	1.0	1.0	1.0	0.0				
G76	Sr Warehouse Materials Handler	2.0	2.0	2.0	0.0				
G80	Supv Storekeeper	1.0	1.0	1.0	0.0				
G82	Stock Clerk	7.0	7.0	7.0	0.0				
H16	Human Resources Analyst	3.0	3.0	0.0	-3.0				
H17	Utility Worker	3.0	3.0	3.0	0.0				
M11	Vehicle Maintenance Schdlr	2.0	2.0	2.0	0.0				
M20	Facilities Maintenance Rep	1.0	1.0	1.0	0.0				
P7A	Director of Research-SSA	0.0	1.0	1.0	1.0				
U98	Protective Services Officer	10.0	10.0	10.0	0.0				
V34	Senior Revenue Collections Ofc	2.0	2.0	2.0	0.0				
V35	Revenue Collections Officer	7.0	7.0	8.0	1.0				
V65	SSA App & Decision Spt Mgr	1.0	1.0	1.0	0.0				
V88	Investigator Assistant	2.0	2.0	2.0	0.0				
V8A	Supv Welfare Fraud Invest	1.0	0.0	0.0	-1.0				
V8B	Welfare Fraud Investigator	8.0	7.0	7.0	-1.0				
X12	Office Specialist III-ACE	2.0	3.0	0.0	-2.0				
X17	Exec Assistant I-ACE	2.0	2.0	3.0	1.0				
X19	Admin Assistant-ACE	1.0	1.0	0.0	-1.0				
Y34	SSA Security and Safety Mgr	1.0	1.0	1.0	0.0				
Y48	Social Work Coord II	1.0	1.0	1.0	0.0				
Y49	Social Work Coord I	1.0	1.0	1.0	0.0				
Y50	Project Mgr	3.0	2.0	2.0	-1.0				
050202	Information Systems Fund 0001								
A2N	Dir of Info Systems-SSA	1.0	1.0	1.0	0.0				
B1J	Mgmt Anal Prog Mgr II	1.0	1.0	1.0	0.0				
B1N	Sr Mgmt Analyst	1.0	1.0	1.0	0.0				
B1P	Mgmt Analyst	4.0	3.0	3.0	-1.0				
B1R	Assoc Mgmt Analyst B	3.0	4.0	4.0	1.0				
B1T	Assoc Mgmt Analyst A	1.0	0.0	0.0	-1.0				
C60	Admin Assistant	1.0	0.0	0.0	-1.0				
D09	Office Specialist III	1.0	0.0	0.0	-1.0				
G12	Information Systems Manager II	3.0	3.0	3.0	0.0				
G14	Information Systems Manager I	7.0	9.0	9.0	2.0				
G28	Information Systems Analyst II	11.0	12.0	13.0	2.0				
G29	Information Systems Analyst I	1.0	1.0	1.0	0.0				
G38	Information Systems Tech III	1.0	1.0	1.0	0.0				
G4N	Web Designer	0.0	1.0	1.0	1.0				



Children, Seniors, and Families (Continued)

Agency Name		Budget Unit Number and Name		Cost Center Number and Name		2013 Positions		2014	Amount Change from 2013
		Job Class Code and Title		Approved	Adjusted	Recommended	Approved		
		G50	Information Sys Tech II	18.0	17.0	17.0		-1.0	
		K16	Telephone Services Engineer	2.0	2.0	2.0		0.0	
		L35	Telecommunications Tech	2.0	2.0	2.0		0.0	
		P65	SSA App & Dec Spt Spec Elig II	17.0	9.0	9.0		-8.0	
		P66	SSA App & Dec Spt Spec Elig I	3.0	0.0	0.0		-3.0	
		V65	SSA App & Decision Spt Mgr	13.0	10.0	10.0		-3.0	
		W20	SSA Info Technology Spec	20.0	20.0	20.0		0.0	
		X17	Exec Assistant I-ACE	1.0	1.0	1.0		0.0	
050203	Agency Staff Dev & Training Fund 0001								
		B1J	Mgmt Anal Prog Mgr II	1.0	0.0	0.0		-1.0	
		B1W	Mgmt Aide	2.0	2.0	2.0		0.0	
		B23	Sr Training & Staff Developmnt	4.0	4.0	4.0		0.0	
		B2E	Training & Staff Dev Spec	1.0	1.0	1.0		0.0	
		B2F	Assoc Trng & Staff Dev Spec II	4.0	4.0	4.0		0.0	
		B8F	Mgr, Training & Staff Dev, SSA	1.0	1.0	1.0		0.0	
		C76	Office Mgmt Coord	1.0	1.0	1.0		0.0	
		D09	Office Specialist III	5.0	5.0	5.0		0.0	
		D72	Client Services Technician	1.0	1.0	1.0		0.0	
		E42	Staff Development Spec	8.0	14.0	14.0		6.0	
		E44	Eligibility Work Supv	2.0	2.0	3.0		1.0	
		E45	Eligibility Worker III	2.0	1.0	1.0		-1.0	
		Y22	Social Work Training Specialis	3.0	5.0	5.0		2.0	
		Y23	Social Work Supervisor	1.0	2.0	2.0		1.0	
050205	Community Program & Grant Fund 0001								
		C60	Admin Assistant	0.5	0.5	0.5		0.0	
		D09	Office Specialist III	1.0	1.0	1.0		0.0	
		D72	Client Services Technician	1.0	1.0	1.0		0.0	
		E45	Eligibility Worker III	2.0	2.0	2.0		0.0	
		V31	Office Specialist III-U	0.0	1.5	1.5		1.5	
		W20	SSA Info Technology Spec	1.0	1.0	1.0		0.0	
		Y48	Social Work Coord II	1.0	1.0	1.0		0.0	
Total - Social Services Agency				364.5	364.0	348.0		-16.5	

0503 Department of Family & Children's Services

050301	DFCS Admin Fund 0001							
		A2V	Dir Family & Children Services	1.0	1.0	1.0		0.0
		A74	Asst Dir Famil & Children Svcs	1.0	1.0	1.0		0.0
		B1P	Mgmt Analyst	3.0	3.0	3.0		0.0
		B1R	Assoc Mgmt Analyst B	1.0	1.0	1.0		0.0
		C29	Exec Assistant I	1.0	1.0	1.0		0.0
		C60	Admin Assistant	9.0	9.0	9.0		0.0
		C76	Office Mgmt Coord	6.0	6.0	6.0		0.0
		D09	Office Specialist III	1.0	1.0	1.0		0.0
		D72	Client Services Technician	1.0	1.0	1.0		0.0
		X17	Exec Assistant I-ACE	1.0	1.0	1.0		0.0



Children, Seniors, and Families (Continued)

Agency Name		Budget Unit Number and Name		Cost Center Number and Name		2013 Positions		2014	Amount Change from 2013
Job Class Code and Title		Approved	Adjusted	Recommended	Approved				
	Y23	Social Work Supervisor	50.0	4.0	4.0	-46.0			
	Y30	Social Services Prog Mgr III	5.0	5.0	5.0	0.0			
	Y31	Social Services Program Mgr II	2.0	2.0	2.0	0.0			
	Y32	Social Services Program Mgr I	5.0	5.0	5.0	0.0			
	Y3A	Social Worker I	33.0	0.0	0.0	-33.0			
	Y3B	Social Worker II	3.0	2.0	2.0	-1.0			
	Y3C	Social Worker III	284.0	6.0	6.0	-278.0			
	Y48	Social Work Coord II	18.0	12.0	12.0	-6.0			
	Y50	Project Mgr	1.0	2.0	2.0	1.0			
050302	DFCS Program Svcs Fund 0001								
	E45	Eligibility Worker III	0.0	1.0	1.0	1.0			
	Y23	Social Work Supervisor	0.0	46.0	46.0	46.0			
	Y25	Employment Program Supv	1.0	1.0	1.0	0.0			
	Y27	Employment Counselor	2.0	2.0	2.0	0.0			
	Y28	Employment Counselor II	0.0	1.0	1.0	1.0			
	Y29	Employment Technician I	1.0	0.0	0.0	-1.0			
	Y3A	Social Worker I	0.0	35.0	35.0	35.0			
	Y3B	Social Worker II	0.0	1.0	1.0	1.0			
	Y3C	Social Worker III	0.0	276.0	278.0	278.0			
	Y48	Social Work Coord II	0.0	6.0	6.0	6.0			
050303	DFCS Program Support Fund 0001								
	D03	Data Office Specialist	6.0	6.0	6.0	0.0			
	D09	Office Specialist III	35.0	37.0	37.0	2.0			
	D43	Law Enforcement Clerk	1.0	1.0	1.0	0.0			
	D49	Office Specialist II	11.0	11.0	11.0	0.0			
	D72	Client Services Technician	21.0	19.0	19.0	-2.0			
	E28	Messenger Driver	2.0	2.0	2.0	0.0			
	F14	Legal Clerk	10.0	10.0	10.0	0.0			
	X09	Sr Office Specialist	1.0	1.0	1.0	0.0			
050304	Children's Receiving Center Fund 0001								
	B2P	Admin Support Officer II	1.0	1.0	1.0	0.0			
	B3P	Program Mgr I	1.0	1.0	1.0	0.0			
	C60	Admin Assistant	1.0	1.0	1.0	0.0			
	D09	Office Specialist III	3.0	3.0	3.0	0.0			
	D49	Office Specialist II	1.0	1.0	1.0	0.0			
	G76	Sr Warehouse Materials Handler	1.0	1.0	1.0	0.0			
	H21	Facilities Services Worker	2.0	2.0	2.0	0.0			
	X24	Senior Children'S Counselor	2.0	2.0	2.0	0.0			
	X31	Childrens Counselor	15.0	15.0	15.0	0.0			
050305	DFCS Staff Dev. and Training Fund 0001								
	Y22	Social Work Training Specialis	2.0	0.0	0.0	-2.0			
	Y23	Social Work Supervisor	1.0	0.0	0.0	-1.0			
	Y3A	Social Worker I	1.0	0.0	0.0	-1.0			
	Y3B	Social Worker II	1.0	0.0	0.0	-1.0			
	Y3C	Social Worker III	0.0	2.0	2.0	2.0			



Children, Seniors, and Families (Continued)

Agency Name		Budget Unit Number and Name		Cost Center Number and Name		2013 Positions		2014	Amount
						Approved	Adjusted	Recommended	Change
				Job Class Code and Title					from 2013
									Approved
050306		DFCS Out of Home Placement Res & Pmt Fund 0001							
Total - Department of Family & Children's Services						549.0	548.0	550.0	1.0
0504	Department of Employment & Benefit Svc								
050401		DEBS Admin Fund 00001							
	A78	Dir Empl & Benefits Services		1.0	1.0	1.0	0.0		
	A98	Asst Dir, Employment & Benefit		1.0	1.0	1.0	0.0		
	B1N	Sr Mgmt Analyst		1.0	1.0	1.0	0.0		
	B1P	Mgmt Analyst		7.0	16.0	16.0	9.0		
	B1R	Assoc Mgmt Analyst B		1.0	1.0	1.0	0.0		
	B28	Internal Auditor III		0.0	1.0	1.0	1.0		
	B2N	Admin Support Officer III		3.0	1.0	1.0	-2.0		
	B2R	Admin Support Officer I		1.0	1.0	1.0	0.0		
	B30	Internal Auditor II		0.0	1.0	1.0	1.0		
	B6U	Admin of Benefits Serv		0.0	1.0	1.0	1.0		
	C29	Exec Assistant I		1.0	1.0	1.0	0.0		
	C60	Admin Assistant		8.0	15.0	15.0	7.0		
	C76	Office Mgmt Coord		11.0	13.0	13.0	2.0		
	D09	Office Specialist III		2.0	4.0	4.0	2.0		
	D97	Account Clerk II		0.0	1.0	1.0	1.0		
	E44	Eligibility Work Supv		76.0	0.0	0.0	-76.0		
	E45	Eligibility Worker III		222.5	0.0	0.0	-222.5		
	E46	Eligibility Worker II		337.0	0.0	0.0	-337.0		
	E50	Eligibility Examiner		34.0	0.0	0.0	-34.0		
	E53	Social Services Prg Cntrl Supv		2.0	0.0	0.0	-2.0		
	P65	SSA App & Dec Spt Spec Elig II		1.0	12.0	12.0	11.0		
	P66	SSA Application Dec Sup Spec I		0.0	1.0	1.0	1.0		
	V65	SSA Applctn Dec Supp Mgr		0.0	1.0	1.0	1.0		
	X17	Exec Assistant I-ACE		1.0	1.0	1.0	0.0		
	Y20	Employment Program Mgr		0.0	1.0	1.0	1.0		
	Y25	Employment Program Supv		15.0	0.0	0.0	-15.0		
	Y27	Employment Counselor		36.0	0.0	0.0	-36.0		
	Y28	Employment Technician II		80.0	1.0	1.0	-79.0		
	Y29	Employment Technician I		21.0	0.0	0.0	-21.0		
	Y30	Social Services Prog Mgr III		3.0	4.0	4.0	1.0		
	Y31	Social Services Program Mgr II		5.0	8.0	8.0	3.0		
	Y32	Social Services Program Mgr I		7.0	9.0	9.0	2.0		
	Y48	Social Work Coord II		1.0	1.0	1.0	0.0		
	Y50	Project Mgr		1.0	0.0	0.0	-1.0		
050402		DEBS Program Svcs Fund 0001							
	B2N	Admin Support Officer III		0.0	1.0	1.0	1.0		
	E44	Eligibility Work Supv		0.0	85.0	85.0	85.0		
	E45	Eligibility Worker III		1.0	305.0	305.0	304.0		
	E46	Eligibility Worker II		0.0	330.0	330.0	330.0		
	E50	Eligibility Examiner		0.0	34.0	34.0	34.0		



Children, Seniors, and Families (Continued)

Agency Name		Budget Unit Number and Name		Cost Center Number and Name		Job Class Code and Title		2013 Positions		2014	Amount Change from 2013
								Approved	Adjusted	Recommended	Approved
		E53	Social Services Prg Cntrl Supv	0.0	2.0	2.0	2.0				
		Y23	Social Work Supervisor	1.0	1.0	1.0	0.0				
		Y25	Employment Program Supv	1.0	16.0	16.0	15.0				
		Y27	Employment Counselor	7.0	43.0	43.0	36.0				
		Y28	Employment Counselor II	0.0	84.0	84.0	84.0				
		Y29	Employment Counselor I	0.0	17.0	17.0	17.0				
		Y3B	Social Worker II	8.0	8.0	8.0	0.0				
		Y3C	Social Worker III	3.0	3.0	3.0	0.0				
050403	DEBS Program Support Fund 0001										
		B1P	Mgmt Analyst	7.0	0.0	0.0	-7.0				
		B28	Internal Auditor III	1.0	0.0	0.0	-1.0				
		B30	Internal Auditor II	1.0	0.0	0.0	-1.0				
		B6U	Admin of Benefits Svcs	1.0	0.0	0.0	-1.0				
		C60	Admin Assistant	5.0	0.0	0.0	-5.0				
		C76	Office Mgmt Coord	2.0	0.0	0.0	-2.0				
		D09	Office Specialist III	34.0	48.0	48.0	14.0				
		D49	Office Specialist II	67.0	67.0	67.0	0.0				
		D72	Client Services Technician	105.0	94.0	94.0	-11.0				
		D97	Account Clerk II	1.0	0.0	0.0	-1.0				
		E44	Eligibility Work Supv	8.0	0.0	0.0	-8.0				
		E45	Eligibility Worker III	38.5	0.0	0.0	-38.5				
		E46	Eligibility Worker II	23.0	0.0	0.0	-23.0				
		G82	Stock Clerk	3.0	3.0	3.0	0.0				
		X09	Sr Office Specialist	0.5	0.5	0.0	-0.5				
		Y20	Employment Program Mgr	1.0	0.0	0.0	-1.0				
		Y28	Employment Technician II	1.0	0.0	0.0	-1.0				
		Y30	Social Services Prog Mgr III	1.0	0.0	0.0	-1.0				
		Y31	Social Services Program Mgr II	2.0	0.0	0.0	-2.0				
		Y32	Social Services Program Mgr I	2.0	0.0	0.0	-2.0				
050404	DEBS Trainees Fund 0001										
		E45	Eligibility Worker III	21.0	10.0	10.0	-11.0				
		E46	Eligibility Worker II	49.0	41.0	41.0	-8.0				
		E47	Eligibility Worker I	0.0	21.0	21.0	21.0				
Total - Department of Employment & Benefit Svc				1,274.5	1,311.5	1,311.0	36.5				
0505	Department of Aging and Adult Services Fund 0001										
050501	DAAS Admin Fund 0001										
		A2S	Dir Adult And Aging Services	1.0	1.0	1.0	0.0				
		A73	Public Administrator/Guardian	1.0	1.0	1.0	0.0				
		B1L	Mgmt Analysis Prog Mgr I	1.0	1.0	1.0	0.0				
		B1N	Sr Mgmt Analyst	1.0	1.0	1.0	0.0				
		B1P	Mgmt Analyst	0.0	1.0	1.0	1.0				
		B2N	Admin Support Officer III	0.0	1.0	1.0	1.0				
		B2P	Admin Support Officer II	1.0	0.0	0.0	-1.0				
		B3N	Program Mgr II	1.0	1.0	1.0	0.0				



Children, Seniors, and Families (Continued)

Agency Name		Budget Unit Number and Name		2013 Positions		2014	Amount Change from 2013
Cost Center Number and Name		Job Class Code and Title		Approved	Adjusted	Recommended	Approved
		C29	Exec Assistant I	1.0	1.0	1.0	0.0
		C60	Admin Assistant	1.0	2.0	2.0	1.0
		C76	Office Mgmt Coord	1.0	1.0	1.0	0.0
		D03	Data Office Specialist	5.0	5.0	5.0	0.0
		D66	Legal Secretary II	1.0	1.0	1.0	0.0
		D97	Account Clerk II	9.0	9.0	9.0	0.0
		E51	Program Coord	1.0	1.0	1.0	0.0
		E87	Senior Account Clerk	1.0	1.0	1.0	0.0
		S48	Public Health Nurse II	1.0	0.0	0.0	-1.0
		V24	Supv Estate Administrator	2.0	2.0	2.0	0.0
		V37	Estate Administrator	11.0	11.0	11.0	0.0
		V38	Estate Administrator Asst	2.0	2.0	2.0	0.0
		V42	Estate Property Tech	4.0	4.0	4.0	0.0
		W02	Social Worker II-U	0.5	0.0	0.0	-0.5
		X17	Exec Assistant I-ACE	1.0	1.0	1.0	0.0
		Y23	Social Work Supervisor	9.0	0.0	0.0	-9.0
		Y30	Social Services Prog Mgr III	1.0	1.0	1.0	0.0
		Y3A	Social Worker I	6.0	0.0	0.0	-6.0
		Y3B	Social Worker II	47.5	0.0	0.0	-47.5
		Y3C	Social Worker III	19.0	0.0	0.0	-19.0
		Y49	Social Work Coord I	4.0	0.0	0.0	-4.0
		Y5A	Project Mgr-U	0.0	0.0	1.0	1.0
050502	DAAS Program Svcs Fund 0001						
		B1P	Mgmt Analyst	1.0	0.0	0.0	-1.0
		B44	Deputy Public Guardian Asst	1.0	1.0	1.0	0.0
		C60	Admin Assistant	1.0	0.0	0.0	-1.0
		E46	Eligibility Worker II	1.0	1.0	1.0	0.0
		S48	Public Health Nurse II	0.0	1.0	1.0	1.0
		V45	Supv Deputy Public Guardian	4.0	4.0	4.0	0.0
		V4B	Deputy Public Guardian-Cons	30.0	30.0	30.0	0.0



Children, Seniors, and Families (Continued)

Agency Name		Budget Unit Number and Name		Cost Center Number and Name		Job Class Code and Title		2013 Positions		2014	Amount Change from 2013
								Approved	Adjusted	Recommended	Approved
						Y23	Social Work Supervisor	0.0	9.0	9.0	9.0
						Y3A	Social Worker I	0.0	7.0	7.0	7.0
						Y3B	Social Worker II	0.0	45.5	46.0	46.0
						Y3C	Social Worker III	0.0	21.0	21.0	21.0
						Y49	Social Work Coord I	0.0	3.0	3.0	3.0
050503	DAAS Program Support Fund 0001					D09	Office Specialist III	24.0	24.0	24.0	0.0
						D49	Office Specialist II	6.5	6.5	6.5	0.0
						D72	Client Services Technician	2.0	2.0	2.0	0.0
						E65	Program Services Aide	5.0	5.0	5.0	0.0
050504	Senior Nutrition Fund 0001					B1P	Mgmt Analyst	1.0	1.0	1.0	0.0
						B77	Accountant III	1.0	1.0	1.0	0.0
						C60	Admin Assistant	1.0	1.0	1.0	0.0
						D96	Accountant Assistant	1.0	1.0	1.0	0.0
						H54	Nutrition Services Mgr	1.0	1.0	1.0	0.0
						R20	Dietitian II-Cema	2.0	2.0	2.0	0.0
						Y31	Social Services Program Mgr II	1.0	1.0	1.0	0.0
Total - Department of Aging and Adult Services Fund 0001								217.5	217.0	218.5	1.0
Total - Children, Seniors, and Families								2,694.0	2,724.0	2,714.5	20.5



Santa Clara Valley Health and Hospital System

Agency Name

Budget Unit Number and Name

Cost Center Number and Name

		2013 Positions		2014	Amount
		Approved	Adjusted	Recommended	Change
					from 2013
Job Class Code and Title		Approved	Adjusted	Recommended	Approved
Health Department					
0410	Public Health				
041011	Administration Fund 0001				
A52	Dir of Public Health	1.0	1.0	1.0	0.0
A5A	Public Health Div Dir-Prog	1.0	1.0	1.0	0.0
A5B	Public Hlth Div Dir-Plan&Eval	1.0	1.0	1.0	0.0
B01	Health Planning Spec III	1.0	1.0	1.0	0.0
B19	Health Program Spec	6.5	6.5	6.5	0.0
B1P	Mgmt Analyst	2.0	1.0	1.0	-1.0
B1W	Mgmt Aide	2.0	1.0	1.0	-1.0
B2K	Admin Serv Mgr III-2D	1.0	1.0	1.0	0.0
B2P	Admin Support Officer II	1.0	1.0	1.0	0.0
B5X	Health Care Program Analyst II	1.0	1.0	1.0	0.0
B5Y	Health Care Program Analyst I	0.5	1.5	1.5	1.0
B5Z	Health Care Prog Analyst Assoc	0.0	0.0	1.0	1.0
B6H	Health Planning Spec II	2.0	2.0	2.0	0.0
C29	Exec Assistant I	1.0	1.0	1.0	0.0
C60	Admin Assistant	2.0	2.0	2.0	0.0
C82	Sr Health Care Program Mgr	1.0	1.0	1.0	0.0
C83	Health Care Program Mgr II	2.0	2.0	2.0	0.0
C9A	Health Information Officer	1.0	1.0	1.0	0.0
C9B	Social Media Specialist	0.5	0.5	0.5	0.0
D09	Office Specialist III	6.0	6.0	6.0	0.0
D49	Office Specialist II	1.0	1.0	1.0	0.0
D76	Medical Administrative Asst II	1.0	1.0	1.0	0.0
E06	Chief Registrar of Vital Stats	1.0	1.0	1.0	0.0
G77	Warehouse Materials Handler	0.5	0.5	0.5	0.0
J23	Senior Epidemiologist	1.0	1.0	1.0	0.0
J25	Epidemiologist II	2.0	2.0	2.0	0.0
J28	Epidemiologist I	2.0	2.0	2.0	0.0
J45	Graphic Designer II	0.5	0.5	0.5	0.0
P06	Chief Health Protection Servic	1.0	1.0	1.0	0.0
Q17	Health Program Spec-U	0.5	0.5	0.5	0.0
R24	Public Health Nutritionist	1.0	1.5	1.5	0.5
S08	Public Health Nutrition Assoc	1.0	1.0	1.0	0.0
S09	Emergency Medical Serv Spec	1.0	0.0	0.0	-1.0
S40	Dir of Public Health Nursing	1.0	1.0	1.0	0.0
U14	Prevention Prog Analyst II-U	0.5	0.0	0.0	-0.5
U19	Prevention Program Analyst I-U	0.0	0.5	0.5	0.5
W71	Sr Health Care Prog Analyst	2.0	2.0	2.0	0.0
X09	Sr Office Specialist	3.0	3.0	3.0	0.0
X17	Exec Assistant I-ACE	1.0	1.0	1.0	0.0



Santa Clara Valley Health and Hospital System (Continued)

Agency Name		Budget Unit Number and Name		Cost Center Number and Name		Job Class Code and Title		2013 Positions		2014	Amount Change from 2013
								Approved	Adjusted	Recommended	Approved
041012	Central Services Fund 0001										
		B19	Health Program Spec	3.0	3.0	3.0	0.0				
		B1W	Mgmt Aide	1.0	2.0	2.0	1.0				
		B5X	Health Care Program Analyst II	2.0	2.0	2.0	0.0				
		B5Y	Health Care Program Analyst I	0.0	2.0	2.0	2.0				
		B5Z	Health Care Prog Analyst Assoc	1.0	0.0	0.0	-1.0				
		B6H	Health Planning Spec II	2.0	2.5	2.5	0.5				
		C23	Prevention Program Analyst II	0.0	0.5	0.5	0.5				
		C60	Admin Assistant	2.0	2.0	2.0	0.0				
		C69	Public Health Nurse Manager II	1.0	1.0	1.0	0.0				
		C70	Public Health Nurse Manger I	3.0	3.0	3.0	0.0				
		C76	Office Mgmt Coord	1.0	1.0	1.0	0.0				
		C82	Sr Health Care Program Mgr	3.0	3.0	3.0	0.0				
		C83	Health Care Program Mgr II	4.0	4.0	4.0	0.0				
		C84	Health Care Program Mgr I	2.0	2.0	2.0	0.0				
		D09	Office Specialist III	13.5	14.5	14.5	1.0				
		D1E	Sr Health Services Rep	8.0	8.0	8.0	0.0				
		D2E	Health Services Rep	21.5	21.5	21.5	0.0				
		D48	Patient Business Svcs Clerk	1.0	1.0	1.0	0.0				
		D49	Office Specialist II	2.0	2.0	2.0	0.0				
		D60	Clerical Office Supv	1.0	1.0	1.0	0.0				
		D75	Medical Office Specialist	1.5	1.5	1.5	0.0				
		E04	Public Health Community Spec	6.0	7.0	6.0	0.0				
		E07	Community Worker	2.0	2.0	2.0	0.0				
		E32	Public Health Assistant	14.0	10.0	10.0	-4.0				
		J25	Epidemiologist II	1.0	1.0	1.0	0.0				
		J26	Health Education Specialist	10.0	9.5	10.5	0.5				
		J27	Health Education Associate	5.0	4.0	4.0	-1.0				
		J67	Health Information Clerk III	1.0	1.0	1.0	0.0				
		J69	Health Information Clerk I	0.0	0.5	0.5	0.5				
		P04	Asst Public Health Officer	3.0	3.0	3.0	0.0				
		P08	Public Health Physician III	0.5	0.5	0.5	0.0				
		R01	Chief Cerebral Palsy Therapist	1.0	1.0	1.0	0.0				
		R02	Supv Cerebral Palsy Therapist	5.0	5.0	5.0	0.0				
		R04	Sr Therapist Ccs	4.0	4.0	4.0	0.0				
		R05	Therapist CCS I	18.0	19.5	19.5	1.5				
		R07	Therapist CCS II	8.0	6.5	6.5	-1.5				
		R24	Public Health Nutritionist	14.0	12.5	12.0	-2.0				
		R41	Therapy Aide	5.0	5.0	5.0	0.0				
		S08	Public Health Nutrition Assoc	20.0	20.0	20.0	0.0				
		S10	Utilization Review Supv	1.0	2.0	2.0	1.0				
		S12	Utilization Review Coord	18.0	18.0	18.0	0.0				
		S45	Public Health Nurse SpecIst	1.0	1.0	1.0	0.0				
		S47	Public Health Nurse III	6.0	6.0	6.0	0.0				
		S48	Public Health Nurse II	33.5	34.0	34.0	0.5				



Santa Clara Valley Health and Hospital System (Continued)

Agency Name		Budget Unit Number and Name		Cost Center Number and Name		2013 Positions		2014	Amount Change from 2013
Job Class Code and Title		Approved	Adjusted	Recommended	Approved				
	S50	Public Health Nurse I	0.0	1.0	1.0	1.0			
	S51	Communicable Disease Invest	9.0	11.0	11.0	2.0			
	S85	Licensed Vocational Nurse	1.0	1.0	1.0	0.0			
	W09	Pub Hlth Comm Spec-U	1.5	1.5	1.5	0.0			
	W28	Public Health Community Spec-U	0.0	1.0	1.0	1.0			
	W71	Sr Health Care Prog Analyst	2.0	2.0	2.0	0.0			
	X09	Sr Office Specialist	1.0	1.0	1.0	0.0			
	Y03	Medical Social Worker II	2.0	2.0	2.0	0.0			
	Y3B	Social Worker II	2.0	2.0	2.0	0.0			
041013	Support Services Fund 0001								
	C60	Admin Assistant	1.0	1.0	1.0	0.0			
	D09	Office Specialist III	1.5	1.5	1.5	0.0			
	E28	Messenger Driver	1.0	1.0	1.0	0.0			
	R26	Asst Dir of Pharmacy Services	1.0	1.0	1.0	0.0			
	R27	Pharmacist	2.5	2.0	2.0	-0.5			
	R29	Pharmacy Technician	3.5	4.0	4.0	0.5			
	R42	Chief Public Health Laboratory	1.0	1.0	1.0	0.0			
	R43	Sr Public Hlth Microbiologist	3.0	3.0	3.0	0.0			
	R46	Public Health Microbiologist	4.0	4.0	4.0	0.0			
	R56	Supv Pharmacist	1.0	1.0	1.0	0.0			
	R7F	Medical Lab Assistant III	1.0	1.0	1.0	0.0			
041015	Emergency Medical Services Fund 0001								
	B01	Health Planning Spec III	1.0	1.0	1.0	0.0			
	B19	Health Program Spec	1.0	1.0	1.0	0.0			
	B1N	Sr Mgmt Analyst	0.0	1.0	1.0	1.0			
	B1P	Mgmt Analyst	1.0	0.0	0.0	-1.0			
	B20	Emergency Med Svcs Admin	1.0	1.0	1.0	0.0			
	B5Y	Health Care Program Analyst I	1.0	1.0	1.0	0.0			
	B7T	Public Hlth Prep Mgr	1.0	1.0	1.0	0.0			
	C29	Exec Assistant I	1.0	1.0	1.0	0.0			
	C60	Admin Assistant	1.0	1.0	1.0	0.0			
	C98	Public Communications Spec	1.0	1.0	1.0	0.0			
	D09	Office Specialist III	1.0	1.0	1.0	0.0			
	J25	Epidemiologist II	1.0	1.0	1.0	0.0			
	J26	Health Education Specialist	1.0	1.0	1.0	0.0			
	P62	Specialty Programs Nurse Coord	1.0	1.0	1.0	0.0			
	S09	Emergency Medical Serv Spec	7.0	8.0	8.0	1.0			
	S2E	Sr Emergency Med Svcs Spclst	1.0	1.0	1.0	0.0			
	W71	Sr Health Care Prog Analyst	1.0	1.0	1.0	0.0			
041016	Region #1 Fund 0001								
	B01	Health Planning Spec III	1.0	1.0	1.0	0.0			
	B19	Health Program Spec	2.0	2.0	2.0	0.0			
	B5X	Health Care Program Analyst II	0.0	1.0	1.0	1.0			
	B5Y	Health Care Program Analyst I	1.0	0.0	0.0	-1.0			
	B6H	Health Planning Spec II	2.5	2.0	2.0	-0.5			



Santa Clara Valley Health and Hospital System (Continued)

Agency Name		Budget Unit Number and Name		Cost Center Number and Name		Job Class Code and Title		2013 Positions		2014	Amount Change from 2013
								Approved	Adjusted	Recommended	Approved
		D09	Office Specialist III	2.0	2.0	2.0	0.0				
		J25	Epidemiologist II	0.0	1.0	1.0	1.0				
		J26	Health Education Specialist	0.5	1.0	1.0	0.5				
		J28	Epidemiologist I	1.0	0.0	0.0	-1.0				
041017	Region #2 Fund 0001										
		C69	Public Health Nurse Manager II	1.0	1.0	1.0	0.0				
		C70	Public Health Nurse Manger I	3.0	3.0	3.0	0.0				
		C76	Office Mgmt Coord	1.0	1.0	1.0	0.0				
		D09	Office Specialist III	5.0	5.0	5.0	0.0				
		E32	Public Health Assistant	7.0	11.0	10.0	3.0				
		S48	Public Health Nurse II	33.0	25.5	25.5	-7.5				
		S50	Public Health Nurse I	0.0	5.0	5.0	5.0				
041021	Region #6 Fund 0001										
Total - Public Health				426.0	431.0	430.5	4.5				

0412 Mental Health Department

041201 MH Department Admin Fund 0001		Job Class Code and Title		2013 Positions		2014	Amount Change from 2013
				Approved	Adjusted	Recommended	Approved
		A49	Mental Health Medical Dir-U	1.0	1.0	1.0	0.0
		A51	Dir of Mental Health Services	1.0	1.0	1.0	0.0
		B19	Health Program Spec	1.0	1.0	1.0	0.0
		B1P	Mgmt Analyst	1.0	2.0	2.0	1.0
		B1R	Assoc Mgmt Analyst B	2.0	2.0	2.0	0.0
		B1T	Assoc Mgmt Analyst A	2.0	2.0	2.0	0.0
		B2J	Admin Services Mgr II	2.0	2.0	2.0	0.0
		B2N	Admin Support Officer III	1.0	1.0	1.0	0.0
		B3R	Deputy Dir Mntl Hlth Prg Ops	1.0	2.0	2.0	1.0
		B5X	Health Care Program Analyst II	4.0	4.0	4.0	0.0
		B5Y	Health Care Program Analyst I	0.0	1.0	1.0	1.0
		B72	Mental Health Program Supv	1.0	0.0	0.0	-1.0
		C29	Exec Assistant I	2.0	2.0	2.0	0.0
		C60	Admin Assistant	2.0	1.0	1.0	-1.0
		C97	Quality Improvement Coord	8.0	8.0	8.0	0.0
		D09	Office Specialist III	7.0	6.0	6.0	-1.0
		D2E	Health Services Rep	1.0	1.0	1.0	0.0
		D2J	Mental Health Peer Support Wrk	0.0	1.5	1.5	1.5
		D48	Patient Business Svcs Clerk	1.0	1.0	1.0	0.0
		P13	Sr Mental Health Prog Spec	2.0	2.0	2.0	0.0
		P14	Mental Health Prog Spec II	8.0	8.0	8.0	0.0
		P96	Marriage & Family Therapist II	0.0	1.0	1.0	1.0
		Q3E	Sr Health Care Prog Analyst-U	1.0	1.0	1.0	0.0
		S12	Utilization Review Coord	1.0	1.0	1.0	0.0
		U04	Mgmt Anal Prog Mgr II-U	0.0	1.0	1.0	1.0
		U1B	Mental Health Prgm Spec II-U	1.0	1.0	1.0	0.0
		W71	Sr Health Care Prog Analyst	4.0	3.0	3.0	-1.0
		X17	Exec Assistant I-ACE	1.0	1.0	1.0	0.0



Santa Clara Valley Health and Hospital System (Continued)

Agency Name		Budget Unit Number and Name		2013 Positions		2014	Amount Change from 2013
Cost Center Number and Name		Job Class Code and Title	Approved	Adjusted	Recommended	Approved	
		Y41 Psychiatric Social Worker II	1.0	0.0	0.0	-1.0	
041202	Crisis Outreach Referral & Educ Div Fund 0001						
		C23 Prevention Program Analyst II	2.0	1.0	1.0	-1.0	
		C24 Prevention Program Analyst I	0.0	1.0	1.0	1.0	
		D1E Sr Health Services Rep	1.0	0.0	0.0	-1.0	
		D2E Health Services Rep	2.5	2.5	2.5	0.0	
		P14 Mental Health Prog Spec II	1.0	1.0	1.0	0.0	
		P67 Rehabilitation Counselor	3.0	0.0	0.0	-3.0	
		P96 Marriage & Family Therapist II	4.0	5.0	5.0	1.0	
		Y41 Psychiatric Social Worker II	7.0	6.0	6.0	-1.0	
		Y42 Psychiatric Social Worker I	0.0	1.0	1.0	1.0	
041203	Adult/Older Adult Div Fund 0001						
		A2J Dir of Homeless Systems	1.0	1.0	1.0	0.0	
		A2K Homeless Services Coord	1.0	1.0	1.0	0.0	
		B19 Health Program Spec	1.0	2.0	2.0	1.0	
		B1P Mgmt Analyst	1.0	1.0	1.0	0.0	
		B1R Assoc Mgmt Analyst B	2.0	1.0	1.0	-1.0	
		B1W Mgmt Aide	0.0	1.0	1.0	1.0	
		B3N Program Mgr II	2.0	1.0	1.0	-1.0	
		B3P Program Mgr I	2.5	2.5	2.5	0.0	
		B5X Health Care Program Analyst II	4.0	5.0	5.0	1.0	
		B5Y Health Care Program Analyst I	0.0	1.0	1.0	1.0	
		B72 Mental Health Program Supv	2.0	2.0	2.0	0.0	
		C23 Prevention Program Analyst II	3.0	3.0	3.0	0.0	
		C60 Admin Assistant	2.0	2.0	2.0	0.0	
		C82 Sr Health Care Program Mgr	1.0	1.0	1.0	0.0	
		C83 Health Care Program Mgr II	3.5	6.0	6.0	2.5	
		D09 Office Specialist III	3.0	3.0	3.0	0.0	
		D1E Sr Health Services Rep	3.0	4.0	4.0	1.0	
		D1F Mental Hlth Office Supervisor	5.0	5.0	5.0	0.0	
		D2E Health Services Rep	24.5	25.5	25.5	1.0	
		D2J Mental Health Peer Spt Wrk	25.0	27.5	27.5	2.5	
		E07 Community Worker	22.0	22.0	22.0	0.0	
		E33 Mental Health Community Worker	1.0	1.0	1.0	0.0	
		H59 Cook II	1.0	1.0	1.0	0.0	
		H60 Cook I	4.0	4.0	4.0	0.0	
		H66 Food Service Worker II	1.0	1.0	1.0	0.0	
		P13 Sr Mental Health Prog Spec	5.0	6.0	6.0	1.0	
		P14 Mental Health Prog Spec II	4.0	6.0	6.0	2.0	
		P49 Psychiatrist III-Mental Health	7.5	7.5	7.5	0.0	
		P67 Rehabilitation Counselor	27.0	30.0	30.0	3.0	
		P96 Marriage & Family Therapist II	7.5	7.5	7.5	0.0	
		P97 Marriage & Family Therapist I	0.0	2.0	2.0	2.0	
		S87 Psychiatric Technician II	3.5	3.5	3.5	0.0	
		S94 Nursing Attendant	2.5	0.0	0.0	-2.5	



Santa Clara Valley Health and Hospital System (Continued)

Agency Name		Budget Unit Number and Name		Cost Center Number and Name		2013 Positions		2014	Amount Change from 2013
Job Class Code and Title		Approved	Adjusted	Recommended	Approved				
S9S	Mental Health Worker	0.0	2.5	2.5	2.5	2.5			
U04	Mgmt Anal Prog Mgr II-U	1.0	0.0	0.0	-1.0				
Y41	Psychiatric Social Worker II	28.0	25.0	25.0	-3.0				
Y42	Psychiatric Social Worker I	0.0	3.0	3.0	3.0				
041204	Family & Children's Svcs Div Fund 0001								
B72	Mental Health Program Supv	1.0	1.0	1.0	0.0				
C60	Admin Assistant	1.0	1.0	1.0	0.0				
C83	Health Care Program Mgr II	3.0	3.0	3.0	0.0				
D1E	Sr Health Services Rep	1.0	1.0	1.0	0.0				
D1F	Mental Hlth Office Supervisor	1.0	1.0	1.0	0.0				
D2E	Health Services Rep	13.0	13.0	13.0	0.0				
D2J	Mental Health Peer Spt Wrk	1.5	1.0	1.0	-0.5				
P14	Mental Health Prog Spec II	3.0	3.0	3.0	0.0				
P49	Psychiatrist III-Mental Health	5.5	5.5	5.5	0.0				
P67	Rehabilitation Counselor	1.0	1.0	1.0	0.0				
P93	Clinical Psychologist	0.5	0.5	0.5	0.0				
P96	Marriage & Family Therapist II	19.0	16.0	16.0	-3.0				
P97	Marriage & Family Therapist I	0.0	4.5	4.5	4.5				
S85	Licensed Vocational Nurse	1.0	1.0	1.0	0.0				
Y41	Psychiatric Social Worker II	30.5	18.0	18.0	-12.5				
Y42	Psychiatric Social Worker I	0.0	10.0	10.0	10.0				
041213	MHSA - Fund 0001								
B19	Health Program Spec	1.0	0.0	0.0	-1.0				
B1P	Mgmt Analyst	2.0	1.0	1.0	-1.0				
B1R	Assoc Mgmt Analyst B	1.0	2.0	2.0	1.0				
B1T	Assoc Mgmt Analyst A	1.0	1.0	1.0	0.0				
B2X	Assoc Trng & Staff Dev Spec I	0.0	1.0	1.0	1.0				
B3N	Program Mgr II	0.0	1.0	1.0	1.0				
B5X	Health Care Program Analyst II	1.0	0.0	0.0	-1.0				
B72	Mental Health Program Supv	1.0	1.0	1.0	0.0				
C60	Admin Assistant	1.0	2.0	2.0	1.0				
C83	Health Care Program Mgr II	1.0	1.0	1.0	0.0				
D09	Office Specialist III	1.0	1.0	1.0	0.0				
D1E	Sr Health Services Rep	1.0	1.0	1.0	0.0				
D2J	Mental Health Peer Support Wrk	0.0	1.0	1.0	1.0				
P13	Sr Mental Health Prog Spec	1.0	2.0	2.0	1.0				
P14	Mental Health Prog Spec II	2.5	4.5	4.5	2.0				
P97	Marriage & Family Therapist I	0.0	1.0	1.0	1.0				
Y41	Psychiatric Social Worker II	2.0	0.0	0.0	-2.0				
Y42	Psychiatric Social Worker I	0.0	1.0	1.0	1.0				
Total - Mental Health Department		377.5	395.5	395.5	18.0				
0414	Custody Health Services								
4138	CSCHS Administrative Services -Fund 0001								
C29	Exec Assistant I	1.0	1.0	1.0	0.0				



Santa Clara Valley Health and Hospital System (Continued)

Agency Name		Budget Unit Number and Name		Cost Center Number and Name		2013 Positions		2014	Amount Change from 2013
Job Class Code and Title		Approved	Adjusted	Recommended	Approved				
	S38	Staff Developer	1.0	1.0	1.0	0.0			
	S72	Quality Improvmt Mgr - A P Sv	1.0	0.0	0.0	-1.0			
	S80	Admin Nurse II	1.0	2.0	2.0	1.0			
	S86	Dir Chlds Shlt Cusdy Hlth Srv	1.0	1.0	1.0	0.0			
	W71	Sr Health Care Prog Analyst	1.0	1.0	1.0	0.0			
4150	Juvenile Probation Med Svcs Fund 0001								
	D02	Medical Unit Clerk	2.5	2.5	2.5	0.0			
	S31	Nrs Mgr Cld Shlt Cstdy Hlth	1.0	1.0	1.0	0.0			
	S75	Clinical Nurse III	10.2	10.2	10.2	0.0			
	S85	Licensed Vocational Nurse	3.5	3.5	3.5	0.0			
4160	Children's Shelter Med Svcs Fund 0001								
	S93	Hospital Services Asst II	2.0	1.0	0.0	-2.0			
041401	Adult Custody Med Svcs Fund 0001								
	C60	Admin Assistant	1.0	1.0	1.0	0.0			
	D02	Medical Unit Clerk	14.0	4.0	4.0	-10.0			
	H18	Janitor	3.0	3.0	3.0	0.0			
	J77	Health Information Tech II	1.0	0.0	0.0	-1.0			
	P76	Registered Dental Assistant	1.5	1.5	1.5	0.0			
	Q86	Clinical Nurse III-U	1.0	1.0	1.0	0.0			
	S31	Nrs Mgr Cld Shlt Cstdy Hlth	2.0	2.0	2.0	0.0			
	S75	Clinical Nurse III	68.2	68.7	68.7	0.5			
	S80	Admin Nurse II	3.0	3.0	3.0	0.0			
	S85	Licensed Vocational Nurse	15.0	15.0	15.0	0.0			
	S93	Hospital Services Asst II	6.5	8.5	7.5	1.0			
041402	Adult Custody Mental Health Svcs Fund 0001								
	B6F	Mgr Adult Custody MH Svcs	1.0	1.0	1.0	0.0			
	C60	Admin Assistant	1.0	1.0	1.0	0.0			
	C82	Sr Health Care Program Mgr	0.0	1.0	1.0	1.0			
	C83	Health Care Program Mgr II	2.0	2.0	2.0	0.0			
	C97	Q I Coordinator - MHS	0.0	1.0	1.0	1.0			
	D02	Medical Unit Clerk	4.5	4.5	4.5	0.0			
	D09	Office Specialist III	1.0	1.0	1.0	0.0			
	H18	Janitor	2.0	2.0	2.0	0.0			
	P76	Registered Dental Assistant	1.0	2.0	2.0	1.0			
	P78	Dental Assistant	1.0	0.0	0.0	-1.0			
	P95	Attending Psychologist	2.0	2.0	2.0	0.0			
	P96	Marriage & Family Therapist II	0.0	8.0	8.0	8.0			
	S12	Utilization Review Coord	0.5	0.5	0.5	0.0			
	S75	Clinical Nurse III	26.1	23.6	23.6	-2.5			
	S80	Admin Nurse II	1.0	2.0	2.0	1.0			
	S85	Licensed Vocational Nurse	2.5	2.5	2.5	0.0			
	S93	Hospital Services Asst II	1.0	0.0	0.0	-1.0			
	S94	Nursing Attendant	1.0	0.0	0.0	-1.0			
	Y03	Medical Social Worker II	1.0	1.0	1.0	0.0			
	Y41	Psychiatric Social Worker II	24.5	24.5	24.5	0.0			



Santa Clara Valley Health and Hospital System (Continued)

Agency Name		Budget Unit Number and Name		Cost Center Number and Name		Job Class Code and Title		2013 Positions		2014	Amount Change from 2013
								Approved	Adjusted	Recommended	Approved
		Z96	Marriage Family Child Co II-U					1.0	1.0	1.0	0.0
Total - Custody Health Services								215.5	212.5	210.5	-5.0
0417	Department Of Alcohol And Drug Programs										
4600	Administration Fund 0001										
	B1P	Mgmt Analyst						1.0	1.0	0.0	-1.0
	B2J	Admin Services Mgr II						1.0	1.0	1.0	0.0
	C49	Dir Drug Abuse Services						1.0	1.0	1.0	0.0
	C60	Admin Assistant						1.0	1.0	1.0	0.0
	D09	Office Specialist III						1.0	1.0	1.0	0.0
	D1E	Sr Health Services Rep						1.0	1.0	1.0	0.0
	P74	Dir Research Evaluation AD Sys						1.0	1.0	1.0	0.0
	W71	Sr Health Care Prog Analyst						3.0	3.0	3.0	0.0
	X17	Exec Assistant I-ACE						1.0	1.0	1.0	0.0
4604	ITEC Projects Fund 0001										
	B3V	Sr Mgt Info Systems Analyst						1.0	1.0	1.0	0.0
	B3Z	Sr Mgmt Info Sys Analyst-U						1.0	1.0	1.0	0.0
	G12	Information Systems Manager II						1.0	1.0	1.0	0.0
	Q32	Information Systems Mgr II-U						1.0	1.0	1.0	0.0
4606	3 Principles Services Division -Fund 0001										
	D09	Office Specialist III						1.0	1.0	1.0	0.0
	H22	Health Realization Analyst II						1.0	2.0	2.0	1.0
	H23	Health Realization Analyst II						2.0	1.0	1.0	-1.0
4607	Data Analysis & Evaluation Fund 0001										
	B3Z	Sr Mgmt Info Sys Analyst-U						1.0	1.0	1.0	0.0
	F86	Mgt Info Sys Analyst II						2.0	2.0	2.0	0.0
4610	Children, Family & Community Svcs -F0001										
	C83	Health Care Program Mgr II						1.0	1.0	1.0	0.0
	D09	Office Specialist III						1.0	1.0	1.0	0.0
	D2E	Health Services Rep						1.0	1.0	1.0	0.0
	P30	Clinical Standards Coord						1.0	1.0	1.0	0.0
	P96	Marriage & Family Therapist II						9.0	8.0	8.0	-1.0
	Y41	Psychiatric Social Worker II						4.5	4.5	4.5	0.0
	Y42	Psychiatric Social Worker I						0.0	1.0	1.0	1.0
4612	HIV Svcs Fund 0001										
	S85	Licensed Vocational Nurse						2.0	2.0	2.0	0.0
4620	Perinatal Substance Abuse Fund 0001										
	D2E	Health Services Rep						1.0	1.0	1.0	0.0
	E07	Community Worker						1.0	1.0	1.0	0.0
	E49	Day Care Center Aide						1.5	1.5	1.5	0.0
	J26	Health Education Specialist						1.0	1.0	1.0	0.0
	P96	Marriage & Family Therapist II						3.0	2.0	2.0	-1.0
4630	Prevention Svcs Fund 0001										
	B0D	Div Dir, CFCS, A&D						1.0	1.0	1.0	0.0
	C23	Prevention Program Analyst II						2.0	2.0	2.0	0.0



Santa Clara Valley Health and Hospital System (Continued)

Agency Name		Budget Unit Number and Name		Cost Center Number and Name		2013 Positions		2014	Amount Change from 2013	
Job Class Code and Title		Approved	Adjusted	Recommended	Approved					
	C24	Prevention Program Analyst I	1.0	1.0	1.0	0.0				
	C60	Admin Assistant	1.0	1.0	1.0	0.0				
	D09	Office Specialist III	2.0	2.0	2.0	0.0				
	W71	Sr Health Care Prog Analyst	1.0	1.0	1.0	0.0				
4640	Quality Improvement Fund 0001									
	B0E	Div Dir, Q1 & DS, A&D	1.0	1.0	1.0	0.0				
	C06	Quality Improv Coord II A&D Svc	5.0	5.0	5.0	0.0				
	C60	Admin Assistant	1.0	1.0	1.0	0.0				
	D2E	Health Services Rep	1.0	1.0	1.0	0.0				
	W71	Sr Health Care Prog Analyst	1.0	1.0	1.0	0.0				
4642	Shelter Plus Care - Fund 0001									
	P67	Rehabilitation Counselor	2.0	2.0	2.0	0.0				
4645	Adult Services Fund 0001									
	B0C	Div Dir, Adlt Tr Sv, A&D	1.0	1.0	1.0	0.0				
	C60	Admin Assistant	1.0	1.0	1.0	0.0				
	C83	Health Care Program Mgr II	1.0	1.0	1.0	0.0				
	P30	Clinical Standards Coord	1.0	1.0	1.0	0.0				
	P96	Marriage & Family Therapist II	1.0	2.0	2.0	1.0				
	Y41	Psychiatric Social Worker II	1.0	0.0	0.0	-1.0				
4646	Employee Assist Prog Fund 0001									
	C60	Admin Assistant	1.0	1.0	1.0	0.0				
	C8A	Employee Asst Prog Mgr	1.0	1.0	1.0	0.0				
	P96	Marriage & Family Therapist II	3.0	3.0	3.0	0.0				
4650	Medical Services Fund 0001									
	B0A	Div Dir Ad Med & Thpy Svc	1.0	1.0	1.0	0.0				
	C60	Admin Assistant	1.0	1.0	1.0	0.0				
	D2E	Health Services Rep	1.0	1.0	1.0	0.0				
	H93	Medical Assistant	1.0	1.0	1.0	0.0				
	P28	Sr Staff Physician II	3.5	4.0	4.0	0.5				
	P55	Psychiatrist III	1.0	0.5	0.5	-0.5				
	S85	Licensed Vocational Nurse	9.5	9.5	9.5	0.0				
	S87	Psychiatric Technician II	1.0	1.0	1.0	0.0				
4652	Central Treatment & Recovery - Fund 0001									
	D09	Office Specialist III	1.0	1.0	1.0	0.0				
	D1E	Sr Health Services Rep	1.0	1.0	1.0	0.0				
	D2E	Health Services Rep	1.0	1.0	1.0	0.0				
	D51	Office Specialist I	0.5	0.5	0.5	0.0				
	P67	Rehabilitation Counselor	3.0	3.0	3.0	0.0				
	P96	Marriage & Family Therapist II	2.0	1.0	1.0	-1.0				
	P97	Marriage & Family Therapist I	0.0	1.0	1.0	1.0				
	Y41	Psychiatric Social Worker II	4.0	3.0	3.0	-1.0				
4654	East Valley Clinic Fund 0001									
	D2E	Health Services Rep	2.0	2.0	2.0	0.0				
	P67	Rehabilitation Counselor	2.0	1.0	1.0	-1.0				
	S75	Clinical Nurse III	0.0	1.0	1.0	1.0				



Santa Clara Valley Health and Hospital System (Continued)

Agency Name		Budget Unit Number and Name		2013 Positions		2014	Amount Change from 2013
Cost Center Number and Name		Job Class Code and Title	Approved	Adjusted	Recommended	Approved	
		S76 Clinical Nurse II	1.0	0.0	0.0	-1.0	
		Y41 Psychiatric Social Worker II	2.0	2.0	2.0	0.0	
4655	Central Valley Clinic Fund 0001						
		C83 Health Care Program Mgr II	1.0	1.0	1.0	0.0	
		D1F Mental Hlth Office Supervisor	0.0	1.0	1.0	1.0	
		D2E Health Services Rep	3.0	3.0	3.0	0.0	
		D60 Clerical Office Supv	1.0	0.0	0.0	-1.0	
		P67 Rehabilitation Counselor	3.0	4.0	4.0	1.0	
		P96 Marriage & Family Therapist II	3.0	4.0	4.0	1.0	
		Y41 Psychiatric Social Worker II	1.0	2.0	2.0	1.0	
		Y42 Psychiatric Social Worker I	0.0	1.0	1.0	1.0	
		Z96 Marriage Family Child Co II-U	1.0	1.0	1.0	0.0	
4657	South County Clinic Fund 0001						
		D2E Health Services Rep	1.0	1.0	1.0	0.0	
		P67 Rehabilitation Counselor	2.0	2.0	2.0	0.0	
		P96 Marriage & Family Therapist II	2.0	1.0	1.0	-1.0	
		S7C Clinical Nurse III Step C	1.0	1.0	1.0	0.0	
4673	Basn Svcs Fund 0001						
		E07 Community Worker	2.0	2.0	2.0	0.0	
4676	Dependency Drug Treatment Ct Fund 0001						
		P67 Rehabilitation Counselor	1.0	1.0	1.0	0.0	
		P96 Marriage & Family Therapist II	1.0	1.0	1.0	0.0	
		X09 Sr Office Specialist	1.0	1.0	1.0	0.0	
		Y41 Psychiatric Social Worker II	1.0	1.0	1.0	0.0	
4677	Gateway Assessment Fund 0001						
		C82 Sr Health Care Program Mgr	1.0	1.0	1.0	0.0	
		D09 Office Specialist III	1.0	1.0	1.0	0.0	
		D1E Sr Health Services Rep	1.0	1.0	1.0	0.0	
		D2E Health Services Rep	5.0	5.0	5.0	0.0	
4680	Offender Treatment Program III - Fund 0001						
		E07 Community Worker	3.0	3.0	3.0	0.0	
		P96 Marriage & Family Therapist II	1.0	1.0	1.0	0.0	
		Q6R Rehabilitation Counselor-U	1.0	0.0	0.0	-1.0	
		V33 Office Specialist II-U	1.0	0.0	0.0	-1.0	
4682	Veterans Drug Court -F0001						
		Y41 Psychiatric Social Worker II	1.0	1.0	1.0	0.0	
4683	Comp Drug Court Imp-DDC Fund 0001						
		P67 Rehabilitation Counselor	1.0	1.0	1.0	0.0	
		P96 Marriage & Family Therapist II	1.0	0.0	0.0	-1.0	
4685	SAMSHA Treatment for Homeless Fund 0001						
		E07 Community Worker	1.0	1.0	1.0	0.0	
4686	Criminal Justice Realignment -F0001						
		C83 Health Care Program Mgr II	1.0	1.0	2.0	1.0	
		D1E Sr Health Services Rep	1.0	1.0	1.0	0.0	
		F86 Mgmt Info Systems Analyst II	0.0	0.0	1.0	1.0	



Santa Clara Valley Health and Hospital System (Continued)

Agency Name		Budget Unit Number and Name		Cost Center Number and Name		2013 Positions		2014	Amount Change from 2013	
Job Class Code and Title		Approved	Adjusted	Recommended	Approved					
	P67	Rehabilitation Counselor	0.0	0.0	2.0	2.0				
	P96	Marriage & Family Therapist II	0.0	1.0	1.0	1.0				
	Y41	Psychiatric Social Worker II	1.0	0.0	0.0	-1.0				
4687	SAMHSA-Aftercare - F0001									
	P67	Rehabilitation Counselor	1.0	1.0	1.0	0.0				
	Y41	Psychiatric Social Worker II	1.0	1.0	1.0	0.0				
Total - Department Of Alcohol And Drug Programs			165.5	162.5	165.5	0.0				

0418 Community Health Services

4182	Children's Hlth Initiative & Outreach Fund 0001									
	C23	Prevention Program Analyst II	1.0	1.0	1.0	0.0				
	C59	Ambulatory Service Mgr	1.0	1.0	1.0	0.0				
	C60	Admin Assistant	2.0	2.0	2.0	0.0				
	C84	Health Care Program Mgr I	1.0	1.0	1.0	0.0				
	D08	Supv Medical Admitting Clk II	1.0	1.0	1.0	0.0				
	D1E	Sr Health Services Rep	29.0	29.0	29.0	0.0				
	E04	Public Health Community Spec	1.0	1.0	1.0	0.0				
	E32	Public Health Assistant	1.0	1.0	1.0	0.0				
	J27	Health Education Associate	1.0	1.0	1.0	0.0				
4183	Partners in AIDS Care & Education Fund 0001									
	B1R	Assoc Mgmt Analyst B	1.0	1.0	1.0	0.0				
	C87	Quality Improvement Coord	1.0	1.0	1.0	0.0				
	D1E	Sr Health Services Rep	1.5	2.5	2.5	1.0				
	D2E	Health Services Rep	2.0	2.0	3.0	1.0				
	E04	Public Health Community Spec	1.0	2.0	2.0	1.0				
	H17	Utility Worker	1.0	1.0	1.0	0.0				
	H30	Health Center Manager	1.0	1.0	1.0	0.0				
	H93	Medical Assistant	1.0	1.0	1.0	0.0				
	J27	Health Education Associate	1.0	1.0	1.0	0.0				
	P40	Pharmacist Specialist	1.0	1.0	1.0	0.0				
	R24	Public Health Nutritionist	1.0	1.0	1.0	0.0				
	S75	Clinical Nurse III	1.5	2.0	2.0	0.5				
	S7B	Clinical Nurse III Step B	0.5	0.0	0.0	-0.5				
	S85	Licensed Vocational Nurse	1.0	1.0	1.0	0.0				
	W71	Sr Health Care Prog Analyst	0.0	1.0	1.0	1.0				
	Y03	Medical Social Worker II	1.0	1.0	1.0	0.0				
	Y41	Psychiatric Social Worker II	1.0	2.0	2.0	1.0				
	Y42	Psychiatric Social Worker I	1.0	0.0	0.0	-1.0				
4184	TB Refugee Clinic Fund 0001									
	D1E	Sr Health Services Rep	2.0	2.0	2.0	0.0				
	D2E	Health Services Rep	3.0	3.0	3.0	0.0				
	D75	Medical Office Specialist	1.0	1.0	1.0	0.0				
	E32	Public Health Assistant	5.0	5.0	5.0	0.0				
	J26	Health Education Specialist	1.0	1.0	1.0	0.0				
	J68	Health Information Clerk II	1.0	1.0	1.0	0.0				



Santa Clara Valley Health and Hospital System (Continued)

Agency Name		Budget Unit Number and Name		Cost Center Number and Name		2013 Positions		2014	Amount Change from 2013	
Job Class Code and Title		Approved	Adjusted	Recommended	Approved					
	R74	Sr Laboratory Assistant	0.5	0.5	0.5	0.0				
	R85	Chest X-Ray Technician	1.0	1.0	1.0	0.0				
	S11	Asst Nurse Mgr	1.0	1.0	1.0	0.0				
	S51	Communicable Disease Invest	1.0	1.0	1.0	0.0				
	S59	Nurse Practitioner	1.5	1.5	1.5	0.0				
	S75	Clinical Nurse III	2.0	4.0	4.0	2.0				
	S7B	Clinical Nurse III Step B	2.0	0.0	0.0	-2.0				
4185	Community Clinics Fund 0001									
	D1E	Sr Health Services Rep	1.0	1.0	1.0	0.0				
Total - Community Health Services			79.5	82.5	83.5	4.0				
0725	SCVMC-Valley Health Plan									
7259	VHP-Employee Wellness Program-F0380									
	C82	Sr Health Care Program Mgr	1.0	1.0	1.0	0.0				
	J26	Health Education Specialist	3.0	3.0	3.0	0.0				
	W71	Sr Health Care Prog Analyst	1.0	2.0	2.0	1.0				
072501	Valley Health Plan Group Fund 0380									
	A4D	Valley Health Plan Medical Dir	1.0	1.0	1.0	0.0				
	A96	Dir Perf & Outcomes Management	1.0	1.0	1.0	0.0				
	B12	Utilization Mgmt Q-A Mgr	1.0	1.0	1.0	0.0				
	B1P	Mgmt Analyst	1.0	1.0	1.0	0.0				
	B1R	Assoc Mgmt Analyst B	1.0	1.0	1.0	0.0				
	B2N	Admin Support Officer III	1.0	1.0	1.0	0.0				
	B3N	Program Mgr II	1.0	1.0	1.0	0.0				
	B3P	Program Mgr I	2.0	2.0	2.0	0.0				
	B5X	Health Care Program Analyst II	1.0	0.0	0.0	-1.0				
	B77	Accountant III	1.0	1.0	1.0	0.0				
	B7M	Dir of Health Education	1.0	1.0	1.0	0.0				
	B89	Asst Dir Managed Care Programs	1.0	1.0	1.0	0.0				
	B9Q	Health Care Financial Manager	1.0	1.0	1.0	0.0				
	C13	Healthcare Svc Bus Dev Analyst	4.0	4.0	4.0	0.0				
	C29	Exec Assistant I	2.0	2.0	2.0	0.0				
	C60	Admin Assistant	1.0	1.0	1.0	0.0				
	C87	Quality Improvement Coord	2.0	2.0	2.0	0.0				
	D09	Office Specialist III	3.0	3.0	3.0	0.0				
	D25	Member Services Representative	8.0	8.0	8.0	0.0				
	D35	Valley Health Plan Assistant	4.0	4.0	4.0	0.0				
	D44	Supv Patient Business Svcs Clk	1.0	1.0	1.0	0.0				
	D48	Patient Business Svcs Clerk	2.0	2.0	2.0	0.0				
	D49	Office Specialist II	1.0	1.0	1.0	0.0				
	D4M	VHP Claims Examiner	7.0	7.0	7.0	0.0				
	D51	Office Specialist I	1.0	1.0	1.0	0.0				
	D96	Accountant Assistant	1.0	1.0	1.0	0.0				
	G12	Information Systems Manager II	1.0	0.0	0.0	-1.0				
	G14	Information Systems Mgr I	0.0	1.0	1.0	1.0				



Santa Clara Valley Health and Hospital System (Continued)

Agency Name		Budget Unit Number and Name		Cost Center Number and Name		2013 Positions		2014	Amount Change from 2013
Job Class Code and Title		Approved	Adjusted	Recommended	Approved				
J26	Health Education Specialist	2.0	2.0	2.0	0.0				
J27	Health Education Associate	1.0	1.0	1.0	0.0				
J29	Provider Relations Manager	1.0	1.0	1.0	0.0				
J30	Credentials Specialist	2.0	2.0	2.0	0.0				
J31	Provider Relations Specialist	4.0	4.0	4.0	0.0				
P40	Pharmacist Specialist	1.0	1.0	1.0	0.0				
P41	Physician-Vmc	2.0	2.0	2.0	0.0				
S07	Quality Imprv Mgr-Amb Care Srv	1.0	1.0	1.0	0.0				
S10	Utilization Review Supv	1.0	1.0	1.0	0.0				
S12	Utilization Review Coord	4.0	2.0	2.0	-2.0				
S19	Utilization Review Coord-Vhp	3.0	5.0	5.0	2.0				
V10	Assistant Claims Manager	1.0	1.0	1.0	0.0				
W71	Sr Health Care Prog Analyst	2.0	2.0	3.0	1.0				
X17	Exec Assistant I-ACE	1.0	1.0	1.0	0.0				
Y03	Medical Social Worker II	1.0	1.0	1.0	0.0				
Total - SCVMC-Valley Health Plan		84.0	84.0	85.0	1.0				

0921 Santa Clara Valley Medical Center

092106 SCVMC Operations Fund 0060

A14	Dir of Nursing Services	1.0	1.0	1.0	0.0				
A15	Chief Financial Ofc Scvh & Hs	1.0	1.0	1.0	0.0				
A1E	SCVMC-Chief Executive Officer	1.0	2.0	2.0	1.0				
A1U	Dir, Primary & Comm Hlth Svc	1.0	1.0	1.0	0.0				
A2T	Dir of Patient Panels & Access	1.0	1.0	1.0	0.0				
A36	Dir Ambulatory Comm Hlth Srv	0.0	1.0	1.0	1.0				
A3C	Dir, Govt, PR & Spec Projects	1.0	1.0	1.0	0.0				
A4A	Chief Medical Officer	1.0	2.0	2.0	1.0				
A4B	Hospital Medical Director	1.0	1.0	1.0	0.0				
A4E	Chief Dentist	1.0	1.0	1.0	0.0				
A4F	Dir, Fin Planning & Performance	0.0	1.0	1.0	1.0				
A4G	SCVMC - Chief Operating Officer	0.0	1.0	1.0	1.0				
A5C	Dir, Clinical & Support Svcs	1.0	1.0	1.0	0.0				
A96	Dir Perf & Outcomes Management	1.0	1.0	1.0	0.0				
B05	Dir of Cardiovascular Services	1.0	1.0	1.0	0.0				
B19	Health Program Spec	0.0	0.0	1.0	1.0				
B1N	Sr Mgmt Analyst	4.0	5.0	6.0	2.0				
B1P	Mgmt Analyst	3.0	5.0	8.0	5.0				
B1R	Assoc Mgmt Analyst B	1.0	2.0	2.0	1.0				
B1T	Assoc Mgmt Analyst A	1.0	1.0	1.0	0.0				
B2E	Training & Staff Dev Spec	1.0	1.0	1.0	0.0				
B2H	Admin Director Lab	1.0	1.0	1.0	0.0				
B2J	Admin Services Mgr II	2.0	2.0	2.0	0.0				
B2L	Admin Services Mgr I	1.0	1.0	1.0	0.0				
B2N	Admin Support Officer III	1.0	1.0	1.0	0.0				
B2P	Admin Support Officer II	1.0	1.0	1.0	0.0				



Santa Clara Valley Health and Hospital System (Continued)

Agency Name		Budget Unit Number and Name		Cost Center Number and Name		Job Class Code and Title		2013 Positions		2014	Amount Change from 2013
								Approved	Adjusted	Recommended	Approved
		B2Q	Asst Admin Director Lab	1.0	1.0	1.0	0.0				
		B2R	Admin Support Officer I	1.0	1.0	1.0	0.0				
		B3A	Clinical Admin Spt Officer I	2.0	2.0	2.0	0.0				
		B3B	Clinical Admin Spt Officer II	2.0	2.0	2.0	0.0				
		B3C	Clinical Admin Spt Officer III	4.0	4.0	4.0	0.0				
		B3E	Media Specialist/Coord-Cema	1.0	1.0	1.0	0.0				
		B3G	Director of Patient Access	1.0	1.0	1.0	0.0				
		B3N	Program Mgr II	2.0	2.0	4.0	2.0				
		B3V	Sr Mgt Info Systems Analyst	37.0	34.0	28.0	-9.0				
		B4A	Clinical Admin Svc Mgr	1.0	1.0	1.0	0.0				
		B4M	Sr Database Administrator-U	10.0	0.0	0.0	-10.0				
		B54	Mgr-Patient Acct-SCVH&HS	5.0	5.0	5.0	0.0				
		B56	Clinical Risk Prv Prog Mgr	1.0	1.0	1.0	0.0				
		B5B	Manager of Care Management	1.0	2.0	3.0	2.0				
		B5X	Health Care Program Analyst II	8.0	9.0	9.0	1.0				
		B5Y	Health Care Program Analyst I	8.0	6.0	6.0	-2.0				
		B66	Deputy Dir of Mgmt Info Svcs	1.0	1.0	1.0	0.0				
		B68	Dir of Resource Management	1.0	1.0	1.0	0.0				
		B6C	Mgr of Admitting and Reg	1.0	1.0	1.0	0.0				
		B6T	Clinical Documentation Analyst	2.0	2.0	2.0	0.0				
		B76	Sr Accountant	2.0	2.0	2.0	0.0				
		B77	Accountant III	2.0	3.0	3.0	1.0				
		B78	Accountant II	4.0	2.0	2.0	-2.0				
		B7P	Public Communications Mgr	1.0	1.0	1.0	0.0				
		B7R	Cancer Care Program Coord	1.0	1.0	1.0	0.0				
		B80	Accountant Auditor Appraiser	4.0	5.0	5.0	1.0				
		B85	Dir Plan & Market Scvhhs	1.0	1.0	1.0	0.0				
		B9C	Hlth Care Finance Analyst Assc	3.0	0.0	0.0	-3.0				
		B9D	Hlth Care Financial Analyst I	3.0	5.0	5.0	2.0				
		B9E	Hlth Care Financial Analyst II	4.0	3.0	3.0	-1.0				
		B9F	Sr Hlth Care Financial Analyst	20.0	20.0	20.0	0.0				
		B9Q	Health Care Financial Manager	1.0	1.0	1.0	0.0				
		C01	Medical Translator Coord	1.0	1.0	1.0	0.0				
		C04	Dir Gen Accounting/Cont-Scvi	1.0	1.0	1.0	0.0				
		C05	Dir of Gen Fund Financial Svcs	1.0	1.0	1.0	0.0				
		C10	Dir Business Office Scvhhs	1.0	1.0	1.0	0.0				
		C13	Healthcare Svc Bus Dev Analyst	8.0	9.0	10.0	2.0				
		C14	Health Hosp Sys Info Sv Div	1.0	1.0	1.0	0.0				
		C19	Exec Assistant II	1.0	0.0	0.0	-1.0				
		C29	Exec Assistant I	3.0	3.0	3.0	0.0				
		C2A	Clinical Research Program Dir	1.0	1.0	1.0	0.0				
		C2B	Clinical Research Program Mgr	1.0	1.0	1.0	0.0				
		C2C	Clinical Support Program Coord	2.0	2.0	2.0	0.0				
		C2D	Clinical Research Associate	1.5	1.5	1.5	0.0				
		C2E	Clinical Research Assistant II	2.0	2.0	2.0	0.0				



Santa Clara Valley Health and Hospital System (Continued)

Agency Name		Budget Unit Number and Name		Cost Center Number and Name		2013 Positions		2014	Amount Change from 2013
Job Class Code and Title		Approved	Adjusted	Recommended	Approved				
C2G	Enterprise Fund Budget Mgr	1.0	1.0	1.0	0.0				
C41	Compliance Officer	1.0	1.0	0.0	-1.0				
C48	Revenue Control Analyst	16.0	16.0	15.0	-1.0				
C59	Ambulatory Service Mgr	3.0	3.0	3.0	0.0				
C5C	Dir, Care Cont, Perf, A&S	1.0	1.0	1.0	0.0				
C60	Admin Assistant	26.3	28.3	28.3	2.0				
C67	Asst Dir of Patient Bus Svc	1.0	1.0	1.0	0.0				
C84	Health Care Program Mgr I	1.0	2.0	2.0	1.0				
C87	Quality Improvement Coord	9.0	9.0	9.0	0.0				
C91	Accounts Payable Mgr Hlth Hosp	1.0	1.0	1.0	0.0				
C94	Mgr of Volunteer Services	1.0	1.0	1.0	0.0				
D02	Medical Unit Clerk	73.7	73.7	75.3	1.6				
D04	Tumor Registrar	0.5	0.5	0.5	0.0				
D08	Supv Medical Admitting Clk II	6.0	7.0	7.0	1.0				
D09	Office Specialist III	27.4	25.4	25.4	-2.0				
D0B	Clinical Nurse II-Step B	0.8	1.3	1.3	0.5				
D10	Supv Medical Admitting Clk I	2.0	2.0	2.0	0.0				
D1E	Sr Health Services Rep	110.0	110.0	110.0	0.0				
D1F	Mental Hlth Office Supervisor	1.0	1.0	1.0	0.0				
D22	Medical Staff Coord	1.0	1.0	1.0	0.0				
D29	House Staff Coord	4.0	4.0	4.0	0.0				
D2E	Health Services Rep	257.7	256.2	264.7	7.0				
D3A	Resources Scheduling Rep	8.0	8.0	8.0	0.0				
D44	Supv Patient Business Svcs Clk	11.0	11.0	11.0	0.0				
D45	Sr Patient Business Svcs Clk	20.5	20.5	19.0	-1.5				
D48	Patient Business Svcs Clerk	79.5	79.5	79.5	0.0				
D49	Office Specialist II	7.5	7.5	7.5	0.0				
D50	Medical Translator	21.5	21.5	21.5	0.0				
D51	Office Specialist I	7.5	7.5	7.5	0.0				
D56	Medical Record Tech Supv	2.0	2.0	2.0	0.0				
D75	Medical Office Specialist	2.0	2.0	2.0	0.0				
D76	Medical Administrative Asst II	25.0	25.0	25.0	0.0				
D79	Medical Administrative Asst I	20.5	20.5	20.5	0.0				
D87	Medical Transcriptionist	8.0	8.0	8.0	0.0				
D8C	Medical Admin Asst II-ACE	2.0	2.0	2.0	0.0				
D94	Supv Account Clerk II	4.0	4.0	4.0	0.0				
D96	Accountant Assistant	11.0	11.0	11.0	0.0				
D97	Account Clerk II	26.5	26.5	26.5	0.0				
D98	Account Clerk I	1.0	1.0	1.0	0.0				
E04	Public Health Community Spec	1.0	1.0	1.0	0.0				
E20	Telecom Services Specialist	1.0	2.0	2.0	1.0				
E27	Telecommunications Ops Mgr	1.0	1.0	1.0	0.0				
E28	Messenger Driver	5.5	5.5	5.5	0.0				
E2A	Psychiatric Nurse II-Step A	1.0	0.0	0.0	-1.0				
E2B	Psychiatric Nurse II-Step B	8.0	7.0	7.0	-1.0				



Santa Clara Valley Health and Hospital System (Continued)

Agency Name		Budget Unit Number and Name		Cost Center Number and Name		Job Class Code and Title		2013 Positions		2014	Amount Change from 2013
								Approved	Adjusted	Recommended	Approved
		E2C	Psychiatric Nurse II-Step C	3.0	4.0	4.0	1.0				
		E32	Public Health Assistant	7.0	7.0	7.0	0.0				
		E40	Library Assistant II	0.5	0.5	0.5	0.0				
		E60	Mobile Outreach Driver	2.0	2.0	2.0	0.0				
		F14	Legal Clerk	1.5	3.5	3.5	2.0				
		F86	Mgt Info Sys Analyst II	2.0	4.0	4.0	2.0				
		F89	Mgt Information Sys Analyst I	4.5	2.5	2.5	-2.0				
		G11	Information Systems Mgr III	1.0	1.0	1.0	0.0				
		G12	Information Systems Manager II	10.0	10.0	14.0	4.0				
		G14	Information Systems Manager I	26.0	24.0	27.0	1.0				
		G28	Information Systems Analyst II	48.0	48.0	56.0	8.0				
		G29	Information Systems Analyst I	1.0	1.0	1.0	0.0				
		G2C	Sr Systems Software Engineer-U	9.0	0.0	0.0	-9.0				
		G38	Information Systems Tech III	4.0	4.0	4.0	0.0				
		G4L	Network Engineer-SCVHHS	4.0	4.0	6.0	2.0				
		G50	Information Sys Tech II	23.6	29.6	27.6	4.0				
		G51	Information Sys Tech I	1.0	0.0	0.0	-1.0				
		G52	Hospital Communications Opr	11.5	11.5	11.5	0.0				
		G65	Management Info Svcs Proj Mgr	2.0	3.0	3.0	1.0				
		G66	Operating Room Storekeeper	4.0	4.0	4.0	0.0				
		G68	Management Info Svcs Mgr II	3.0	3.0	6.0	3.0				
		G69	Mgmt Info Svcs Mgr I	0.0	0.0	3.0	3.0				
		G6M	Mgt Info Services Mgr III	3.0	3.0	3.0	0.0				
		G81	Storekeeper	6.0	6.0	6.0	0.0				
		G82	Stock Clerk	27.9	27.9	27.9	0.0				
		G84	Central Supply Distribtn Supv	3.0	4.0	4.0	1.0				
		H12	Janitor Supervisor	8.0	8.0	8.0	0.0				
		H17	Utility Worker	3.0	3.0	3.0	0.0				
		H18	Janitor	209.3	209.9	209.9	0.6				
		H30	Health Center Manager	11.0	12.0	12.0	1.0				
		H41	Food Production Cafeteria Mgr	1.0	1.0	1.0	0.0				
		H55	Dir, Q&U, A&Com Hlth/Mgd Care	1.0	1.0	1.0	0.0				
		H59	Cook II	4.0	4.0	4.0	0.0				
		H60	Cook I	3.0	3.0	3.0	0.0				
		H64	Dietetic Assistant	3.5	3.5	3.5	0.0				
		H66	Food Service Worker II	7.0	7.0	7.0	0.0				
		H67	Food Service Worker I	23.0	23.0	23.0	0.0				
		H6A	Registered Dietetic Tech	2.0	2.0	2.0	0.0				
		H84	Laundry Worker II	2.0	2.0	2.0	0.0				
		H86	Laundry Worker I	8.3	8.3	8.3	0.0				
		H93	Medical Assistant	167.2	167.2	167.2	0.0				
		J1A	Epic Application Coordinator	0.0	22.0	24.0	24.0				
		J1B	Epic Instructional Designer	0.0	6.0	8.0	8.0				
		J1C	Epic Interface Analyst II	0.0	6.0	5.0	5.0				
		J1E	Epic Report Writer II	0.0	7.0	8.0	8.0				



Santa Clara Valley Health and Hospital System (Continued)

Agency Name		Budget Unit Number and Name		Cost Center Number and Name		2013 Positions		2014	Amount Change from 2013
Job Class Code and Title		Approved	Adjusted	Recommended	Approved				
J1G	Epic Senior Application Coordinator	0.0	0.0	1.0	1.0				
J1H	Epic Senior Instructional Designer	0.0	1.0	1.0	1.0				
J1I	Epic Senior Interface Analyst	0.0	1.0	1.0	1.0				
J1R	Epic Application Builder III	0.0	1.0	1.0	1.0				
J1S	Epic Pharmacy Informaticist	0.0	6.0	6.0	6.0				
J26	Health Education Specialist	2.0	3.0	3.0	1.0				
J27	Health Education Associate	1.0	1.0	1.0	0.0				
J67	Health Information Clerk III	19.5	24.0	24.0	4.5				
J68	Health Information Clerk II	63.0	72.5	72.5	9.5				
J69	Health Information Clerk I	16.0	12.0	12.0	-4.0				
J70	Medical Librarian	1.0	1.0	1.0	0.0				
J74	Medical Records Dir	1.0	1.0	1.0	0.0				
J75	Medical Records Asst Dir	3.0	3.0	3.0	0.0				
J77	Health Information Tech II	11.5	15.5	16.5	5.0				
J78	Health Information Tech I	9.0	6.0	6.0	-3.0				
K01	Sr Biomedical Equipment Tech	1.0	1.0	1.0	0.0				
K03	Biomedical Equipment Tech II	5.0	4.5	8.5	3.5				
K06	Biomedical Equipment Tech I	1.0	1.5	1.5	0.5				
K13	Assoc Telecommunications Tech	2.0	1.0	1.0	-1.0				
K16	Telephone Services Engineer	1.0	1.0	1.0	0.0				
K18	Sr Telephone Technician	1.0	1.0	1.0	0.0				
K19	Medical Equipment Repairer	2.0	2.0	2.0	0.0				
K94	Electronic Repair Technician	3.0	3.0	3.0	0.0				
L34	Sr Facilities Engineer	1.0	1.0	1.0	0.0				
L35	Telecommunications Tech	4.0	4.0	4.0	0.0				
L67	Capital Projects Mgr III	1.0	1.0	1.0	0.0				
L68	Capital Projects Mgr II	1.0	1.0	1.0	0.0				
M47	General Maint Mechanic II	10.0	10.0	10.0	0.0				
M51	Carpenter	4.0	4.0	4.0	0.0				
M55	Sr Carpenter	0.0	0.0	1.0	1.0				
M59	Electrician	3.0	3.0	3.0	0.0				
M63	Sr Electrician	1.0	1.0	1.0	0.0				
M64	Sr Painter	1.0	1.0	1.0	0.0				
M65	Elevator Mechanic	1.0	1.0	1.0	0.0				
M68	Painter	3.0	3.0	3.0	0.0				
M75	Plumber	2.0	2.0	2.0	0.0				
M81	Refrigeration Mechanic	3.0	3.0	3.0	0.0				
M83	Locksmith	1.0	1.0	1.0	0.0				
M90	Sr Plumber	1.0	1.0	1.0	0.0				
M92	Sr HVAC/R Mechanic	0.0	0.0	1.0	1.0				
MLA	Medical Laboratory Assistant I	1.0	1.0	1.0	0.0				
N23	Dir Facilities Maint SSCHHS	1.0	1.0	1.0	0.0				
N29	Maintenance Coord-Vmc	1.0	1.0	1.0	0.0				
N54	Dir, Nursing E/R/QI & AP	1.0	1.0	1.0	0.0				
N56	Director, Valley Speciality Ct	1.0	1.0	1.0	0.0				



Santa Clara Valley Health and Hospital System (Continued)

Agency Name		Budget Unit Number and Name		Cost Center Number and Name		Job Class Code and Title		2013 Positions		2014	Amount Change from 2013
								Approved	Adjusted	Recommended	Approved
		N5A	Director of Care Management					1.0	1.0	1.0	0.0
		N96	Hospital Stationary Engineer					9.0	9.0	9.0	0.0
		N9A	Inst Rev Board Admin					1.0	1.0	1.0	0.0
		NNN	VMC Generic Position					127.3	127.3	127.3	0.0
		P34	Post Graduate Year V					10.0	10.0	10.0	0.0
		P35	Post Graduate Year IV					8.0	10.0	10.0	2.0
		P36	Post Graduate Year III					23.0	24.0	24.0	1.0
		P37	Post Graduate Year II					26.0	23.0	23.0	-3.0
		P39	Post Graduate Year I					46.0	46.0	46.0	0.0
		P40	Pharmacist Specialist					15.0	12.0	13.5	-1.5
		P41	Physician-Vmc					326.3	326.3	330.1	3.8
		P47	Optometrist					1.5	1.5	1.5	0.0
		P48	Ophthalmic Tech					1.8	1.8	1.8	0.0
		P55	Psychiatrist III					34.5	35.5	35.5	1.0
		P61	Rehabilitation Svcs Prog Mgr					1.0	1.0	1.0	0.0
		P67	Rehabilitation Counselor					0.5	0.5	0.5	0.0
		P71	Operating Room Clerk					6.5	6.5	6.5	0.0
		P76	Registered Dental Assistant					9.3	9.3	13.0	3.7
		P81	Pharmacist Tech Sys Spec					3.0	3.0	1.0	-2.0
		P82	Operating Room Aide					12.3	12.3	13.3	1.0
		P84	Obstetric Technician					5.3	5.3	5.3	0.0
		P85	Clinical Audiologist					1.0	1.0	1.0	0.0
		P95	Attending Psychologist					1.1	1.1	1.1	0.0
		P97	Marriage & Family Therapist I					1.0	0.0	0.0	-1.0
		P9A	Hospital Clinical Psychologist					5.8	6.3	6.3	0.5
		Q07	Program Mgr II-U					0.0	1.0	1.0	1.0
		Q1C	Hlthcr Svc Bus Dev Analyst-U					2.0	0.0	0.0	-2.0
		Q33	Information Systems Mgr I-U					0.0	2.0	2.0	2.0
		Q3D	Clin Admin Supp Officer III-U					3.0	0.0	0.0	-3.0
		Q3E	Sr Health Care Prog Analyst-U					0.0	1.0	1.0	1.0
		Q3G	Pharmacist Tech Sys Spec-U					0.0	3.0	3.0	3.0
		Q4E	Revenue Control Analyst-U					3.0	0.0	0.0	-3.0
		Q6M	Mgt Info Svcs Mgr III-U					2.0	0.0	0.0	-2.0
		Q6P	Mgt Info Svcs Project Mgr-U					20.0	1.0	1.0	-19.0
		Q86	Clinical Nurse III-U					13.0	1.0	1.0	-12.0
		Q96	Community Worker-U					0.0	1.0	1.0	1.0
		Q98	Dentist-U					8.7	8.7	8.7	0.0
		R06	Dir Nutrition & Food Services					1.0	1.0	1.0	0.0
		R10	Physical Therapist II					8.5	8.5	8.5	0.0
		R11	Physical Therapist I					28.8	27.8	27.8	-1.0
		R12	Occupational Thrp II-Phys Disb					4.0	4.0	4.0	0.0
		R13	Occupational Thrp-Psysl Disb					2.0	2.0	2.0	0.0
		R15	Respiratory Care Practitioner					20.0	21.4	21.4	1.4
		R17	Supv Respiratory Care Practnr					3.0	3.0	3.0	0.0
		R18	Chief Respiratory Care Practnr					1.0	1.0	1.0	0.0



Santa Clara Valley Health and Hospital System (Continued)

Agency Name		Budget Unit Number and Name		Cost Center Number and Name		2013 Positions		2014	Amount Change from 2013
Job Class Code and Title		Approved	Adjusted	Recommended	Approved				
R1A	Occupational Thrp I-Phy Disb	17.1	15.1	15.1	-2.0				
R1C	Recreation Therapist II	1.0	1.0	1.0	0.0				
R1D	Recreation Therapist I	2.8	2.8	2.8	0.0				
R1E	Sr Clinical Lab Tech II	9.0	9.0	9.0	0.0				
R1F	Sr Clinical Lab Tech I	71.0	59.5	59.5	-11.5				
R1G	Asst Supv Clinical Lab Tech	6.0	6.0	6.0	0.0				
R1L	Speech Language Pathologist I	3.0	1.0	1.0	-2.0				
R1P	Physical Therapist I	7.0	9.0	9.0	2.0				
R1R	Recreation Therapist I	0.0	1.0	1.0	1.0				
R1S	Respiratory Care Prac II	25.3	23.9	26.9	1.6				
R1T	Occupational Therapist I	1.0	3.0	3.0	2.0				
R21	Clinical Dietitian I	1.0	0.0	0.0	-1.0				
R25	Dir of Pharmacy Svcs Scvhhs	1.0	1.0	1.0	0.0				
R26	Asst Dir of Pharmacy Services	2.0	2.0	2.0	0.0				
R27	Pharmacist	91.5	95.5	98.5	7.0				
R29	Pharmacy Technician	121.0	121.0	124.0	3.0				
R2A	Pharmacist-U	3.0	0.0	0.0	-3.0				
R2C	Certified Occ Thrp Asst II-Pd	3.0	3.0	3.0	0.0				
R2I	Pharmacy Assistant	4.0	4.0	4.0	0.0				
R2L	Clinical Dietitian II	15.3	15.3	15.3	0.0				
R2N	Clinical Nutrition Svcs Mgr	0.0	1.0	1.0	1.0				
R30	Diagnostic Imaging Info Sys Mg	1.0	1.0	1.0	0.0				
R31	Therapy Services Program Mgr	4.0	4.0	4.0	0.0				
R32	Radiation Therapist	4.0	4.0	4.0	0.0				
R33	Dir of Therapy Services	1.0	1.0	1.0	0.0				
R37	Speech Pathologist II	1.0	1.0	1.0	0.0				
R38	Speech Pathologist I	4.5	7.0	7.0	2.5				
R39	Sr Diagnostic Ing Info Sys Spc	2.0	2.0	2.0	0.0				
R3P	Sr Psychosocial Occ Therapist	1.0	1.0	1.0	0.0				
R48	Therapy Technician	10.0	10.0	10.0	0.0				
R51	Clinical Microbiologist	1.0	1.0	1.0	0.0				
R52	Clinical Biochemist	1.0	1.0	1.0	0.0				
R54	Respiratory Therapy Insrv Crd	2.0	2.0	2.0	0.0				
R56	Supv Pharmacist	9.0	9.0	9.0	0.0				
R57	Cytotechnologist	1.5	1.5	1.5	0.0				
R58	Sr Cytotechnologist	1.0	1.0	1.0	0.0				
R59	Supv Clinical Laboratory Tech	10.0	10.0	10.0	0.0				
R62	Clinical Lab Tech	1.0	12.5	13.5	12.5				
R63	Urology Clinical Coord	1.0	1.0	1.0	0.0				
R64	Physical Therapist Asst II	9.8	9.8	9.8	0.0				
R65	Sr Histologic Technician	3.0	3.0	3.0	0.0				
R68	Mgr Tech Opr-Artfcl Kidny Unit	1.0	1.0	1.0	0.0				
R6A	MRI Technologist-Angio	1.0	1.0	1.0	0.0				
R6C	MRI Tech-Comp Tomography	5.0	5.0	5.0	0.0				
R70	Hospital Clinical Psych II	1.0	1.0	1.0	0.0				



Santa Clara Valley Health and Hospital System (Continued)

Agency Name		Budget Unit Number and Name		Cost Center Number and Name		Job Class Code and Title		2013 Positions		2014	Amount Change from 2013
								Approved	Adjusted	Recommended	Approved
		R71	Dialysis Technician	22.0	22.0	22.0	0.0				
		R74	Sr Laboratory Assistant	65.0	65.0	66.0	1.0				
		R77	Forensic Chemist I	2.0	2.0	0.0	-2.0				
		R78	Anesthesia Technician	5.0	5.0	5.0	0.0				
		R7B	Diagnostic Imaging Info Ss II	1.0	1.0	1.0	0.0				
		R7F	Medical Lab Assistant III	7.0	7.0	7.0	0.0				
		R7G	Medical Lab Technician	2.0	2.0	2.0	0.0				
		R81	Dir of Diagnostic Imaging	1.0	1.0	1.0	0.0				
		R83	Supv Diagnostic Imag Tech	3.0	3.0	3.0	0.0				
		R84	Diagnostic Imaging Asst Dir	1.0	1.0	1.0	0.0				
		R87	Diagnostic Imaging Tech I	1.5	1.5	1.5	0.0				
		R88	Diagnostic Imaging Tech II	2.0	2.0	2.0	0.0				
		R8A	Diag Imaging Tech II- Mammo	0.0	1.0	1.0	1.0				
		R8B	Diagnostic Image Tech II CT	8.0	5.0	5.0	-3.0				
		R8C	Diagnostic Image Tech I Fluoro	19.6	20.6	20.6	1.0				
		R8D	Diagnostic Image Tech I Mamm	10.0	10.0	10.0	0.0				
		R8E	Diagnostic Image Tech I CT	13.0	13.0	13.0	0.0				
		R8F	Dianostic Image Tech I CT & M	3.0	3.0	3.0	0.0				
		R8G	Diagnostic Image Tech I CI	2.0	3.0	3.0	1.0				
		R90	Orthopedic Technician	4.0	4.0	4.0	0.0				
		R94	Sr Nuclear Medical Tech	1.0	1.0	1.0	0.0				
		R95	Nuclear Medical Technologist	4.0	4.0	4.0	0.0				
		R99	Clinical Neurophysiolg Tech II	2.0	2.0	2.0	0.0				
		S01	Quality Improvement Mgr-Hosp	3.0	3.0	4.0	1.0				
		S04	Infection Control Nurse	2.0	2.0	2.0	0.0				
		S06	Sr Clinic Nurse	15.5	23.5	23.5	8.0				
		S07	Quality Imprv Mgr-Amb Care Srv	1.0	1.0	1.0	0.0				
		S11	Asst Nurse Mgr	29.0	34.0	34.0	5.0				
		S12	Utilization Review Coord	16.1	17.3	18.3	2.2				
		S17	Dir Ambulatory Care Nurs Ops	1.0	0.0	0.0	-1.0				
		S18	Patient Services Case Coord	19.5	20.4	20.4	0.9				
		S1V	Nurse Anesthetist Crna	5.0	5.0	5.0	0.0				
		S23	Operating Room Technician	16.6	16.6	18.1	1.5				
		S27	Mgr of Supply Proc(Dist)	4.0	4.0	4.0	0.0				
		S2A	Assistant Nurse Manager Step A	3.0	3.0	3.0	0.0				
		S2B	Assistant Nurse Manager Step B	23.0	17.0	17.0	-6.0				
		S2C	Assistant Nurse Manager Step C	20.0	21.0	21.0	1.0				
		S33	Dir Inpatient Acute Nursing	1.0	1.0	1.0	0.0				
		S34	Ekg Technician	9.0	9.0	9.0	0.0				
		S35	Clinical Nurse Specialist	3.1	4.1	4.1	1.0				
		S38	Staff Developer	6.3	8.8	8.8	2.5				
		S39	Nurse Coord	18.2	27.2	28.2	10.0				
		S3A	Nurse Coordinator Step A	4.0	4.5	4.5	0.5				
		S3B	Nurse Coordinator Step B	6.8	8.3	7.3	0.5				
		S3C	Nurse Coordinator Step C	5.0	6.0	6.0	1.0				



Santa Clara Valley Health and Hospital System (Continued)

Agency Name		Budget Unit Number and Name			Amount Change from 2013	
Cost Center Number and Name		2013 Positions		2014	Approved	
Job Class Code and Title		Approved	Adjusted	Recommended	Approved	
S3D	Dir, Crit Care Emer&Perio Nurs	1.0	0.0	0.0	-1.0	
S3M	Monitor Technician	11.0	11.0	11.0	0.0	
S42	Nrs Mgr Critical Care	4.0	4.0	4.0	0.0	
S43	Nrs Mgr Burn Center	1.0	1.0	1.0	0.0	
S46	Physician Asst Primary Care	14.8	14.8	16.8	2.0	
S4B	Clinical Nurse Spec Step B	1.0	0.0	0.0	-1.0	
S53	Nrs Mgr Emergency Department	1.0	1.0	1.0	0.0	
S54	Chief Radiation Therapy Tech	1.0	1.0	1.0	0.0	
S55	Nrs Mgr Operating Room Servs	1.0	1.0	1.0	0.0	
S56	Infection Control Nurse Mgr	1.0	1.0	1.0	0.0	
S57	Psychiatric Nurse II	54.5	55.5	68.0	13.5	
S59	Nurse Practitioner	35.6	39.1	49.4	13.8	
S5A	Staff Developer Step A	2.0	1.0	1.0	-1.0	
S5B	Staff Developer Step B	1.5	2.0	2.0	0.5	
S5C	Staff Developer Step C	5.6	4.1	4.1	-1.5	
S62	Nrs Mgr Rehabilitation	2.0	2.0	2.0	0.0	
S63	Nrs Mgr Medical Surgical Nrsin	3.0	3.0	3.0	0.0	
S64	Nrs Mgr Mother Infant Cr Cent	1.0	1.0	1.0	0.0	
S65	Nrs Mgr Labr Del Pernl Evl Prd	1.0	1.0	1.0	0.0	
S66	Nrs Mgr Artificial Kidney Unit	1.0	1.0	1.0	0.0	
S67	Nrs Mgr Pediatrics-Icu	1.0	1.0	1.0	0.0	
S68	Central Supply Tech	5.5	3.5	3.5	-2.0	
S69	Quality Impvmnt Mgr Inpt Nrs	1.0	1.0	1.0	0.0	
S6A	Ultrasonographer I - A	0.0	0.0	2.0	2.0	
S6B	Ultrasonographer I-B	6.0	5.0	5.0	-1.0	
S6C	Ultrasonographer I - C	0.0	1.0	1.0	1.0	
S71	Trauma Program Coord	1.0	1.0	1.0	0.0	
S72	Quality Improvmnt Mgr - A P Sv	1.0	1.0	1.0	0.0	
S75	Clinical Nurse III	574.5	616.1	630.1	55.6	
S76	Clinical Nurse II	126.8	103.3	103.3	-23.5	
S7A	Clinical Nurse III Step A	44.6	31.2	31.2	-13.4	
S7B	Clinical Nurse III Step B	89.0	77.1	77.1	-11.9	
S7C	Clinical Nurse III Step C	30.6	42.0	42.0	11.4	
S80	Admin Nurse II	9.2	9.2	9.2	0.0	
S81	Nrs Mgr Neonatal Icu	1.0	1.0	1.0	0.0	
S84	Nrs Mgr Mental Health Nursing	2.0	2.0	2.0	0.0	
S85	Licensed Vocational Nurse	92.2	94.2	105.8	13.6	
S87	Psychiatric Technician II	11.5	11.5	11.5	0.0	
S89	Clinical Nurse I	17.4	11.6	11.6	-5.8	
S90	Dir Mental Health Nursing	1.0	1.0	1.0	0.0	
S91	Emergency Room Tech	21.6	21.6	21.6	0.0	
S93	Hospital Services Asst II	135.0	140.2	138.9	3.9	
S95	Hospital Services Asst I	16.0	16.0	16.0	0.0	
S9B	Ultrasonographer II - B	0.0	0.8	0.8	0.8	
S9C	Ultrasonographer II-C	3.8	3.0	3.0	-0.8	



Santa Clara Valley Health and Hospital System (Continued)

Agency Name		Budget Unit Number and Name		Cost Center Number and Name		2013 Positions		2014	Amount Change from 2013
Job Class Code and Title		Approved	Adjusted	Recommended	Approved				
S9D	Ultrasonographer II-D	11.8	11.8	11.8	0.0				
S9E	SCVHHS Envir Svcs Director	1.0	1.0	1.0	0.0				
S9M	SCVHHC Envir Svcs Mgr	1.0	1.0	1.0	0.0				
S9P	Patient Transport Coordinator	4.2	4.2	4.2	0.0				
S9S	Mental Health Worker	59.5	58.5	58.5	-1.0				
S9T	Patient Transporter	25.0	25.0	25.0	0.0				
T47	Env Hlth & Sfty Com Spl SCVHHS	1.0	1.0	1.0	0.0				
U10	Rehabilitation Therapy Spec-U	1.0	1.0	1.0	0.0				
U1S	Utilization Review Coord - U	0.0	0.5	0.5	0.5				
U98	Protective Services Officer	37.5	37.5	37.5	0.0				
U9D	Supv Protective Svcs Officer	7.0	7.0	7.0	0.0				
V5F	Assoc Envir Hlth Safety Anal	1.0	1.0	1.0	0.0				
W1N	Sr Mgmt Analyst-U	5.0	1.0	1.0	-4.0				
W1P	Mgmt Analyst-U	0.0	2.0	2.0	2.0				
W67	Graduate Intern Pharmacist-U	2.0	2.0	2.0	0.0				
W71	Sr Health Care Prog Analyst	8.0	8.0	8.0	0.0				
X09	Sr Office Specialist	5.8	5.8	5.8	0.0				
X15	Exec Assistant II-ACE	2.0	3.0	3.0	1.0				
X17	Exec Assistant I-ACE	5.0	5.0	5.0	0.0				
X19	Admin Assistant-ACE	1.0	1.0	1.0	0.0				
Y01	Dir of Medical Social Services	1.0	1.0	1.0	0.0				
Y03	Medical Social Worker II	26.1	26.6	27.6	1.5				
Y04	Medical Social Worker I	1.0	1.0	1.0	0.0				
Y0A	Nurse Practitioner Step A	1.0	2.0	2.0	1.0				
Y0B	Nurse Practitioner Step B	2.0	2.0	2.0	0.0				
Y0C	Nurse Practitioner Step C	4.6	3.6	3.6	-1.0				
Y41	Psychiatric Social Worker II	19.5	20.5	20.5	1.0				
Y42	Psychiatric Social Worker I	1.0	1.0	1.0	0.0				
Y52	Proj Mgr Medicaid Cov Exp Prog	1.0	1.0	1.0	0.0				
Z17	Janitor-U	0.6	0.0	0.0	-0.6				
Z18	Patient Services Case Coord-U	2.0	1.5	1.5	-0.5				
Z1B	Accounting Manager-SCVHHS	2.0	2.0	2.0	0.0				
Z1C	Decision Support Mgr-SCVHHS	1.0	1.0	1.0	0.0				
Z1D	SCVHHS Reimbmnt Mgr/Asst CTRL	1.0	1.0	2.0	1.0				
Z1R	Recreation Therapist I	1.0	0.0	0.0	-1.0				
Total - Santa Clara Valley Medical Center		5,085.0	5,135.2	5,251.4	166.4				
Total - Santa Clara Valley Health and Hospital System		6,433.0	6,503.2	6,621.9	188.9				



Housing, Land Use, Environment and Transportation

Agency Name		Budget Unit Number and Name		Cost Center Number and Name		2013 Positions		2014	Amount Change from 2013
		Job Class Code and Title		Approved	Adjusted	Recommended	Approved		
Environmental Resource Departments									
0260	Department Of Planning And Development								
026001	Planning & Development Fund 0001								
	A1B	Dir, Dept of Planning & Dev		1.0	1.0	1.0	0.0		
	A2D	Development Services Mgr		1.0	1.0	1.0	0.0		
	A2F	Planning Manager		1.0	1.0	1.0	0.0		
	B1P	Mgmt Analyst		1.0	0.0	0.0	-1.0		
	B1T	Assoc Mgmt Analyst A		0.0	1.0	1.0	1.0		
	B2J	Admin Services Mgr II		1.0	1.0	1.0	0.0		
	B2P	Admin Support Officer II		1.0	1.0	1.0	0.0		
	B3P	Program Mgr I		0.0	0.0	1.0	1.0		
	B76	Sr Accountant		0.0	1.0	1.0	1.0		
	B77	Accountant III		1.0	1.0	1.0	0.0		
	B78	Accountant II		1.0	0.0	0.0	-1.0		
	C29	Exec Assistant I		1.0	1.0	1.0	0.0		
	C5B	Code Enforcement Program Mngr		1.0	1.0	1.0	0.0		
	C60	Admin Assistant		0.0	1.0	1.0	1.0		
	D09	Office Specialist III		7.0	6.0	6.0	-1.0		
	D51	Office Specialist I		0.0	0.0	0.5	0.5		
	D55	Board Clerk I		1.0	1.0	1.0	0.0		
	G12	Information Systems Manager II		1.0	1.0	0.0	-1.0		
	G28	Information Systems Analyst II		1.0	1.0	1.0	0.0		
	G38	Info Systems Tech III		0.0	0.0	1.0	1.0		
	K66	Field Survey Technician II		1.0	1.0	1.0	0.0		
	K79	Geographic Info System Tech II		2.0	2.0	2.0	0.0		
	K7G	GIS Analyst		0.0	1.0	1.0	1.0		
	K81	Engineering Technician III		2.0	2.0	2.0	0.0		
	L08	Sr Plan Check Engineer		1.0	1.0	1.0	0.0		
	L09	Assoc Plan Check Engineer		4.0	4.0	5.0	1.0		
	L11	County Surveyor Supv Surv Map		1.0	1.0	1.0	0.0		
	L13	Principal Civil Engr-LDE		1.0	1.0	1.0	0.0		
	L14	Sr Civil Engineer		1.0	1.0	1.0	0.0		
	L16	Assoc Civil Engineer		1.0	1.0	1.0	0.0		
	L17	Land Surveyor		1.0	1.0	1.0	0.0		
	L18	Asst Civil Engineer		2.0	2.0	2.0	0.0		
	L20	Junior Civil Engineer		1.0	1.0	1.0	0.0		
	L50	Engineering Geologist		0.5	0.5	0.5	0.0		
	L76	Principal Planner		3.0	3.0	3.0	0.0		
	L80	Sr Planner		1.0	1.0	1.0	0.0		
	L83	Planner III		14.0	13.0	13.0	-1.0		
	L84	Planner II		1.0	1.0	1.0	0.0		
	N04	Sr Building Inspector		3.0	3.0	3.0	0.0		
	N06	Building Inspector		9.0	9.0	9.0	0.0		



Housing, Land Use, Environment and Transportation (Continued)

Agency Name		Budget Unit Number and Name		Cost Center Number and Name		Job Class Code and Title		2013 Positions		2014	Amount Change from 2013
								Approved	Adjusted	Recommended	Approved
		N27	Supv Construction Inspector	1.0	1.0	1.0	0.0				
		N31	Sr Construction Inspector	2.0	2.0	2.0	0.0				
		N33	Permit Technician	3.0	4.0	4.0	1.0				
		V80	Zoning Investigator	3.0	3.0	3.0	0.0				
		X15	Exec Assistant II-ACE	1.0	1.0	1.0	0.0				
Total - Department Of Planning And Development								79.5	80.5	83.0	3.5
0168	Office of Affordable Housing										
	1170	OAH Admin Fund 0001									
		B1N	Sr Mgmt Analyst	1.0	1.0	1.0	0.0				
		B1P	Mgmt Analyst	1.0	1.0	1.0	0.0				
		B3N	Program Mgr II	1.0	1.0	1.0	0.0				
		B77	Accountant III	1.0	1.0	1.0	0.0				
		D09	Office Specialist III	1.0	1.0	1.0	0.0				
		D96	Accountant Assistant	1.0	1.0	1.0	0.0				
		L88	Housing Rehabilitation Spec	1.0	1.0	1.0	0.0				
	016801	Housing & Community Development									
Total - Office of Affordable Housing								7.0	7.0	7.0	0.0
0710	Parks and Recreation Department										
	5803	Martial Cottle Park - Fund 0039									
		H17	Utility Worker	0.0	0.0	1.0	1.0				
	5851	Volunteer Program Fund 0039									
		B3P	Program Mgr I	0.0	1.0	1.0	1.0				
		T20	Parks Volunteer Coord	1.0	1.0	1.0	0.0				
	5852	Interpretive Program Fund 0039									
		B3N	Program Mgr II	1.0	1.0	1.0	0.0				
		T31	Parks Interpreter	1.5	6.5	6.5	5.0				
		T34	Parks Interpretive Prog Supv	1.0	1.0	1.0	0.0				
	5864	Natural Resource Mgt Fund 0039									
		B3N	Program Mgr II	0.0	0.0	1.0	1.0				
		T35	Parks Natural Resources Pg Sup	0.0	1.0	1.0	1.0				
		T36	Natural Resources Tech	1.0	3.0	3.0	2.0				
	5903	Parks Acquisition Fund 0066									
		B3N	Program Mgr II	0.0	1.0	1.0	1.0				
	5907	Planning & Dev Fund 0039									
		C72	Sr Real Estate Agent	1.0	1.0	1.0	0.0				
		C73	Assoc Real Estate Agent	2.0	2.0	2.0	0.0				
		K79	Geographic Info System Tech II	1.0	1.0	1.0	0.0				
		K7G	Geographic Info Sys Analyst	1.0	1.0	1.0	0.0				
		L80	Sr Planner	1.0	1.0	1.0	0.0				
		L83	Planner III	2.3	2.3	2.3	0.0				
	5908	Construction Svcs Fund 0039									
		L16	Assoc Civil Engineer	1.0	1.0	1.0	0.0				
		L34	Sr Facilities Engineer	1.0	0.0	0.0	-1.0				



Housing, Land Use, Environment and Transportation (Continued)

Agency Name		Budget Unit Number and Name		2013 Positions		2014	Amount Change from 2013
Cost Center Number and Name		Approved	Adjusted	Recommended	Approved		
Job Class Code and Title							
	L67	Capital Projects Mgr III	1.0	2.0	2.0	1.0	
	L68	Capital Projects Mgr II	1.0	1.0	1.0	0.0	
	N31	Sr Construction Inspector	1.0	1.0	1.0	0.0	
071010	Administration Fund 0039						
	A56	Director of Parks & Recreation	1.0	1.0	1.0	0.0	
	A68	Deputy Dir of Parks And Rec	2.0	2.0	2.0	0.0	
	B1N	Sr Mgmt Analyst	1.0	1.0	1.0	0.0	
	B1P	Mgmt Analyst	4.0	4.0	4.0	0.0	
	B3N	Program Mgr II	2.0	1.0	1.0	-1.0	
	T23	Parks Outdoor Rec Coord	1.0	1.0	1.0	0.0	
	T46	Env Hlth & Safety Comp Spec	1.0	1.0	1.0	0.0	
	X17	Exec Assistant I-ACE	1.0	1.0	1.0	0.0	
071011	Customer & Business Svcs Fund 0039						
	B2J	Admin Services Mgr II	1.0	1.0	1.0	0.0	
	B2Z	Sr Mgmt Info Systems Analyst-U	1.0	1.0	1.0	0.0	
	B76	Sr Accountant	1.0	1.0	1.0	0.0	
	B77	Accountant III	1.0	1.0	1.0	0.0	
	B96	Dept Fiscal Officer	1.0	1.0	1.0	0.0	
	C76	Office Mgmt Coord	1.0	1.0	1.0	0.0	
	D09	Office Specialist III	9.0	9.0	9.0	0.0	
	D5D	Human Resources Asst II	1.0	1.0	1.0	0.0	
	D97	Account Clerk II	4.0	4.0	4.0	0.0	
	E28	Messenger Driver	1.0	1.0	1.0	0.0	
	G14	Information Systems Manager I	1.0	1.0	1.0	0.0	
	T18	Park Use Coord	1.0	1.0	1.0	0.0	
	T22	Parks Training Coord	1.0	1.0	1.0	0.0	
071013	Park Operations Fund 0039						
	B3P	Program Mgr I	1.0	0.0	0.0	-1.0	
	B6K	Mgr Park Ranger Operations	1.0	1.0	1.0	0.0	
	T08	Sr Park Ranger	9.0	9.0	9.0	0.0	
	T09	Park Ranger	42.0	42.0	42.0	0.0	
	T16	Park Maintenance Worker II	1.0	1.0	1.0	0.0	
	T29	Park Ranger Supervisor	3.0	3.0	3.0	0.0	
	T31	Parks Interpreter	5.0	0.0	0.0	-5.0	
	T32	Park Service Attendants	12.0	12.0	12.0	0.0	
	T37	Parks Rangemaster II	1.0	1.0	1.0	0.0	
	T38	Parks Rangemaster I	3.0	3.0	3.0	0.0	
071014	Park Maintenance Fund 0039						
	B6J	Mgr Park Maintenance Svcs	1.0	1.0	1.0	0.0	
	G81	Storekeeper	1.0	1.0	1.0	0.0	
	G82	Stock Clerk	0.5	0.5	0.5	0.0	
	H17	Utility Worker	1.0	1.0	1.0	0.0	
	M17	Heavy Equipment Mechanic	1.0	1.0	1.0	0.0	
	M18	Heavy Equipment Mech Helper	1.0	1.0	1.0	0.0	
	T03	Park Field Support Mgr	1.0	1.0	1.0	0.0	



Housing, Land Use, Environment and Transportation (Continued)

Agency Name		Budget Unit Number and Name			Amount Change from 2013	
Cost Center Number and Name		2013 Positions		2014	Approved	
Job Class Code and Title		Approved	Adjusted	Recommended		
T13	Park Equipment Operator	3.0	3.0	3.0	0.0	
T16	Park Maintenance Worker II	42.0	39.0	39.0	-3.0	
T17	Park Maintenance Worker I	0.0	3.0	3.0	3.0	
T27	Sr Park Maintenance Worker	11.0	11.0	11.0	0.0	
T30	Park Maintenance Supervisor	4.0	4.0	4.0	0.0	
T35	Parks Natural Resource Prog Su	1.0	0.0	0.0	-1.0	
T36	Natural Resources Tech	2.0	0.0	0.0	-2.0	
T93	Park Maintenance Crew Chief	1.0	1.0	1.0	0.0	
T95	Park Maint Crafts Wkr	3.0	3.0	3.0	0.0	
Total - Parks and Recreation Department		207.3	207.3	209.3	2.0	

Agriculture and Environmental Management**0262 Agriculture and Environmental Mgmt**

1187	Integrated Waste Mgt Fund 0037					
	B1N	Sr Mgmt Analyst	1.0	1.0	1.0	0.0
	B1P	Mgmt Analyst	2.5	2.5	2.5	0.0
	B1W	Mgmt Aide	1.0	1.0	1.0	0.0
	B3N	Program Mgr II	1.0	1.0	1.0	0.0
	D09	Office Specialist III	1.0	1.0	1.0	0.0
1188	Weed Abatement Fund 0031					
	X70	Weed Abatement Coord	1.0	1.0	1.0	0.0
	X81	Weed Abatement Inspector	1.0	1.0	1.0	0.0
1197	Household Hazardous Waste Fund 0030					
	B1N	Sr Mgmt Analyst	1.0	1.0	1.0	0.0
	B1T	Assoc Mgmt Analyst A	1.0	1.0	1.0	0.0
	B78	Accountant II	1.0	1.0	0.0	-1.0
	V21	Hazardous Materials Tech	5.0	4.0	4.0	-1.0
	V2B	Sr Hazardous Materials Spec	1.0	1.0	1.0	0.0
	V52	Hazardous Materials Program Mg	1.0	1.0	1.0	0.0
5660	Agriculture Fund 0001					
	V03	Deputy Agricultural Commissnr	2.0	2.0	2.0	0.0
	V05	Agricultural Biologist III	5.0	4.0	4.0	-1.0
	V06	Agricultural Biologist II	6.0	6.0	6.0	0.0
	V07	Agricultural Biologist I	3.0	4.0	4.0	1.0
5663	Weights & Measures Fund 0001					
	V26	Deputy Sealer Weights Measures	1.0	1.0	1.0	0.0
	V27	Weights & Measures Insp III	9.0	5.0	5.0	-4.0
	V28	Weights & Measures Insp II	0.0	3.0	3.0	3.0
	V29	Weights & Measures Insp I	0.0	1.0	1.0	1.0
	V2F	Sup Weights & Measures Insp	0.0	1.0	1.0	1.0
5664	Pierces Disease Control Prog Fund 0001					
	V04	Supv Agricultural Biologist	1.0	1.0	1.0	0.0
	V07	Agricultural Biologist I	2.0	2.0	2.0	0.0



Housing, Land Use, Environment and Transportation (Continued)

Agency Name		Budget Unit Number and Name		Cost Center Number and Name		Job Class Code and Title		2013 Positions		2014	Amount Change from 2013
								Approved	Adjusted	Recommended	Approved
5665	Administration Fund 0001										
	A50	Agr Comm/Sealer/Anml Cont Dir		1.0	1.0	1.0	0.0				
	A55	Agri Commissioner/SLR		0.0	1.0	1.0	1.0				
	B1R	Assoc Mgmt Analyst B		1.0	1.0	1.0	0.0				
	B2J	Admin Services Mgr II		1.0	1.0	1.0	0.0				
	B2R	Admin Support Officer I		1.0	1.0	1.0	0.0				
	B76	Sr Accountant		0.0	0.0	1.0	1.0				
	B77	Accountant III		1.0	1.0	1.0	0.0				
	B78	Accountant II		0.0	0.0	2.0	2.0				
	B80	Accountant Auditor Appraiser		0.0	0.0	1.0	1.0				
	B96	Dept Fiscal Officer		0.0	0.0	1.0	1.0				
	C29	Exec Assistant I		1.0	1.0	1.0	0.0				
	D09	Office Specialist III		3.0	3.0	3.0	0.0				
	D49	Office Specialist II		3.0	3.0	3.0	0.0				
	D96	Accountant Assistant		0.0	0.0	2.0	2.0				
	D97	Account Clerk II		0.0	0.0	2.0	2.0				
	X09	Sr Office Specialist		1.0	1.0	1.0	0.0				
5670	Animal Control Fund 0001										
	B6V	Animal Control Program Manager		1.0	1.0	1.0	0.0				
	P8A	Veterinary Assistant		0.0	1.0	1.0	1.0				
	V57	Animal Control Officer		4.0	4.0	4.0	0.0				
	V58	Kennel Attendant		4.0	4.0	4.0	0.0				
	V99	Animal Shelter Supervisor		1.0	1.0	1.0	0.0				
Total - Agriculture and Environmental Mgmt				70.5	72.5	80.5	10.0				
0261	Department of Environmental Health										
1194	DEH - Admin Fund 0030										
	A70	Dir Environmental Hlth Scvs		1.0	1.0	1.0	0.0				
	B2J	Admin Services Mgr II		1.0	1.0	1.0	0.0				
	B2P	Admin Support Officer II		1.0	1.0	1.0	0.0				
	B76	Sr Accountant		1.0	1.0	0.0	-1.0				
	B78	Accountant II		1.0	1.0	0.0	-1.0				
	B80	Accountant Auditor Appraiser		1.0	1.0	0.0	-1.0				
	D09	Office Specialist III		2.0	2.0	2.0	0.0				
	D49	Office Specialist II		1.0	0.0	0.0	-1.0				
	D96	Accountant Assistant		1.0	1.0	0.0	-1.0				
	D97	Account Clerk II		1.0	2.0	0.0	-1.0				
	G12	Information Systems Manager II		1.0	1.0	1.0	0.0				
	G14	Information Systems Manager I		1.0	1.0	1.0	0.0				
	G29	Info Systems Analyst I		0.0	1.0	1.0	1.0				
	G38	Information Systems Tech III		1.0	0.0	0.0	-1.0				
	X09	Sr Office Specialist		1.0	1.0	1.0	0.0				
	X17	Exec Assistant I-ACE		1.0	1.0	1.0	0.0				
026102	EHS - Planning Fund 0030										
	D09	Office Specialist III		5.0	5.0	5.0	0.0				



Housing, Land Use, Environment and Transportation (Continued)

Agency Name		Budget Unit Number and Name		2013 Positions		2014	Amount Change from 2013
Cost Center Number and Name		Approved	Adjusted	Recommended	Approved		
Job Class Code and Title							
	V08	Dir Div Consmr Protection	1.0	1.0	1.0	0.0	
	V11	Environmental Health Prog Mgr	1.0	1.0	1.0	0.0	
	V14	Supv Environmental Health Spec	4.0	4.0	4.0	0.0	
	V16	Environmental Hlth Spc	38.0	38.0	38.0	0.0	
	V18	Sr Environmental Hlth Spec	17.0	17.0	17.0	0.0	
	X09	Sr Office Specialist	2.0	2.0	2.0	0.0	
026103	Toxics Solid & Haz Materials Fund 0030						
	D09	Office Specialist III	1.0	1.0	1.0	0.0	
	V16	Environmental Hlth Spc	3.0	3.0	3.0	0.0	
	V18	Sr Environmental Hlth Spec	3.0	3.0	3.0	0.0	
	V19	Hazardous Materials Spec II	14.0	11.0	11.0	-3.0	
	V21	Hazardous Materials Tech	1.0	2.0	2.0	1.0	
	V2B	Sr Hazardous Materials Spec	5.0	5.0	5.0	0.0	
	V2C	Hazardous Materials Spec I	0.0	2.0	2.0	2.0	
	V2D	Hazardous Materials Trainee	0.0	1.0	1.0	1.0	
	V2E	Environmental Hlth Geo/Eng	1.0	1.0	1.0	0.0	
	V52	Hazardous Materials Program Mg	2.0	2.0	2.0	0.0	
	X09	Sr Office Specialist	2.0	2.0	2.0	0.0	
Total - Department of Environmental Health			116.0	117.0	111.0	-5.0	
0411	Vector Control District						
4224	Vector Control Fund 0028						
	D09	Office Specialist III	2.0	2.0	2.0	0.0	
	D96	Accountant Assistant	1.0	1.0	0.0	-1.0	
	G28	Information Systems Analyst II	1.0	1.0	1.0	0.0	
	J27	Health Education Associate	1.0	1.0	1.0	0.0	
	X73	Vector Control Ecology Ed Spec	1.0	1.0	1.0	0.0	
	X74	Vector Control Program Mgr	1.0	1.0	1.0	0.0	
	X75	Asst Mgr Vector Control Dist	1.0	1.0	1.0	0.0	
	X76	Vector Control Technician III	6.0	6.0	6.0	0.0	
	X77	Vector Control Technician II	17.0	16.0	16.0	-1.0	
	X79	Vector Control Trainee	2.5	3.5	3.5	1.0	
	X83	Vector Control Comm Res Spec	1.0	1.0	1.0	0.0	
	X84	Vector Control Opers Supv	2.0	2.0	2.0	0.0	
	X85	Vector Cntrl Sci-Tech Svc Mgr	1.0	1.0	1.0	0.0	
4225	Vector Control Fund 0199						
Total - Vector Control District			37.5	37.5	36.5	-1.0	

Roads & Airports

0603 Roads & Airports Department - Roads

6410	Roads & Airports Admin Fund 0023						
	A1R	Dir Roads & Airports Dept	1.0	1.0	1.0	0.0	
	B1N	Sr Mgmt Analyst	1.0	1.0	1.0	0.0	
	B2K	Admin Serv Mgr III-2D	1.0	1.0	1.0	0.0	



Housing, Land Use, Environment and Transportation (Continued)

Agency Name		Budget Unit Number and Name		Cost Center Number and Name		2013 Positions		2014	Amount Change from 2013
Job Class Code and Title		Approved	Adjusted	Recommended	Approved				
B2Y	Admin Support Officer II-ACE	1.0	1.0	1.0	0.0				
B76	Sr Accountant	1.0	1.0	1.0	0.0				
B77	Accountant III	2.0	2.0	2.0	0.0				
B78	Accountant II	1.0	1.0	1.0	0.0				
B96	Dept Fiscal Officer	1.0	1.0	1.0	0.0				
D09	Office Specialist III	1.0	1.0	1.0	0.0				
D5D	Human Resources Asst II	1.0	1.0	1.0	0.0				
D96	Accountant Assistant	2.0	2.0	2.0	0.0				
D97	Account Clerk II	4.0	4.0	4.0	0.0				
G12	Information Systems Manager II	1.0	1.0	1.0	0.0				
G14	Information Systems Manager I	1.0	1.0	1.0	0.0				
G28	Information Systems Analyst II	1.0	1.0	1.0	0.0				
G50	Information Sys Tech II	1.0	1.0	1.0	0.0				
X15	Exec Assistant II-ACE	1.0	1.0	1.0	0.0				
060302	Roads & Fleet								
B2N	Admin Support Officer III	0.0	0.0	1.0	1.0				
B2R	Admin Support Officer I	2.0	2.0	2.0	0.0				
B34	Sr Environmntl Compliance Spec	1.0	1.0	1.0	0.0				
B4R	Deputy Dir, Road Maintenance	1.0	1.0	1.0	0.0				
C35	Buyer Assistant	1.0	1.0	1.0	0.0				
C60	Admin Assistant	1.0	1.0	1.0	0.0				
E28	Messenger Driver	1.0	1.0	1.0	0.0				
G81	Storekeeper	1.0	1.0	1.0	0.0				
L16	Assoc Civil Engineer	2.0	2.0	2.0	0.0				
M34	Road Ops Superint-Pest Control	1.0	1.0	1.0	0.0				
N41	Resident Rd Maint Wrker IV	1.0	1.0	1.0	0.0				
N43	Resident Rd Maint Wrker III	1.0	1.0	1.0	0.0				
N60	Road Operations Superintendent	2.0	2.0	2.0	0.0				
N61	Road Operations Supv	6.0	6.0	6.0	0.0				
N64	Road Maintenance Worker IV	19.0	19.0	19.0	0.0				
N65	Road Maintenance Worker III	53.0	53.0	53.0	0.0				
N66	Road Maintenance Worker II	26.0	19.0	19.0	-7.0				
N67	Road Maintenance Worker I	10.0	17.0	17.0	7.0				
N69	Road Dispatcher	3.0	3.0	3.0	0.0				
N77	Traffic Painter Supv	1.0	1.0	1.0	0.0				
N78	Traffic Painter III	2.0	2.0	2.0	0.0				
N79	Traffic Painter II	4.0	4.0	4.0	0.0				
N80	Traffic Painter I	3.0	3.0	3.0	0.0				
V56	Environ Hlth & Safe Spec-HAZMA	1.0	1.0	1.0	0.0				
V5G	Environmental Hlth Safety Anal	1.0	1.0	1.0	0.0				
060303	Infrastructure Development - Fund 0023								
B5R	Deputy Dir Infra Development	1.0	1.0	1.0	0.0				
C60	Admin Assistant	1.0	1.0	1.0	0.0				
C72	Sr Real Estate Agent	1.0	1.0	1.0	0.0				
C73	Assoc Real Estate Agent	1.0	1.0	1.0	0.0				



Housing, Land Use, Environment and Transportation (Continued)

Agency Name		Budget Unit Number and Name		Cost Center Number and Name		Job Class Code and Title		2013 Positions		2014	Amount Change from 2013
								Approved	Adjusted	Recommended	Approved
		D09	Office Specialist III	3.0	3.0	3.0	0.0				
		D34	Supv Clerk	1.0	1.0	1.0	0.0				
		D49	Office Specialist II	1.0	1.0	1.0	0.0				
		G88	Electrical Storekeeper	1.0	1.0	1.0	0.0				
		K64	Chief of Party	2.0	2.0	2.0	0.0				
		K66	Field Survey Technician II	1.0	1.0	1.0	0.0				
		K79	Geographic Info System Tech II	1.0	1.0	1.0	0.0				
		K81	Engineering Technician III	1.0	1.0	1.0	0.0				
		K82	Engineering Technician II	1.0	1.0	1.0	0.0				
		K83	Engineering Technician I	1.0	1.0	0.0	-1.0				
		K89	Electrical Systems Supervisor	1.0	1.0	1.0	0.0				
		K91	Sr Electrical Electronic Tech	11.0	10.0	10.0	-1.0				
		K92	Electrical Electronic Tech	5.0	6.0	6.0	1.0				
		L12	County Transportation Planner	1.0	1.0	1.0	0.0				
		L14	Sr Civil Engineer	6.0	6.0	6.0	0.0				
		L16	Assoc Civil Engineer	14.0	16.0	16.0	2.0				
		L17	Land Surveyor	1.0	1.0	1.0	0.0				
		L18	Asst Civil Engineer	9.0	7.0	7.0	-2.0				
		L19	County Traffic Engineer	1.0	1.0	1.0	0.0				
		N25	Materials Testing Supv	1.0	1.0	1.0	0.0				
		N26	Construction Manager	1.0	1.0	1.0	0.0				
		N27	Supv Construction Inspector	1.0	1.0	1.0	0.0				
		N30	Principal Construction Insp	2.0	2.0	2.0	0.0				
		N31	Sr Construction Inspector	14.0	14.0	14.0	0.0				
		N34	Materials Testing Tech II	2.0	2.0	2.0	0.0				
		N63	Sign Shop Technician	1.0	1.0	1.0	0.0				
		X09	Sr Office Specialist	1.0	1.0	1.0	0.0				
Total - Roads & Airports Department - Roads								255.0	255.0	255.0	0.0
0608	Roads & Airports Dept - Airports										
	060805	Airport Operations									
		A2P	Assist Dir of County Airports	1.0	1.0	1.0	0.0				
		B7N	Dir of County Airports	1.0	1.0	1.0	0.0				
		C60	Admin Assistant	1.0	1.0	1.0	0.0				
		C95	Airport Noise Abate Prog Coord	1.0	1.0	1.0	0.0				
		T86	Airport Business Mgr	1.0	1.0	1.0	0.0				
		T89	Airport Operations Supv	2.0	2.0	2.0	0.0				
		T90	Airport Operations Worker	8.0	8.0	8.0	0.0				
Total - Roads & Airports Dept - Airports								15.0	15.0	15.0	0.0
Total - Housing, Land Use, Environment and Transportation								787.8	791.8	797.3	9.5

