

Fiscal Year 2015-2016 Recommended Budget



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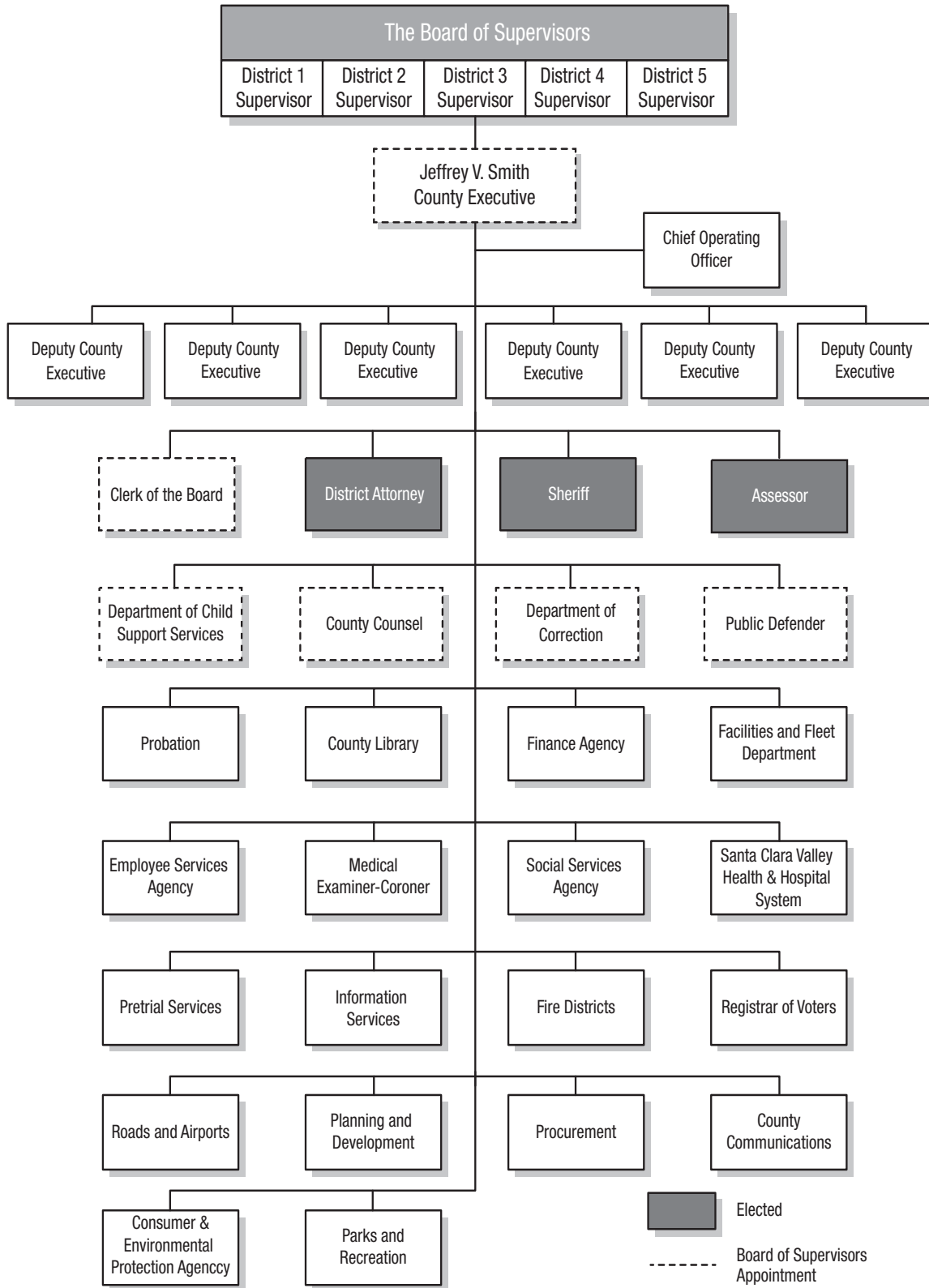
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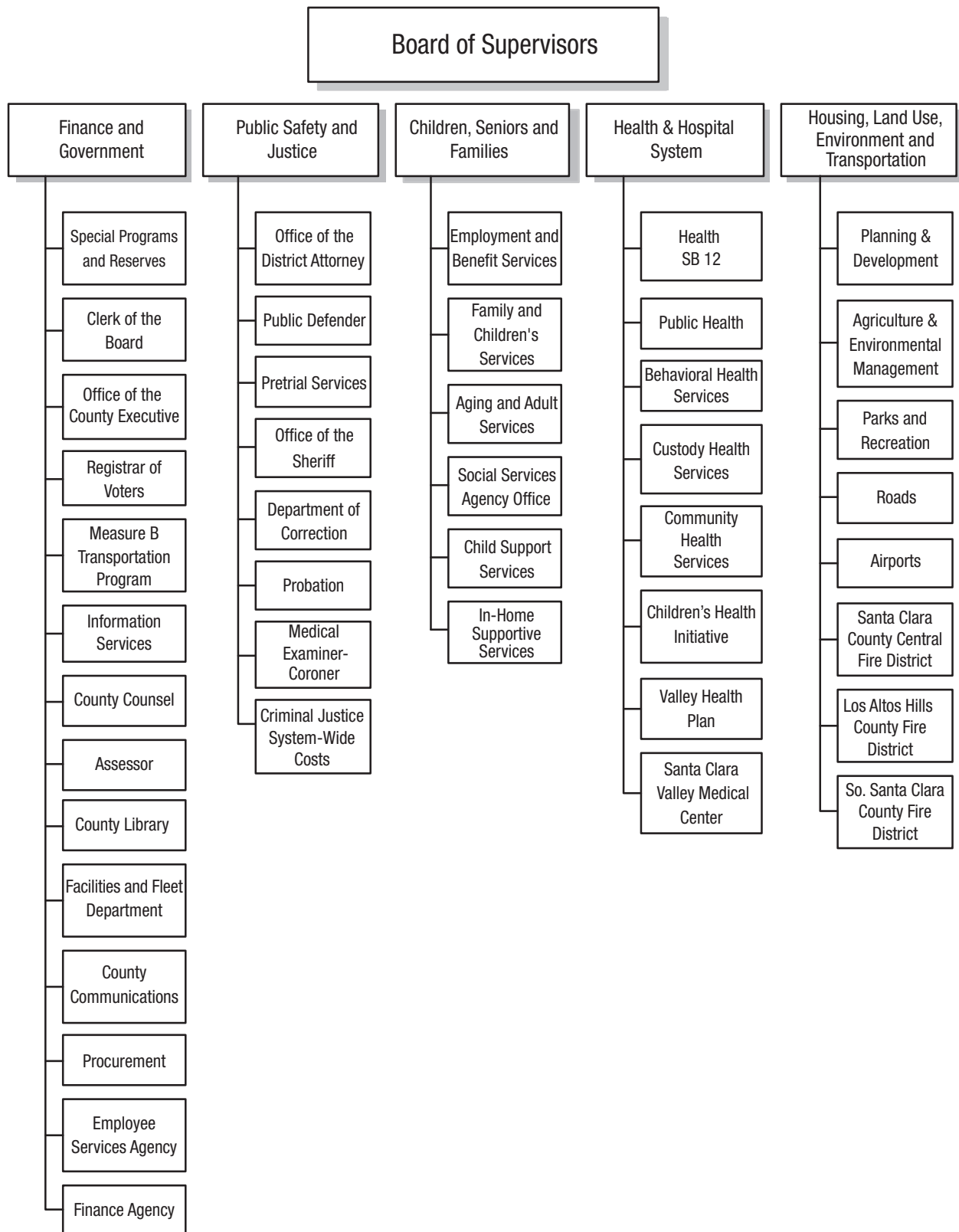
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FY 2016 Recommended Budget online**



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FY 2016 County Executive's Budget Message

May 1, 2015



To: Board of Supervisors

From: Jeffrey V. Smith
County Executive

Subject: FY 2016 Recommended Budget

For the second consecutive year, a strong local economy will allow Santa Clara County to continue rebuilding many of our service delivery networks and the administrative infrastructure that supports it. While this outcome is welcome, we offer this recommended budget with a note of caution. As the County moves to create a predictable and reasonable expenditure trajectory through the negotiation of five year labor contracts, we are concerned about whether the growth in our discretionary revenues will keep pace with this defined increase in the cost of a unit of service. The pace of revenue and expenditure growth will have to be carefully monitored over the next four years since the dynamic pace of change in our program areas is unlikely to slow.

As a result, every recommendation to add resources is being considered in this context. We recognize that the demand for essential County services continues to rise and we have done our best to balance demand and sustainability in devel-

oping a financial plan that meets as many needs as possible while retaining the strong financial foundation this County is known for.

As we go to print, we estimate available ongoing general fund resources to be \$41.1 million. We continue to enjoy a strong real estate market that will deliver substantial property tax growth. Job growth is also advancing at an accelerating rate, as the south bay continues to lead the state in this key area. Both of these circumstances provide for a level of flexibility to allow us to address many needs across the County, although far less than was requested.

The FY 2016 Recommended budget has three key themes:

- Continue to rebuild and strengthen the County's administrative infrastructure to support the service delivery networks that are central to the County's mission.
- Address needs within the County's Jail system that are the result of statutory changes at the state level and the aging of our jail facilities that require immediate attention.
- Focusing resources and organizational energy to address the problems of homelessness and affordable housing.

Rebuilding the County's Administrative Infrastructure

For the second consecutive year we are recommending additional resources for administrative support services as a critical step in stabilizing and improving County operations. It is important to remember that Santa Clara County experienced 10 consecutive years of debilitating deficits (FY 2003 through FY 2012) where we were forced to close funding gaps of over \$1.8 billion. Through that dark period we were forced to decimate our administrative systems in order to protect as many direct services as possible. Over



the past few years the true impact of reducing our support services infrastructure has become clearer. An increase in the number of errors, more turnover due to staff burnout, and clear examples of situations where reducing administrative staff has had a significant impact on the County organization:

- Errors and backlogs in tax collection services
- Long delays in filling positions that impact our service levels
- Single points of failure in the support of important technology systems
- Inadequate management oversight that have led to problems in many departments throughout the County.

These general examples are the reasons why we believe it is so critical to increase our investment in our administrative support services. They are critical to the efficient and effective delivery of essential County services.

Information Services

It should be clear to anyone that is following the evolution of County services that we are becoming increasingly dependent on information technology as the backbone to the way we do business in Santa Clara County. We might not always be in the forefront but we are making significant progress in the area of automating our services. In addition, the public is demanding more service via mobile applications that require constant development and support. With this in mind, this budget is recommending an allocation of over \$7 million in ongoing funds to support a combination of newly implemented systems and those that are in development. In addition, this budget recommends \$27 million in one-time funds to replace or develop new systems and improve the technology our employees use to serve the residents of Santa Clara County

Over the past three years the following systems have been developed or are in development:

EPIC/Healthlink: This is a critical system that includes the electronic health record and a wide variety of billing and record development capabilities. This system is still in the process of being rolled out and in FY 2016, the first of two stages to implement services in Custody Health is being recommended.

Office 365: this suite of Microsoft products is a Countywide system that provides additional tools for employees and standardizes our use of email, a critical form of communication in today's world. To provide the additional features available within Office 365 that will improve efficiency and effectiveness, additional support is required.

Ariba/SAP: The Ariba system will allow us to implement e-procurement and modernize the way we procure goods and services. This system is being implemented as we speak, will offer significant improvements in procurement processes, and will provide improved information for review by the administration and the Board.

CJIC Replacement (Public Safety and Justice System Program- PSJSP):

The major system recommendation in this year's budget is the replacement of CJIC. The Criminal Justice Information Control system is the current backbone of the criminal justice system in Santa Clara County. This is the last legacy system in the County that relies on antiquated code (COBOL) to operate and must be replaced. Our partners in this project, the Santa Clara Superior Court, have already embarked on developing their own system and we are faced with developing interfaces with their new system in order to keep the criminal justice system operating over the next 18 months. The plan is to create an information exchange or hub to replace CJIC and add modules that will allow information to be utilized by all users of the criminal justice system. This project will have a total cost of approximately \$100 million over four to five years and will add a Jail Management system and a Referral Tracking system among others. In the current year we are recommending \$16.9 million in one-time resources to buy hardware and begin software development and



\$3.1 million in ongoing resources that will support the staff resources needed for the initial development and maintenance phases of the project.

We cannot emphasize enough the importance of investing in our technology infrastructure, not only in the acquisition and development of new systems but in the staff resources that are critical to the daily operation and maintenance of these systems. While many of us are happy to turn on our computer or application and use them to complete our daily tasks, the complexity behind the screen must be recognized and supported or else we run the risk of system failures and the consequences that will bring.

Employee Services Agency (ESA)

A second area of focus is in the area of recruitment and hiring. ESA experienced significant reductions during the most recent downturn. The Human Resources, Labor Relations and Office of Equal Opportunity division lost 32 positions between FY 2003 and FY 2011, going from 128 to 96 authorized positions. This loss represents a reduction of 25% of their total FTE's over that time frame. The result of these lost resources was a dramatic slowing in the hiring and classification processes. The merit system is a cumbersome system to begin with but with reduced resources, it is not surprising to learn that the cycle times to hire most positions increased significantly.

While we have some flexibility, now is the time to add staff back to ESA to generate improvement in the personnel process cycle time. Increasing staff resources in ESA can generate results as the following tables show:

As of 6/30/2014

Type of Recruitment	# of Days to Create List	# of Days with Hiring Manager	Cycle Time
Open/Competitive	51	55	106
Promotional	59	44	103
Transfer	26	45	71
Overall	42	50	92

From 7/1/14 through 4/1/15

Type of Recruitment	# of Days to Create List	# of Days with Hiring Manager	Cycle Time
Open/Competitive	28	45	73
Promotional	39	41	80
Transfer	24	45	69
Overall	27	45	72

With the six additional staff approved by the Board in FY 2015, ESA has been able to reduce the cycle time by approximately 22%, reducing the days from request to fill to first day on the job by 20 days. In this budget we are recommending the addition of eight positions to the recruiting and classification functions. At this juncture, ESA projects that an additional 10% to 15% improvement in cycle time can be expected. The organization will continue to work on streamlining processes and applying best practices to further improve this critical function. From our point of view, this is a crucial investment in our administrative infrastructure and one that will improve overall County services.

Investing in our Correctional System

At this point in time we are facing a series of important decisions regarding the County's Correctional system. The nature of the County Jail is changing due to the implementation of Public Safety Realignment (AB 109). The State has shifted significant responsibility to the County to supervise more individuals released from the State system and house additional inmates that would normally have been sent to state prison. This has increased the length of stay for inmates in our facilities and we now have a more sophisticated inmate population. At the same time, the aging of the general population is also occurring within the inmate population. A greater percentage of inmates are suffering from physical, mental health and substance abuse ailments. All together these factors are increasing the demands on the staff and facilities in our jail system.

Not unlike ESA, the Sheriff's Office and the Department of Correction were significantly impacted by the reductions required during the great recession. Over the past three years, however, we have been



focused on how best to manage the changes outlined above. After almost 4 years of experience with realignment, we have outlined a four-prong plan to address the needs in the system as we see them today.

Correctional Facility Improvements

	Ongoing Funds (in \$M)	One-time Funds (in \$M)
Hard Match for Replacement of Main Jail South		\$8.0
Harden 4 Pods (192 beds) in Main Jail North	\$2.7	\$11.6
Additional Mental Health Capacity	\$2.5	
Renovate Infirmery at Elmwood		\$3.0
Total	\$5.2	\$22.6

This plan will require the allocation of significant operational and capital resources to improve our ability to appropriately manage the inmates that are in our care. The most significant effort that is underway is the development of our application to the State for funding to build a new jail facility in the Civic Center complex. The building is intended to replace Main Jail South (MJS), a 1950s vintage facility that has a staff intensive design and is very costly to maintain. This budget assumes the hard match requirement of \$8 million assuming a maximum state grant of \$80 million. The new building will be designed to provide additional classrooms, improved health facilities and the most efficient operational design possible to limit staff costs.

The second prong of the plan is the hardening of four pods, or 192 beds, in Main Jail North (MJN). A problem that has evolved over the past decade is the lack of high security cells in our system. This project, with a current year capital cost of \$11.8 million and a partial year operating cost of \$2.7 million, will address that problem and create more appropriate classification options for DOC staff.

The third prong of the plan addresses capacity in both our mental health and physical health components of the jail system. The first action is the modification of pod 8C in MJN to create more

capacity for inmates with mental health needs. With the changing nature of the inmate population this is an action that will both resolve current demand and meet future demand, resulting in a safer system for both inmates and staff. The capital cost for this project was addressed at Mid-Year but the operational cost for DOC and Custody health staff in FY 2016 will be approximately \$2.5 million.

The fourth prong will be the renovation of the M-1 infirmary facility at Elmwood. This will address the issue of increasing demand for physical health beds and provide an alternative at Elmwood that will balance the demand for infirmary beds between Elmwood and the Civic Center Jail complex. This project has a capital cost of \$3 million but operating costs will not be required until FY 2017 since the renovation of this facility will take over a year to complete.

Total investments in the Sheriff's Office and the Department of Correction included in the FY 2016 Recommended Budget will exceed \$6 million on an ongoing basis with an additional \$3.3 million in one-time operational expenses for equipment and overtime. In addition, the capital investment being recommended for the Correctional system is \$22.8 million. This is a significant allocation to this area of County government but one that we believe cannot be delayed any longer.

Affordable Housing and Homelessness

The third featured area of this budget is our continued effort to deal with the affordable housing crisis and homelessness. Our recommendations build on the allocation of significant resources initiated at mid-year to make progress in tackling this very difficult problem.

At Mid-Year the Board allocated \$12 million to complete the financing for the Senter Road affordable housing project, accelerating the creation of 164 units for residents with extremely low incomes including the homeless. In addition, the Board approved the creation of a pre-development funding pool with a \$5 million contribution that is to be matched by the Housing Trust of Silicon



Valley. This is intended to kick start the creation of new affordable housing projects. The Board also approved the creation of a \$600,000 grant to stabilize shelter providers throughout the County.

In this Recommended Budget we are continuing to make strategic investments in the area of affordable housing and homelessness. A very exciting development is the upcoming launch of our homelessness pay for success project. On July 1, 2015 Abode Services will begin utilizing 102 available units to house chronic homeless individuals from our community. These individuals will receive services intended to stabilize their situations. The County will make success payments that will not exceed \$2 million per year if individuals are housed for 12 consecutive months. Santa Clara County will be the first jurisdiction within California to launch a pay for success project. The funding to make these payments will come from unallocated Measure A funds.

The County will also continue to support emergency and transitional housing alternatives with allocations of \$1.2 million to support the County-wide cold weather shelter program and a one-time allocation of \$1.5 million reserve to further explore transitional housing options discussed with the Board in March. These options could include year round utilization of shelter beds, safe-parking programs and micro-housing opportunities.

Finally, we are also adding resources to the Office of Supportive Housing, as their level of activity has increased substantially over the past year. We are recommending this Office be transitioned to the Office of the County Executive, and report directly to the Chief Operating Officer who is spearheading our efforts in the affordable housing/homelessness arena. This will recognize the priority we are putting into these efforts.

In the Office of Supportive Housing, new staff resources will be responsible for developing housing strategies for special populations and increasing our case management capacity as we add additional affordable units to our inventory.

We are excited by the progress being made in this area, and recognize there is a window of opportunity moving forward. Many jurisdictions are aligned in their desire to collaborate and find ways to work together to address the very difficult problem of affordable housing and homelessness. There is much work to do but we are pleased to be able to recommend these resources to support the excellent work being done.

Other Highlights

The level of flexibility that we have in FY 2016 also allows us to address a variety of other important needs across the County:

Social Services Agency: Included in this budget is the addition of 12 Social Worker I positions and eight Social Worker II/III positions to continue to rebuild our service levels in this department. We are also able to recommend the addition of three positions in the Adult Protective Services program and two positions in the Public Administrator/Guardian to address the needs of seniors.

Facilities and Fleet: Included in this budget are additional resources to support preventative maintenance and the increased cost of utilities.

Registrar of Voters: Included in this budget is \$2.5 million in one-time funds to implement electronic poll books and to enhance our precinct operation call center to provide additional tools and resources to support the efficient processing of ballots.

Mental Health: Included in this budget are additional staff resources to bolster the integration of the Mental Health and Drug and Alcohol Departments into the Behavioral Health Department. In addition, staff is added to enhance contract management, quality assurance and utilization management.

This budget does not recommend significant changes at Valley Medical Center as the majority of these adjustments were implemented at Mid-Year. At the current time our focus continues to be

building capacity to accommodate the increasing enrollment due to Medi-Cal expansion. The FY 2015 budget assumed an increase of 21,500 lives and the actual number is estimated to be closer to 48,000. The other obvious issue is what happens to the Daughter of Charity hospitals in Santa Clara County. We are making a good faith effort to acquire these facilities because it makes sense for us in the long run to operate these facilities. The acquisition of O'Conner would eliminate the need for us to build a second bed building at a much higher cost. In addition, the possibility of a for-profit entity operating these hospitals could redirect Medi-Cal clients toward VMC and overwhelm our system. We have retained some flexibility in the VMC enterprise fund in order to account for the cost of operating O'Connor and St. Louise if we are able to acquire them.

A Continuing Commitment to our Physical Infrastructure

As with ongoing resources, the County has increased flexibility due to an FY 2015 fund balance projection estimated to be \$220 million. Approximately \$34 million of the additional fund balance is due to the County receiving "excess ERAF" funds in the current year. Since 1992, counties, cities, and certain special districts have been forced to shift a portion of their property tax shares to the Educational Revenue Augmentation fund (ERAF). In Santa Clara County, approximately 75% of ERAF is carved from the County's own property tax share. Total ERAF for Santa Clara County in FY 2015 was \$514 million, of which the County contributed \$390 million.

Per the State Revenue and Taxation code, once there is enough money in ERAF to fulfill all of its obligations, the remainder is to be returned to the taxing entities who contributed into it. Only a handful of counties are in "excess ERAF" status. Santa Clara County has moved into this status primarily because of robust property tax growth that has exceeded the state's established contribution to school districts. However, it is not expected that Santa Clara County will retain "excess ERAF" status over time because implementation of the

new local control funding formula for school districts will substantially increase the State's contributions to schools.

Even considering these increased resources, the capital needs submitted by departments far exceed the funding that is available. We are happy to be able to recommend over \$52.9 million in capital projects for the Board's consideration. The largest allocation, \$20 million, will be for the tenant improvements associated with the creation of an Outpatient Surgery Center at 2450 South Bascom Avenue. This facility will provide greater access and convenience for clients who need these types of service. The three jail system related projects mentioned above will require an investment of \$22.6 million.

The third major area of investment in our physical infrastructure is the funding of major maintenance projects. Over the past few years we have allocated \$5 million annually for this purpose. In the past year Facilities and Fleet have identified several Heating, Ventilation and Air Conditioning (HVAC) projects that require repair or replacement. For this reason, we are increasing our allocation to \$6 million and plan to rollover and re-budget an additional \$1.5 million from unspent resources from prior years. This enhanced allocation is a step in the right direction, but does not begin to address the backlog that developed during the recession, when we were unable to allocate sufficient resources to major maintenance requirements. At the same time Table 1 reflects the commitment we have made since the recovery began around 2012 to increase funding for capital projects and major maintenance.

FY 2016 Recommended Capital Projects

New General-Funded Projects	Amount
FY 2016 Backlog Maintenance	\$7,500,000
FY 2017 Capital Planning	\$250,000
FY 2017 Capital Plan Cost Estimate	\$50,000
FY 2016 Energy Conservation	\$500,000
Outpatient Surgery Center	\$20,000,000
Design of New Jail Facility	\$8,000,000
Main Jail North Cell Hardening	\$11,580,000
Elmwood M-1 Sundeck and Renovations	\$3,000,000



FY 2016 Recommended Capital Projects

New General-Funded Projects	Amount
Civic Center Master Plan	\$1,000,000
2500 Senter Road Demolition	\$913,635
Crime Lab Door Remodel	\$119,850
Elmwood Kitchen Exhaust System	\$325,000
Board Chambers Control Room Feasibility Study	\$90,000
Administrative Booking Lobby Hardening	\$300,000
Elmwood W4C Medical Exam Room	\$110,000
Medical Examiner Coroner Office Renovation	\$164,280
Information Services Department Office Space Design	\$450,000
Reduce Capital Hold Account	(\$250,000)
Reduce Backlog Hold Account	(\$1,250,000)
Total of FY 2016 Recommended Capital Projects	\$52,852,765

Technology Investments

In the area of technology we have also allocated significant resources consistent with our recognition of the importance of information services to our organization. In this budget we are recommending \$27.0 million for technology projects.

FY 2016 Technology Projects

Description	Ongoing Allocation	One-time Allocation
Law and Justice System Roadmap - Program Management	\$-	\$16,910,600
Modernization - Countywide	\$140,000	\$1,705,000
Modernization - FGOC	\$195,000	\$1,204,000
Modernization - Health & Hospital (General Fund)	\$-	\$2,900,000
Infrastructure - Countywide	\$138,000	\$1,560,000
Professional Services	\$25,000	\$825,000
Modernization - Public Safety & Justice	\$204,130	\$1,551,152
Total Allocation	\$702,130	\$26,655,752

The largest project in this group will be replacement of the Criminal Justice Information Control system that has been discussed previously. The FY 2016 one-time cost is \$16.9 million, but this is only a portion of the multi-year effort. Over the course of three years, the entire project is projected to cost approximately \$85 million in one-time development and equipment costs, and \$9.9 million in ongoing costs to support and maintain

the system by the time it is fully implemented. The suite of products available once the implementation is complete will include:

- Sheriff Records Management System
- Jail Management System
- Adult Probation, PreTrial Services and Drug Testing
- Juvenile Probation
- Referral Tracking - Resource Re-entry Program

Modernization and technology infrastructure for non-criminal justice systems in several critical areas including:

- e-Signatures
- Tax Collector Automation System (TCAS) System Functional Enhancements
- Custody Health Implementation of EPIC/Healthlink
- ISD Data Center Network Upgrade
- County Document and Evidence Exchange System
- Nortel Phone System Replacement - Parks/Charcot/CCOM - County Communications Department

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 \$123 million.

Our recommendations for other reserves include \$1.05 million for Future Space/Lease Costs as we recognize that we have little or no existing space to address the increase in the staff resources being recommended in this budget. This reserve will be budgeted in the Property Management Division of Facilities and Fleet to address needs as they are identified and resolved.



In the Special Programs and Reserves budget unit we have established three additional reserves. One that addresses Community Based Organization cost of living adjustments and is consistent with past practice. We have also reserved \$2.5 million to address the new requirement for providing health insurance and sick leave for newly qualified part-time and temporary employees consistent with the Affordable Care Act.

We have also budgeted \$2 million in a Reserve for Economic Uncertainty to address unanticipated issues that arise through the course of the year or actions taken at the state and/or federal level that impact us negatively.

We have also created an unallocated reserve \$1.9 million to account for the growth in Measure A resources that is available at the Board's discretion.

Risks and Threats to the County Budget

The strong local and statewide economy has provided a period of relative stability for Santa Clara County. At the same time we know that business cycles occur in a very regular fashion and the pain of the last downturn remains a lasting memory.

As was mentioned previously, there are several aspects of our cost structure that are being "locked in" as future obligations. The implementation of five-year labor contracts, the approval of an ordinance locking in the required funding of retiree health, and the projected costs of pensions over the next several years provides the need to stand back and consider how these obligations will impact our ability to maintain current service levels. In the short term, we are looking at a minimum of 5% growth in the cost of a unit of service. This will translate into an increase of \$100 million annually for the County's general fund. The question is will discretionary revenue growth be able to keep pace? How will health care financing at the State and Federal levels evolve over the next few years? Will the Medi-Cal Waiver be renewed and how will that impact Valley Medical Center?

While a variety of risks are inherent in looking to the future, the bottom line boils down to the balance between committed expenditures and available revenues. Only time will tell how we are able to match the two.

Conclusion

I am pleased this year to present a budget that continues to make progress in addressing both our administrative and physical infrastructure while also adding resources to strengthen our service delivery across many disciplines. This period of stability is very welcome, but we continue to stress the need to recognize that we were mired in a very difficult recession only five years ago. It is for these reasons that we are moving prudently during these times of "unusual" flexibility.

It is important to remember the actions taken by many jurisdictions in the late 1990s to increase pension benefits while they were funded in excess of 100% of liabilities. The next 10 years saw dramatic changes and impacts that are still with us today. We have to be thoughtful and deliberate about expanding programs or implementing changes that could end up costing the County millions in the future. We recognize that cycles come and go, so our goal is to forward a budget that is balanced both on paper and balanced in its approach to rebuilding our service delivery networks, without expanding too broadly into areas we may not be able to sustain.

One of the areas of that requires discussion is the evaluation of the recommendations that are being put forward today. Questions have been raised about the results that can be expected by adding resources to ESA or ISD, for example. We welcome the discussion of measuring results to determine if the allocations recommended here are generating the desired results. We have included some data from ESA earlier in this message that shows that the addition of staff has resulted in reduced cycle times for filling positions. This is a good example of how we should evaluate resource allocation decisions after the fact. This is our intent as we ramp up the Central Contracts unit approved at mid-year.



As we prepare to face the challenges that the next fiscal year will bring, we are fortunate to have the flexibility to provide the organization with an improved set of tools to get the job done. We are moving forward to rebuild our service delivery systems in Social Services and have added the resources to prepare for necessary access for the growing number of patients seeking service at Valley Medical Center. We are also attacking the problems presented by a changing and aging Jail system. Finally, we are positioned to make real progress in addressing the issues associated with homelessness and increasing the number of affordable housing units. While we need to continue to stress caution, we have great hopes for what can be accomplished in the year ahead.

We cannot achieve our aims without the commitment and hard work of our dedicated County employees and partners in Community-based Organizations. I would like to thank them for the work they do every day to provide assistance or service to our clients, whether sought out by the customer or delivered in a County facility. Our employees' enthusiasm for service and loyalty is much appreciated. The next section of this document includes a report on the Learning Organization Program, which is focused on the importance of employee engagement and the delivery of exceptional customer service. These program offerings provide tools and methods for employees to increase their level of participation in work process improvements, and for all levels of employees to consider how their jobs fit into the larger County system.



Measure A Sales Tax Summary

Summary of Measure A Sales Tax Revenue and Allocations

Summary of Measure A Sales Tax	FY 2014 Actual	FY 2015 Allocation	FY 2015 Budget ^a	FY 2015 Projected Actual or Rollover	FY 2015 Projected Fund Balance	FY 2016 Recommended Budget
Revenue						
Measure A Sales Tax Revenue	\$44,984,701	\$49,000,000	\$49,000,000	\$47,000,000	(\$2,000,000)	\$49,000,000
Fund Balance from Prior Year	\$9,777,386	\$8,469,204	\$16,799,200	\$15,783,901	(\$1,015,299)	\$6,660,930
Total Revenue	\$54,762,087	\$57,469,204	\$65,799,200	\$62,783,901	(\$3,015,299)	\$55,660,930
Ongoing Allocation						
Preservation of Current Level of Services	\$20,000,000	\$20,000,000	\$20,000,000	\$20,000,000	\$0	\$20,000,000
Community Health Partnership	\$3,350,000	\$3,350,000	\$3,350,000	\$3,350,000	\$0	\$3,350,000
Healthy Kids	\$300,000	\$3,000,000	\$3,000,000	\$350,000	\$2,650,000	\$3,000,000
Permanent Supportive Housing	\$3,150,083	\$4,000,000	\$4,000,000	\$4,000,000	\$0	\$4,000,000
SCVMC Patient Advisory Task Force	\$165,000	\$676,462	\$660,800	\$459,212	\$201,588	\$732,554
SCVN-SSA Safety Net Contracts	\$862,777	\$845,860	\$888,660 ^b	\$888,660	\$0	\$888,660 ^c
SCVHHS Center for Population H.I.	\$280,990	\$1,636,422	\$1,636,504	\$666,994	\$969,510	\$1,636,504
Office of the District Attorney	\$336,400	\$1,141,923	\$1,157,503	\$1,048,828	\$108,675	\$1,177,972
Goodwill (Homeless Veterans Employment)			\$299,610	\$299,610	\$0	\$299,610
Deanery 6 Multi-Parish Cooperative			\$500,000	\$500,000	\$0	\$500,000
Santa Clara University (Human Trafficking)			\$180,817	\$180,817	\$0	\$180,817
Fresh Lines for Youth (FLY)			\$150,000	\$150,000	\$0	\$150,000
School Linked Services - Demo Hubs			\$1,550,000	\$1,550,000	\$0	\$1,550,000
Law Foundation of Silicon Valley			\$338,200	\$338,200	\$0	\$338,200
Reentry Services			\$2,300,000	\$1,200,000	\$1,100,000	\$2,300,000
Healthier Kids Foundation			\$584,100	\$584,100	\$0	\$584,100
United Way (Safety Net Svcs. & Rental Asst)			\$660,000	\$660,000	\$0	\$160,000
Community Living Connection			\$750,000	\$750,000	\$0	\$750,000
Sacred Heart Community Services			\$245,000	\$245,000	\$0	\$245,000
Project WeHope			\$76,650	\$76,650	\$0	\$76,650
Bill Wilson Center			\$150,000	\$150,000	\$0	\$150,000
Kids in Common (Planned Parenthood)			\$192,700	\$192,700	\$0	\$192,700
Teen Force			\$45,000	\$45,000	\$0	\$45,000
SIREN/SBLSI			\$570,000	\$570,000	\$0	\$570,000
Outreach (Senior Nutrition Transportation)			\$750,000	\$750,000	\$0	\$750,000
Social Services Agency (Safety Net Svcs)						\$500,000
Pay for Success						\$3,000,000
Unallocated Reserve I - Ongoing	\$0	\$4,686,214			\$0	\$0
Unallocated Reserve II - Ongoing	\$0	\$9,663,119	\$4,689,256	\$42,800	\$4,646,456	\$1,872,233
Subtotal Ongoing Allocations	\$28,445,250	\$49,000,000	\$48,724,800	\$39,048,571	\$9,676,229	\$49,000,000
One-Time Allocation						
Berger Seismic Project	\$9,777,386					
Community Solutions	\$130,900					



Summary of Measure A Sales Tax Revenue and Allocations

Summary of Measure A Sales Tax	FY 2014 Actual	FY 2015 Allocation	FY 2015 Budget	FY 2015 Projected Actual or Rollover	FY 2015 Projected Fund Balance	FY 2016 Recommended Budget
Domestic Violence Advocacy Solutions	\$624,650					
Unallocated Reserve - One-time	\$0	\$8,469,204				
Bill Wilson Center			\$318,000	\$318,000	\$0	
SCVMC ER Renovation Design/Planning	\$0	\$0	\$4,400,000	\$4,332,000 ^d	\$0	\$0
SCVMC ER Construction Project Reserve	\$0	\$0	\$12,399,200	\$12,399,200 ^e	\$0	\$6,660,930
Subtotal One-time Allocations	\$10,532,936	\$8,469,204	\$17,117,200	\$17,049,200	\$0	\$6,660,930
Total Allocations	\$38,978,186	\$57,469,204	\$65,842,000	\$56,097,771	\$6,660,930	\$55,660,930
Fund Balance	\$15,783,901	\$0	(\$42,800)		\$6,660,930	\$0

a. FY 2015 budget amounts may differ from FY 2015 allocation amounts as budgets were not fully established until after July 1, 2014.

b. Includes Board-approved 2% COLA for community-based organizations.

c. To be adjusted once COLA% for community-based organizations is determined.

d. Unexpended amount of \$4,332,000 to be rolled over, for same project, during June 2015 Rollover process.

e. Unexpended amount of \$12,399,200 to be rolled over, for same project, during June 2015 Rollover process.

Summary and Overview

Measure A is a 10-year 1/8 cent sales tax approved by the voters in November 2012 and implemented on April 2, 2013. Measure A is a general tax that was approved to address service and program needs across all functional areas for local priorities such as trauma and emergency room services and housing for the homeless.

In the FY 2015 budget process, \$9.7 million from the FY 2014 unallocated reserve was allocated by the Board to fund additional programs and services. Subsequently, the Board approved a process that provides the guiding principals and priorities for the allocation of Measure A funds in December 2013. The process took into consideration proposals from members of the community and County agencies. Consistent with the approved process, the Administration created a committee to review the proposals against the guiding principals and priorities. On April 14, 2014, the Board approved the Administration's rank order list of proposals. As the intent that the funds would be made available on July 1, 2014, the Board, at the June 20, 2014 Budget Hearing approved the allocation from the reserve to various county departments to oversee contract administration of these contracts. The remaining funds from the two unallocated reserves were combined to form a singular ongoing unallocated reserve resulting in a budget of approximately \$4,689,256.

Because of both a projected sales tax revenue shortfall and a lower than projected prior year fund balance, the projected fund balance for this fiscal year is reduced to \$6,660,930. As discussed in the County Executive's Budget Message and later in this section, we recommend that this fund balance be allocated to the renovation of the Santa Clara Valley Medical Center (SCVMC) Emergency Room.

Measure A Ongoing Reserves

The expectation of \$49 million of revenue in FY 2016 allows for a reserve of \$4.68 million (unallocated reserve) for future allocation by the Board. This budget includes a recommended action to use \$3.0 million of this reserve to support the County's Chronic Homelessness Pay for Success Project. Approval of this recommended action, by the Board, would leave approximately \$1.9 million in the ongoing reserve.

Pay for Success Projects

The impetus for Pay for Success (PFS) originated in 2012 when the Board made a referral to work with Catholic Charities and Step Up Silicon Valley that engaged Third Sector Capital Partners to develop a work plan to determine if Pay for Success could be successful in Santa Clara County. Pay for Success creates performance-based contracts between the County and providers of preventative, cost effective social services. The contracts leverage philanthropic or impact investor dollars by providing up-front financing for service providers. Under the PFS, the County only pays after



pre-determined results are achieved and validated by an independent evaluator, and investors (not taxpayers) bear the risk of non-performance.

The goal of the Chronic Homelessness Pay for Success Project is to improve the quality of life for the subset of chronically homeless individuals who are the most frequent users of County services. This PFS Project aims to achieve the outcome of stabilizing these chronically homeless individuals in permanent supportive housing (PSH) or an alternate long-term housing situation as part of the County's broader effort to end chronic homelessness. By implementing the Chronic Homelessness PFS Project, the County also expects to determine whether County investments in permanent supportive housing can create cash-able fiscal savings, increased revenues, or improved efficiency of services, and identify the extent to which savings are sufficient to pay for the programs themselves. Lastly, this project would allow the County to test and refine tools for identifying the highest-need and highest-cost members of the homeless population.

As discussed in the County Executive's Budget Message, we recommend that \$3 million be allocated to continue the County's efforts in implementing this Project.

Santa Clara Valley Medical Center Emergency Room

In FY2015, the County Executive emphasized the County's continuing commitment to maintaining its physical infrastructure by recommending that \$4.4 million in Measure A funding be allocated to the SCVMC Emergency Room renovation design and planning project and \$12,399,200 be allocated to the construction project reserve. The Emergency Room (ER) is the busiest ER in Santa Clara County with approximately 75,000 patient visits per year. This project will increase the current capacity of the ER to serve the community's most critical health care needs.

To bolster the funding of the renovation and construction of the ER, the Administration is recommending that the Measure A fund balance of \$6,660,930 be allocated to this project for FY2016. In addition, the unexpended allocation of \$12,399,200 from the FY2015 budget will be rolled over in FY2016 to ensure adequate funding for the construction phase. The completion of this project is an essential part of fulfilling the County's mission to provide quality services for the community.

Evaluation Framework

Subsequent to the approval of the Administration's Ranked List of Measure A Proposals, the Board directed the Administration to provide a report relating to the development of an evaluation tool for the 17 proposals, to include measures to be incorporated in the evaluation tool. In June, 2014, the Finance and Operations Committee (FGOC) accepted a report relating to the development of a Measure A Evaluation Framework and this was subsequently reported out to the full Board. In August 2014, the Board directed the Administration to report quarterly, to the FGOC Committee, related to evaluation and analysis of performance measurements, outcomes, and lessons learned.

The Administration formed a Measure A Evaluation Network, comprised of agency/departmental personnel, to ensure contract compliance, analyze and evaluate contractor performance based on agreed-to performance measurements, and to test, evaluate and revise, if need be, the Measure A Evaluation tools.

The first Measure A Program Report was presented to the FGOC Committee in January, 2015. Quarterly reports will continue to be presented to the FGOC Committee related to the Countywide Measure A Budget; Contract Status; and Data Analysis and Evaluation. In FY2016 The Administration intends on presenting a One-Year Measure A Program Retrospective, to include any lessons learned.

The County as a Learning Organization

As part of a multi-year transformational plan, County Executive Jeffrey V. Smith, in coordination with the Board of Supervisors, set a Countywide framework to create and sustain a learning culture throughout the organization. The County Executive believes a learning organization can nimbly respond to opportunities as well as ongoing changes and challenges. Major program components include Just Culture, Executive Development, and the Center for Leadership and Transformation (CLT). The program aims to provide offerings and experiences that complement existing departmental strategies to engage employees in delivering exceptional customer outcomes. The current stage of the plan is designed to spread the concepts more broadly and deeply throughout the County.

Just Culture

Building upon the County Executive's introduction of Just Culture to the organization in FY 2014, a major focus of FY 2015 was to create a shared organizational understanding of Just Culture concepts and practices. The County Executive's Office, in collaboration with the Learning and Employee Development Division, implemented a multi-pronged approach to advancing organizational awareness about this topic. Just Culture is intended to complement the County's Mission, Core Values, and Vision Elements, along with departmental strategic plans, to sustain an environment where staff at all levels of the organization feel comfortable disclosing errors and finding ways to prevent them from occurring again.

The elements of Just Culture involve the interactions between Systems and Procedures, Leadership Behavior, and Individual Behavior. In alignment with these intersecting pieces, the offerings launched in FY 2015 included a train-the-trainer component for the Individual Behavior course, a session targeted for Executives, Managers, and Supervisors, and courses focused on systems and procedures. In addition, a number of instructor-led and web-based trainings give employees the opportunity to explore core components, such as trust, accountability, and communication in greater depth.

The following is a snapshot of program participation as of the date of publication:

- Nearly 175 employees, representing 30 agencies/departments, were trained to facilitate the Just Culture: Individual Behavior course
- 18 departments have participated in the Just Culture: Executives, Managers, and Supervisors training and conversation
- 75 supervisors, managers, and executives took part in systems courses to learn additional techniques to examine and influence systems change to drive operational improvements.

Many agencies/departments were in progress with employee development efforts that were aligned to the concepts of Just Culture. The Just Culture offerings provide a common lexicon and framework for the County organization. Departments have been encouraged to use the concepts to complement their current efforts and to customize implementation efforts to respond to the unique strengths and demands of their individual units. Throughout this budget document, the departments describe the variety of approaches they have instituted and/or will be pursuing in FY 2016 to create a safe space for more frequent communication, identification and reporting of process improvements, and involving employees in designing system solutions and process improvements. The various departmental descriptions of activities they have undertaken or have planned for the future build on similar themes of employee involvement in improvements to the work, improved communication, and customer service. Departments are encouraged to bring in tools and approaches that will work best for their circumstances, and the Learning Organization program is tracking a variety of approaches to make sure that departments can learn from one another's efforts.

As one measure of the spread of Just Culture concepts throughout the organization, the Administration plans to conduct a follow-up Organizational Assessment Survey in fall 2015. The first survey, administered in winter 2014, gave the County a relative baseline on the organizational awareness of the Vision Elements, aspects of Just Culture, including trust and collaboration, and how these concepts align to employees' daily work. The follow-up survey will allow

for comparative analysis against the baseline, as well as establish additional touch points for future-year evaluation.

Executive Development

Executive Leaders play a pivotal role in creating and sustaining a learning culture. During the course of FY 2015, a learning organization component has been added to all Executive Circle and Executive Leadership meetings. These segments are intended to foster knowledge-sharing, relationship building, and strategic reflection. The sessions have included group exercises, guest speakers, and panel presentations from colleagues.

One major output from the sessions in FY 2015 was a revised executive performance evaluation form and process. The new evaluation allows for greater alignment to the Countywide focus on customer service, operational excellence, and innovation, while still allowing for individual development goals in specific functions. Executive Leaders are expected to articulate at least one goal for embedding the Just Culture principles and processes further into their agencies/departments in FY 2016. In addition, given that any evaluation can only represent a point in time, Executive Leaders will agree to a quarterly review schedule to revisit goals, progress, and determine any necessary recalibrations.

The Learning Organization program is committed to supporting Executive Leaders in achieving their agency/departmental goals and will use the goals executives submit to refine FY 2016 offerings. The New Executive Onboarding and Networking program (NEON) was launched in FY 2015 in response to executive feedback. The CLT Executive Development program held during the summer at Stanford University allows Executive Leaders to learn from thought leaders in the fields of positive intelligence, strategy development and deployment, communication and collaboration, and organizational transformation. While these sessions set the strategic framework, Executive Leaders expressed the desire for a complementary offering to provide a grounding in County processes and executive responsibilities.

NEON was offered as a series of six sessions held over the course of about four months. The sessions featured presentations from County representatives on topics including budget, Board and Commission interactions,

Human Resources/Labor Relations, as well as a personal thinking style assessment. A mentoring pilot program was offered in conjunction with the NEON program. The mentoring pilot program grouped executives that were new to the County with an executive that was promoted within the County, and a seasoned executive (an executive with more than three years of experience in the County structure). A post-session survey confirmed broad support and interest in the program.

Below is a sampling of major findings from the survey:

- Survey respondents rated “building a professional network within the organization” as the most useful element to their development and future growth.
- All respondents to the survey expressed an interest in continuing to meet with their cohort colleagues. Many respondents provided additional topics for further exploration.
- Nearly two-thirds of the respondents participated in the mentoring pilot program and found it valuable to have colleagues to consult for guidance and to share ideas.

Given the response to the initial NEON offering, the Learning Organization program plans to continue the program on a rolling basis in FY 2016 when there are a sufficient number of new Executive Leaders to fill a cohort. In addition, the program will provide opportunities for past participants to continue to meet approximately once a quarter to review the additional areas of interest, including, but not limited to, media/public relations, contracting processes, and metrics development.

Center for Leadership and Transformation (CLT) and Unit-Based Teams (UBTs)

The CLT continues to focus on cross-functional team collaboration for systemic change. In FY 2015, two major transformation initiatives were launched in the Health and Hospital System, in addition to the efforts that were continued from previous years. In September 2014, nearly 70 employees from the hospital system held a landmark meeting to kick off an examination of inpatient hospital flow from the first encounter to the decision to discharge. Four cross-functional and interdisciplinary teams conducted gap and root cause analyses. In a first for the system, team members completed a process map for each of the four team

areas that led to a completed map of the entire flow process. Each team also completed an impact matrix to identify and prioritize the action steps that would provide the greatest impact. Teams have already implemented many quick wins, and after completing the envisioning stage of the Rapid Transformation model, identified key areas of intersection that have an impact on the entire flow cycle, including data reporting, patient movement, and a culture of mobility.

Hospital leadership also identified Specialty services as a priority area in FY 2015. In January 2015, nearly 60 employees launched a similar transformation process as the inpatient flow transformation to reinvent the Specialty Center referral, authorization, care and transition back to primary care process. The team is currently in the diagnosis phase, including gap and root cause analyses, and is planning to provide an update to the CLT Executive Steering Committee in late spring.

Given the scale and reach of these two major transformation initiatives, they will continue to be focal areas throughout FY 2016.

Also in the hospital system, the Joint Labor/Management partnership launched 12 Unit-Based Teams in FY 2015. These teams learned about the Plan-Do-Study-Act rapid improvement model and SMART (specific, measurable, actionable, realistic, time-bound) goal setting. As described in more detail in the Santa Clara Valley Health and Hospital System section, many of the teams are making great progress against

their SMART goals, and a few have met or exceeded their goals, and are working on identifying their next projects.

The Learning Organization program is in discussion with the Joint Labor/Management partnership to explore expanding the team-based work approach more broadly throughout the hospital system and the County beginning in FY 2016.

Communication and Collaboration

County Executive Smith is continuing his traveling town hall meetings, begun in FY 2014, to meet and hear from employees throughout the County. In FY 2015, the County Executive shifted the meeting format to recognize employee contributions and give employees the opportunity to share updates related to their current priority projects and process improvement efforts. The Administration has begun, and will continue, to post summaries of these visits to the ExecConnect intranet portal so that more employees can learn about activities happening Countywide.

A key partner in the production and implementation of the Learning Organization deliverables is the Learning and Employee Development Division of the Employee Services Agency. The leadership teams meet regularly to discuss Countywide strategies, impact, and any necessary delivery modifications to sustain program momentum and to build upon lessons learned. The team also works to ensure alignment between program offerings and departmental strategic objectives.

Public Safety Realignment Program (AB 109) & Reentry Services

Executive Summary

In April 2011 Governor Jerry Brown signed the Public Safety Realignment Act (AB 109) mandating the reinvestment of State resources, primarily spent on prisons and parole, to local community corrections and county programs. The shift of State prisoners to California counties, where they now serve their jail sentences or probation supervision, created opportunities to build upon and expand evidence-based programs to effectively increase public safety while simultaneously holding offenders accountable through county and community based treatment. The County in partnership with internal and community stakeholders is implementing the Community Corrections Partnership (CCP) Implementation Plan adopted by the Board of Supervisors on September 27, 2011 and the Adult Reentry Strategic Plan adopted by the Board of Supervisors in May 2012. Stakeholders continue to work in collaboration towards facilitating the goals set forth in these two plans, ultimately to reduce recidivism, streamline processes to link inmates to effective in-custody and community-based programming, and successfully re-integrate our clients back into their communities.

In response to AB 109, the Office of the Sheriff/Department of Correction established the Custodial Alternative Supervision Unit (CASU) for early release programs and expanded the Reentry Correctional Program Phase II. Additionally, a new program staffed by a multi-disciplinary team from Behavioral Health, Custody Health, Social Services Agency, and Probation was developed to assist formerly incarcerated individuals making a successful transition to the community. The County's Reentry Resource Center (RRC) was opened in 2012 and represents a new way of doing business by focusing on recidivism reduction strategies; streamlining processes to link inmates to effective in-custody and post-release community-based programming; identify cost-saving methods; and support the realignment of parolees and low-level prisoners under the Public Safety Realignment Act (AB 109). The RRC is made possible through strategic partnerships with State, County departments, and community-based entities. Currently, sixteen partners including Sheriff/Department of Correction, Behavioral Health, Social Services Agency, Adult

Probation, Public Defender's Office, Ambulatory Care, Office of Reentry Services, and California Department of Rehabilitation and Correction reside in the building and work collaboratively to provide seamless service delivery and supervision of individuals. The RRC sees on average 350 new clients each month and 1,700 returning clients. The programs and services offered at the RRC consist of the following:

- Custodial Alternative Supervision Program
- Probation Intake and Assessment
- Parolee Reentry Program
- Behavioral Health and Housing Services
- Public Benefits & Health Coverage
- Reentry Mobile Clinic (Primary Health and Psychiatric Services)
- Education; Employment; Family Reunification
- Expungement and Legal Advice
- Peer Mentor/Support
- Faith-Based Reentry Services
- Food Pantry/Clothing

The County has set an excellent foundation for a proactive, rehabilitative justice network with untold capacity for continued improvement over the years.

Key Findings and Trends in the First Three Years

During the first three years of implementation, between October 2011 and December 2014, the total realignment population was 4,502. Of those, 49% were classified as Post Release Community Supervision (PRCS), 35% were classified as 1170(h) individuals sentenced to local jail instead of state prison, and 16% as 1170(h)MS locally sentenced under AB 109.

As of December 31, 2014 there were 1,275 active AB 109 cases, of which 804 are being supervised under PRCS and 471 1170(h)MS. This does not include individuals with a bench warrant. Additionally, as of December 31, 2014 there were 526 AB 109 offenders at the Main Jail and Elmwood Correctional Facility, of which 251 are

1170(h) Jail, 113 are 1170(h)MS, 7 both 1170(h) and 1170(h)MS, 145 PRCS Flash incarceration or PRCS Revocation, and 10 MS violation cases.

Following is a snapshot of the services AB109 clients received October 2011 through December 2014.

**Findings and Enrollment Related to Services
October 2011 through December 2014**

Services	Number of Unique Clients
1170(h) and 1170(h)MS Clients enrolled in in-custody programs	293
Custodial Alternative Supervision Program participants (out-of-custody)	269
AB 109 clients enrolled in Substance Abuse Treatment residential, outpatient, and/or transitional treatment	1,503
AB 109 clients enrolled in Mental Health Services	232
AB 109 clients enrolled in Cognitive Behavioral Services	501
AB 109 clients enrolled in Employment, Vocational, and Educational Services	740
AB 109 clients enrolled in Social Services Benefits	1,173
AB 109 clients accessing Reentry Services	205
AB 109 clients enrolled in Housing Programs	56
AB 109 clients accessing Faith Based Centers	45

Programs and efforts are evaluated to understand the ways in which participation in programs and services impact rates of recidivism within the AB 109 population. The County approved the following definition for determining recidivism: The occurrence of convictions or sustained petitions of new law violations (both misdemeanors and felonies) within five years of exiting custody or entering supervision or dispositional outcomes. Charge dispositions categorized as convicted, conviction-awaiting sentencing, and certified/guilty plea, including only misdemeanors and felonies, are used to determine whether or not an individual recidivated. Additional contextual measures will include arrests, demographic factors such as race/ethnicity, risk level, and/or age. Recidivism will be tracked by offense type such as misdemeanor, general felony, and serious felony/violent felony.

With three years of data now available (3,742 AB 109 population with a supervision start date, release date, or Custodial Alternative Supervision Unit date) on the service linkages and whether an individual has re-offended, the Office of Reentry Services can report the recidivism rate for the AB 109 population. Based on the

County's definition, the County has an overall AB 109 recidivism rate of 34.5%. Specifically, out of the 3,472 individuals, 1,290 were arrested and subsequently convicted. The Office of Reentry Services and reentry partners will provide a more detailed recidivism rate report to the Public Safety & Justice Committee on June 18, 2015.

Achievements

An important goal is a continued effort at facilitating cross-systems communication and collaboration. In order to fully make use of the County's reentry programs and resources, there is a need to share what is working and what needs improvement. Following is a list of achievements during the third year of implementation and during the first half of calendar year 2015:

- Created the new welcoming reception center at the RRC
- Implemented the Reentry Parolee Program at the RRC leveraging \$1.8 million funding from California Department of Corrections and Rehabilitation (CDCR)
- Executed the first of a two-year Adult Reentry Services Program for education, employment, family reunification, and health & well-being services leveraging \$2.7 million of funding from AB 109
- Completed the first of a two-year Reentry Housing Program leveraging \$4 million of funding from AB 109
- Opened additional 42 residential treatment beds for inmates waiting placement while in-custody, leveraging \$2.3 million funding from the Measure A Sales Tax Program
- Implemented the AB 720 Health Care Enrollment for Inmates Program, successfully approving 1,339 applications for Medi-Cal leveraging \$1.3 million of General Funds to support this program;
- Opened Reentry Resource Center office hours on Tuesdays in San Martin as a pilot project to provide essential reentry intake, referral and assessment support for South County AB 109 residents

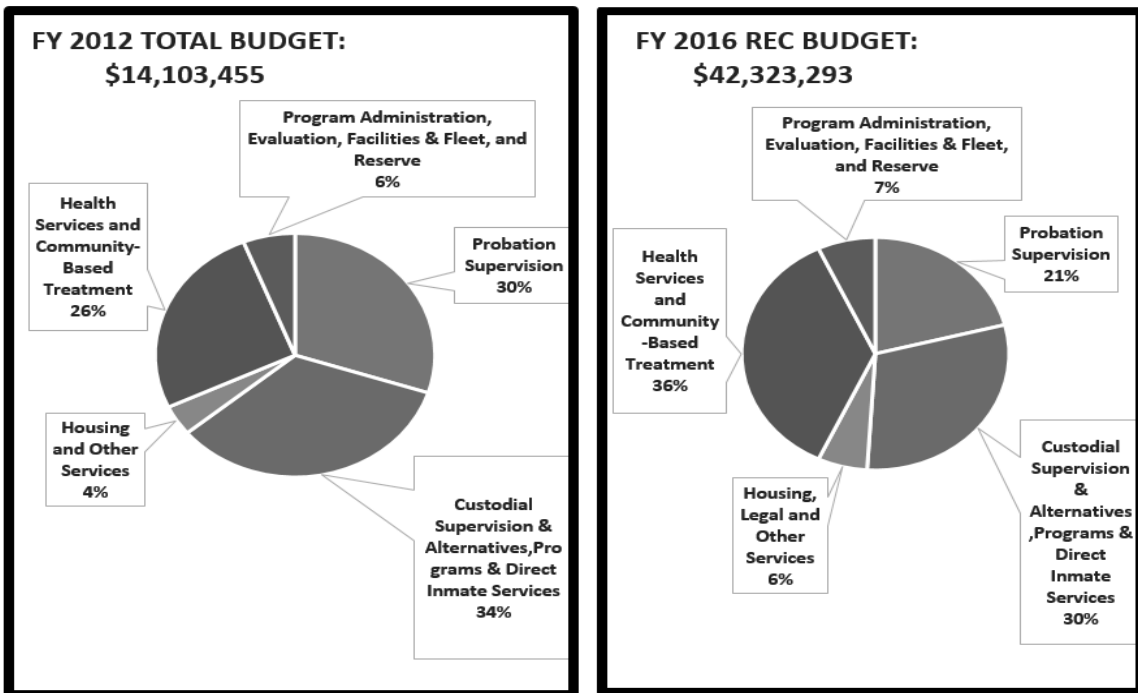
- Launched the Transitions Clinic Network in partnership with the Reentry Medical Mobile Unit to fund a Community Health Worker that links high risk patients from prison to community primary health care.

State Funding Allocation Detail:

For FY 2016 the County expects to receive \$39.6 million in Realignment State Allocation and \$2.7 million in FY 2015 Growth Amount for a total of \$42.3 million. To maintain current ongoing operations approved by the Board of Supervisors as part of the FY 2015 Adopted Budget and adjustments during FY 2015, \$41.7 million is required. The balance will be budgeted as an ongoing reserve for anticipated needs that may arise during the FY 2016 budget. Additionally, the County expects to receive \$3.4 million in One-time Transition and Stabilization Growth Amount, of which \$575,000 will be

used for the FY 2016 Recommended One-time needs. The reserve is budgeted in the Criminal Justice System-Wide Costs budget unit.

In FY 2012 (October 2011 - June 2012), the County received \$13.6 million and in FY 2013 the County received \$33.7 million for AB 109 programs and services. For FY 2016 the County anticipates to receive \$37.4 of which approximately \$600,000 is mandated for the District Attorney and the Public Defender Parole Revocation Proceedings. The following charts depict how the Realignment funds have been distributed among the key funding domains. Funding for Health Services and Community-Based Treatment for both in-custody and out-of-custody increased by 10% from FY 2012 to FY 2016. This shows the commitment the County has focused on providing direct services to individuals while in custody and services after being released.



Goals for FY 2016

In 2012 the County contracted with Resource Development Associates (RDA) to perform an interim evaluation of AB 109 to measure alignment between implementation activities and the CCP Plan, and to determine preliminary outcome findings related to

client recidivism and service referral, enrollment and completion rates. Currently, RDA is performing a three-year evaluation of the County's reentry services, including the RRC, Adult Reentry Strategic Plan and AB 109 efforts. Part of this evaluation consists of focus groups with clients and community-based organizations, performance measure review with



department staff and contracted partners, and key informant interviews with department stakeholders to determine the extent of progress, and assess successes and challenges.

Following is a list of recommendations and goals for FY 2016:

- Implement the Countywide policy for an integrated transition and discharge efforts and planning for in-custody clients;
- Launch the Interim Referral Tracking System for clients accessing the Reentry Resource Center;
- Expand Reentry programming into jail prior to release by expanding the transition clinic network process;
- Improve our understanding of Evidence-Best Practices by evaluating all of our reentry programs, both in-custody and in the community;
- Validate our needs assessment to ensure we are targeting the high risk individuals in need of services;
- Evaluate the service linkages and number of clients accessing the office in South County;
- Establish a formal referral process to RRC with the Superior Court of Santa Clara and South County Police Chiefs;
- Implement the Realignment Business Intelligence Solution that interfaces with other county data systems to collect, share and report on data for AB 109 clients by January 1, 2016;
- Implement the Community Recidivism Reduction Grant Program with the qualified service providers/agencies to provide in-reach substance abuse interventions, education, employment, family reunification and support, and transitional housing services to work with individuals that have a high risk of re-offending;
- Identify strategies for safely reducing over-reliance on local jails and expand reentry programming in the Main Jail and Elmwood.

Current and Emerging Issues:

Jail Capacity and Reentry Programming

Responding to AB 109, the County created an effective, restorative, and rehabilitative Reentry Network which is cultivating a county-wide collaboration effort. Reentry efforts have been funded and evaluated to assist with individuals leaving State Prison and exiting the County's local correctional facilities. However, racial and ethnic over-representation in the public safety and justice system continues to be a concern.

The number of inmates requiring special mental health management has recently swelled to 25% of the jail population, further frustrating efforts to minimize risk of inmates harming themselves and others. Alarming, 25% to 30% of inmates take daily mental illness medication and 10% of inmates suffer serious mental illnesses. Sadly, 39% of the homeless are mentally ill and many are recently released from jail and struggle with their illness alone.

Additionally, County jails are at 95% of inmate capacity with a pretrial population of 75%. The national average is 62%, which many argue is too high. The current length of stay for all inmates is 207 days and growing. Despite efforts of proactive, evidence-based pretrial services, the County relies to a great degree, on charge and resource-based bail schemas. Opportunities exist to increase the number of individuals eligible for citation or summons vs. arrest, pretrial screening and pretrial release. Assessments of jail inmates reveal significant numbers presenting low and moderate risk for community supervision. The County plans to seek assistance to make measurable, sustainable, system-wide improvements and overcome the above challenges to benefit the community in the following ways:

- Effectively manage the dynamic demands of cultures, socio-economy, physical and mental illness, addictions, gender and age by enhancing evidence-based and needs-specific practices (eliminating ineffective entanglement and ensuring effective inclusion in optimal practices).

- Reduce unnecessarily high jail populations by shifting from reliance on a charge and resource-based pretrial model to a high-performance, individualized, evidence and risk-based model. Ideally, 80% of jail populations will be assessed high-risk and total pretrial jail populations will drop below the national level of 62%.

The County completed a comprehensive needs assessment/facilities study of the County correctional system highlighting the need to adopt and use a risk/need assessment tool within the housing classification process, expand program space and ensure programs target high risk/high need, and build upon successful Reentry Resource Center programming. It is critical to identify programs designed to divert offenders away from jail and programs designed to correct the behavior and thought-processes that lead them to jail will be better equipped to fulfill their respective purposes. Current program/classroom space and facilities at the Elmwood Jail facility is insufficient to meet the needs of the increase in inmate population which resulted from the implementation of AB 109. Current inmate program activities are conducted in housing unit day rooms which precludes adequate support and is also disruptive to operations. The Administration will continue to work with Reentry partners to assess the feasibility of adding a program/classroom building at Elmwood, leveraging AB 109 appropriations from the available AB 109 Trust Fund.

Transition and Discharge Planning

A transition plan is an individualized program plan which is designed to ensure the offender will receive necessary services in the community, post-release.

A transition plan:

- Provides a linkage to appropriate next step resources based on offenders' needs;
- Invests in an outcome that every life has some human potential to be productive member of society;
- Maintains gains achieved during the course of incarceration.

To achieve better coordination with reentry partners at the Reentry Resource Center and reduce recidivism, transition planning will be conducted with high risk or high need offenders 30 days prior to release from County's Main Jail or Elmwood beginning on July 1, 2015. A transition plan will be completed for identified offenders to ensure he/she will receive a continuum of services and care upon release. Specifically, an individualized transition plan will be prioritized for inmates who are at the highest risk of re-offending as demonstrated by the Correctional Assessment and Intervention System (CAIS) risk assessment and/or by past criminal history including individuals who are recovering from substance abuse issues, mentally ill, homeless or any combination. The Administration will return to the Board of Supervisors in early FY 2016 requesting AB 109 appropriations.

Referral Tracking System

The RRC requires a tracking system to provide information regarding service referrals and delivery provided to re-entry clients within Santa Clara County. Currently, each agency or department, whether County or Non-County, provides services to these clients, then stores service and case data in their own departmental systems. There is a need to more clearly understand the referrals that are made between agencies, so that service and outcome data can be effectively measured and assessed. Additionally, there is a need to ensure the client is placed in a treatment slot immediately upon assessment, and to track the client's entry and exit dates. A centralized referral tracking system, managed by the RRC, will enhance the County's ability to coordinate services between agencies, measure outcomes, accurately track service delivery, and more effectively allocate resources to support the success of Re-Entry initiatives

Information Systems Department (ISD) understands the critical nature of this system and the reporting needs related to referrals and services provided to Public Safety Realignment and Reentry clients accessing the RRC. ISD has been working closely with Office of Reentry Services, other stakeholders at the RRC and other County agencies to develop requirements for an interim tracking referral system that can be used by internal County departments. Because of technical challenges, this solution will not be

available to service providers. There are two longer-term technical solutions available to meet the referral tracking needs to include service providers, however, either of these solutions will require a significant amount of time and funding to implement, and further analysis needs to be performed before a selection can be made. Initial one-time cost estimates for a longer-term solution range between \$1.3 million to \$1.65 million and ongoing cost estimates depend on the staffing required to implement and support this technology.

ISD and the partners at the RRC will continue to evaluate the various systems being created in other counties to assess the options available. The Administration will return to the Board of Supervisors in early FY 2016 requesting AB 109 appropriations.

Reentry Housing

In FY2014 the Board of Supervisors approved \$4 million in one-time AB 109 funds to develop a housing plan that includes one-time emergency

assistance and rental subsidies or housing funds for permanent supportive and/or long-term transitional housing with supportive services. These supportive services include intensive case management and much needed treatment programming. Based on initial housing data, individuals who received some level of housing support were able to focus on seeking employment, accessing treatment services and meeting their community supervision conditions. In FY 2016, the Office of Reentry Services will continue to implement the housing plan with the existing fund balance and work with reentry stakeholders to develop strategies for permanent supportive housing and identify new housing slots. The Administration will return to the Board of Supervisors in late FY2016 requesting AB 109 appropriations.

Summary of Departmental Ongoing Allocations for FY 2016 Base and Recommended

Department	FTE	FY 2016 Base Cost	FY 2016 Recommended Ongoing Changes	FY 2016 Recommended One-time Changes	FY 2016 Total
County Executive/Office of Reentry Services	8.0	\$1,533,675	(\$50,000)	\$250,000	\$1,733,675
Employee Services	0.0	\$50,000			\$50,000
Information Services	5.0	\$895,768	\$234,234		\$1,130,002
Public Defender – Expungement Services	3.0	\$517,488			\$517,488
Pretrial Services	5.0	\$745,771			\$745,771
Sheriff/Department of Correction	78.0	\$13,530,344	(\$475,289)		\$13,055,055
Probation	51.0	\$9,239,155	(\$100,000)		\$9,139,155
Facilities & Fleet	0.0	\$767,467	(\$247,467)		\$520,000
Mental Health	13.0	\$4,144,013	(\$52,232)	\$325,000	\$4,416,781
Custody Health	27.0	\$4,915,652	\$86,471		\$5,002,123
Department of Alcohol & Drug Services	12.0	\$5,191,667	(\$72,236)		\$5,119,431
Social Services Agency	7.0	\$859,813			\$859,813
Total	209.0	\$42,390,813	(\$676,519)	\$575,000	\$42,289,294



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.”

Sources of One-time Funds

General Fund Balance: The estimated fund balance available at the end of FY 2015, for use in FY 2016, is \$220.3 million. The most significant sources of fund balance is unspent Contingency Reserve funds estimated at \$113.0 million plus fund balance from departmental operations estimated at \$100.6 million.

An additional \$6.7 million in estimated fund balance is anticipated from unspent monies from Measure A, the voter-approved 1/8 cent sales tax increase that became effective April 1, 2013. The Administration recommends using these unspent Measure A monies towards the cost of a capital project to remodel the emergency room at Santa Clara Valley Medical Center.

Additional One-time Resources: The Recommended Budget includes \$4.1 million in one-time revenue from the Public Safety Realignment Program (AB 109) to offset one-time AB 109 expenditures and to establish a reserve for the program. An additional \$188,530 is expected from a one-time grant and a variety of smaller one-time revenue sources. A total of \$5 million in one-time salary savings related to new positions is also included in the Recommended Budget.

FY 2016 One-time Resources

Source	Amount
FY 2015 General Fund Balance	
Unspent Contingency Reserve	\$112,980,344
Fund Balance from Department Operations	\$100,623,440
Discretionary Fund Balance	\$213,603,784
Measure A Sales Tax Revenue Shortfall for FY 2015	(\$2,000,000)
Measure A Fund Balance Adjustments from FY 2014	(\$1,015,299)
Measure A Ongoing Allocated Savings from FY 2015	\$5,029,773

FY 2016 One-time Resources

Source	Amount
Measure A Ongoing Unallocated Savings from FY 2015	\$4,646,456
FY 2015 Measure A Fund Balance	\$6,660,930
Total FY 2015 Fund Balance	\$220,264,714
Other One-time Resources	
AB 109 One-time Funds	\$4,058,097
Grant & Misc. One-time Revenue	\$188,530
Salary Savings	\$4,987,300
Total Other One-time Resources	\$9,233,927
Total Available One-time Resources	\$229,498,641

Uses of One-time Funds

The following table reflects the FY 2016 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 2016 Use of One-time Resources

Use of One-time Resources	Amount
Contingency Reserve @ 5%	\$123,070,000
Measure A Reserve for SCVMC ER	\$6,660,930
Establish AB 109 Reserve	\$3,483,097
Total Reserves	\$133,214,027
FY 2016 Capital Contribution	\$52,852,765
Total Capital Needs	\$52,852,765
FY 2016 Technology Projects	\$22,904,600
TCAS System Functional Improvements	\$800,000
District Attorney Doc Mgmt Sys OCR Server	\$51,152
Public Health Open Data Portal	\$400,000
Custody Health EHR	\$2,500,000
FY 2016 Technology Needs	\$26,655,752
Social Services Agency - Extra Help	\$40,000
Sheriff’s Office - Overtime	\$3,654,000
Sheriff’s Office - Cal OSHA Gas Mask Fit Testing	\$44,000
Sheriff’s Office - Applicant Fingerprint Device Upgrade	\$137,000
Sheriff’s Office - E-Discovery Pilot Project	\$40,000
District Attorney – Crime Lab Equipment	\$770,000
Medical Examiner-Coroner - Equipment	\$23,500
Department of Correction - Replace Industrial Washers and Dryers	\$712,000
Inmate Classification Study	\$30,000
CEO - Cubicle Space Reconfiguration	\$50,000
CEO - Office of Data Oversight Monitoring & Evaluation	\$238,000

FY 2016 Use of One-time Resources

Use of One-time Resources	Amount
CEO - EOC Supplies and Preparedness	\$75,000
ROV - Implement Asset Tracking System	\$150,000
ROV - Purchase Ballot Scanners and Reconfigure Warehouse	\$299,750
ROV- Implement Electronic Poll Books and Asset Tracking System	\$2,500,000
County Communications - County Share of SVRIA SVRCS Radio System (per year for 3 years)	\$1,984,567
Facilities & Fleet - Increase Building Operations Expenditure Budget	\$715,000
Facilities & Fleet -New Vehicles	\$255,000
Facilities & Fleet - FY 2017 Vehicle Purchase Acquisition	\$3,500,000
ESA – Training Resources in Learning and Employee Development	\$42,000
OSH - Transitional Housing for the Homeless	\$1,500,000
S&B for Expiring SAMHSA Grant Position	\$15,946
Final Costs for Expiring SAMHSA Grant Program	\$50,538
Behavioral Health - Modify Research & Outcome Measurement Unit	\$23,454
Equipment and Supplies for New Positions	\$156,700
Department Intra-County Charges	(\$805,358)
Total Department One-time Needs	\$16,201,097
One-time AB 109 Costs	\$575,000
Total Use of One-time Funds	\$229,498,641



General Fund Financial Outlook

The County's economy continues to exhibit notable strength as home values are rising and revenue from property tax growth is increasing. Employment growth was outstanding in 2014 and is nearing its pre-recession peak in the region. Home price appreciation continued last year, but the growth rate slowed considerably compared to 2013, and home prices are now above their pre-recession peak. With tightening labor and housing markets, property values in Santa Clara County are expected to grow, supporting a forecast for continued property tax growth. Of course, a stronger economy feeds a more positive financial situation for both the State and Federal governments, which lessens the risk of outright program reductions or revenue losses that have contributed to local deficits in the past.

Employment Surpasses One Million

According to the U.S. Bureau of Labor Statistics total non-farm employment increased by 5%, or 49,100 jobs, during 2014 in the Santa Clara County statistical area. Total non-farm employment surpassed the one million mark in June 2014 and now stands at 1.04 million.

The County's unemployment rate decreased from 5.8% to 4.3% from February 2014 to February 2015. By comparison, the state unemployment rate decreased from 8% to 6.7%.

Employment is nearing its pre-recession peak in the region and growth is expected to return to more historically normal levels, especially as the local supply of labor decreases (as demonstrated by the 4.3% unemployment rate) and businesses increasingly have to rely on in-migration for new workers.

Housing Market Tightest In Bay Area

Growth in the South Bay housing market has been an important contributor to the strength of the local economy. From the fourth quarter of 2013 to the fourth quarter of 2014, the median price for an existing single-family home in the South Bay jumped from \$729,000 to \$810,000, an 11.1% increase.

Home price appreciation slowed considerably last year, with growth ranging between 7.5% and 15% in 2014, compared to between 15% and 30% in 2013. South Bay home prices had not yet reached their pre-recession

peak in 2013, thus there was still room for growth. Now, with home prices in the South Bay above their pre-recession peak (prices are roughly 85% above their recessionary low) expect prices to grow at a slower pace.

Still, the lack of available homes will continue to push home prices upward. Inventories in the South Bay are tighter than in any other Bay Area market or the state overall. As of January 2015, the South Bay had a 2.3 months' supply of available homes for sale, compared to 3.4 months of supply in San Francisco, 2.6 months of supply in the East Bay, and 5 months of supply in the state overall. A significant drop in the number of foreclosures in the region, while a good sign of health for the housing market, has restricted the supply of affordable homes in the South Bay.

General Fund Revenue

General Fund revenues are projected to total \$2,594,617,206 in FY 2016, compared to \$2,407,361,380 in the FY 2015 Approved Budget; an increase of \$187,255,826 or 7.8%. Major year-over-year increases are attributable to an increase in property tax revenue (\$65 million), State revenue (\$69.4 million), and Federal revenue (\$23.5 million).



Table 1: Comparison of General Fund Revenues from FY 2015 Approved to FY 2016 Recommended

Revenue Category	2015	2016	Inc./.(Dec.)	% Change
	Approved	Recommended		
Taxes – Current Property	\$753,100,000	\$818,100,000	\$65,000,000	8.6%
Taxes – Other than Current Property	\$107,641,000	\$108,629,000	\$988,000	0.9%
Licenses, Permits, Franchises	\$10,256,723	\$10,856,473	\$589,750	5.7%
Fines, Forfeitures, Penalties	\$16,206,659	\$11,180,922	(\$5,025,737)	-31.0%
Revenue from Use of Money/Property	\$3,177,906	\$5,294,906	\$2,117,000	66.6%
Aid from Govt Agencies – State	\$611,123,347	\$680,596,899	\$69,473,552	11.4%
Aid from Govt Agencies – Federal	\$456,575,625	\$480,106,437	\$23,530,812	5.2%
Revenue from Other Govt Agencies	\$544,212	\$605,000	\$60,788	11.2%
Charges for Services	\$110,240,980	\$111,390,454	\$1,149,474	1.0%
Other Financing Sources	\$338,494,927	\$367,867,115	\$29,372,188	8.7%
Total General Fund Revenue	\$2,407,361,380	\$2,594,617,206	\$187,255,826	7.8%

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, each of which is discussed below.

Percent of General Fund Revenue by Category

Revenue Source	FY 2016 Amount	% of Total
Taxes – Current Property	\$818,100,000	31.5%
Aid from Govt Agencies – State	\$680,596,899	26.2%
Aid from Govt Agencies – Federal	\$480,106,437	18.5%
Other Financing Sources	\$367,867,115	14.2%
Charges for Services	\$111,390,454	4.3%
Taxes – Other than Current Property	\$108,629,000	4.2%
Fines, Forfeitures, Penalties	\$11,180,922	0.4%
Licenses, Permits, Franchises	\$10,846,473	0.4%
Revenue from Use of Money/Property	\$5,294,906	0.2%
Revenue from Other Govt Agencies	\$605,000	0.0%
	\$2,594,617,206	100.0%

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.

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.

Current Property Tax

Property Tax is expected to contribute \$818.1 million of the total General Fund revenue, up 8.6% from the amount budgeted in FY 2015. The total year-over-year increase in budgeted revenue is \$65 million.

For FY 2016, the Administration is projecting an increase in the secured roll of 7.5%. This is a somewhat aggressive projection that reflects continued improvement in the performance of the real estate market. Beginning in FY 2011, the economic recovery contributed to modest roll growth of 1.21% and 3.04% in FY 2012. The FY 2013 roll growth was a surprisingly high 8.36%. This growth was primarily recorded in the last three months of the fiscal year, with the roll growth increasing from 3.79% on April 1, 2013 to 8.36% by July 1, 2013, substantially driven by the restoration of assessed values mandated by Proposition 8. FY 2014 roll growth maintained strong at 7.30%. The roll growth as of April 1, 2015 was reported at 4.89% by the Assessor’s Office.

While property tax roll growth reflects the current thriving market conditions, it is important monitor the housing market and fiscally prepare for the likelihood of slowdown in the coming years.

Commercial real estate growth is projected to see an increase for the fifth year in a row as major commercial development projects will result in significant one-time



increases. 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 \$680.6 million of the total General Fund revenue, or \$69.5 million more than was budgeted for FY 2015.

Projected growth in Public Safety Sales Tax (PSST), from the FY 2015 budgeted level of \$193.8 million to the FY 2016 budgeted level of \$205.0 million accounts for approximately \$11.3 million of this growth. This is another somewhat aggressive revenue projection. PSST is allocated to counties based on statewide sales tax through a complex algorithm that rewards counties with the highest sales tax growth.

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 \$480.1 million of the General Fund revenue, a \$23.5 million increase over budgeted revenue in this category in FY 2015.

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.

Other Financing Sources

Other Financing Sources contributes \$367.9 million of the total General Fund revenue, or \$29.4 million more than budgeted for FY 2015.

Major revenues reflected in this category are transfers from restricted funds to the General Fund. The most significant revenues include:

- Mental Health Services Act – \$95.1 million
- AB 109 Realignment – \$42.3 million

It is important to note the each of these revenue sources is tied to specific expenditures for specific programs and services.

General Fund Expenditures

The following table reflects the change in the budget for General Fund expenditures between FY 2015 and FY 2016.

Comparison of General Fund Appropriations from FY 2015 Approved to FY 2016 Recommended

Expenditure Category	FY 2015 Approved	FY 2016 Recommended	Inc./(Dec)	% Change
Salary and Benefits	\$1,268,708,581	\$1,397,790,722	\$129,082,141	10.2%
Services and Supplies	\$1,165,436,396	\$1,273,158,091	\$107,721,694	9.2%
Other Charges	\$24,413,165	\$25,902,270	\$1,489,105	6.1%
Fixed Assets	\$404,500	\$3,974,750	3,570,250	882.6%
Operating/Equity Transfers	\$180,322,665	\$196,570,767	\$16,248,102	9.0%
Reserves	\$160,704,687	\$153,392,802	(\$7,311,885)	-4.5%
Total Gross Expenditures	\$2,799,989,994	\$3,050,789,401	\$250,799,407	9.0%
Expenditure Transfers	(\$211,720,915)	(\$235,907,482)	(\$24,186,567)	11.4%
Total Net Expenditures	\$2,588,269,079	\$2,814,881,919	\$226,612,839	8.8%

The appropriations for expenditures exceed estimated revenues by \$220.3 million in the General Fund for FY 2016. This difference is expected to be covered by available FY 2015 fund balance.

Appropriations are 8.8% higher in the FY 2016 Recommended Budget than the FY 2015 approved budget. This increase, particularly in light of a 7.8% increase in revenue, indicates a rising cost of doing business that may not be sustainable.

Further, reductions in budgeted reserves and operating transfers somewhat mask the true increase in the cost of doing business.

- The reduction in reserves is largely due to the allocation of Measure A monies that were still held in reserve in the FY 2015 approved budget. The Administration is recommending an allocation of \$3.0 million of the \$4.68 million in unallocated reserve to support the County's Chronic Homelessness Pay for Success Project.
- The single largest element of the expenditure category for operating transfers is the General Fund subsidy to Santa Clara Valley Medical Center. Unlike previous years, the subsidy in the FY 2016 Recommended Budget is \$15.6 million less than in the FY 2015 approved budget. This is a significant reduction, largely attributable to the changes in health care financing in the Affordable Care Act. However, while this reduction is sustainable, the Administration does not expect to see annual reductions in the subsidy of this magnitude.

The most significant categories of General Fund expense are Salaries and Benefits and Services and Supplies. These categories represent nearly 88% of gross expenditures.

Percent of General Fund Expense by Category

Expenditure Category	FY 2016 Recommended	% of Gross Expenditures
Salary and Benefits	\$1,397,790,722	45.8%
Services and Supplies	\$1,273,158,091	41.7%
Other Charges	\$25,902,270	0.8%
Fixed Assets	\$3,974,750	0.1%
Operating/Equity Transfers	\$196,570,767	6.4%
Reserves	\$153,392,802	5.0%
Total Gross Expenditures	\$3,050,789,401	100.0%
Expenditure Transfers	(\$235,907,482)	
Total Net Expenditures	\$2,814,881,919	

Year-to-year growth in these two categories is 10.2% and 9.2% respectively. As a total, these categories increased 9.7%. Compared to a 7.8% increase in revenue, this level of expenditure increase is not sustainable. As noted earlier, our challenge is to contain costs within available revenue.

On the Horizon

The strong national, state and local economy is supporting an improving tax base that is anticipated to continue to grow through 2016. After six years of economic recovery from a deep recession, the County General Fund outlook includes at least a seventh year of growth. It is unclear if fiscal year 2016-2017, or beyond, will contain a flattening or decline in revenue growth.

However, it is very clear that the cost of employee wages and benefits will continue to grow sharply for at least another five years.

- The implementation of five year labor contracts establishes a firmly set growth projection for wages.



- The California Public Employees Retirement System (CalPERS) has adjusted its pension contribution formula to factor in more current trends in life expectancy, retirement age, and investment returns, and implemented a more aggressive amortization of unfunded actuarial liability to improve funding for employee pension obligations.
- The County has implemented a realistic funding formula to address its retiree healthcare insurance unfunded liabilities to attain full funding in 30 years. This requires an acceleration of contributions from the General Fund to the retiree healthcare irrevocable trust fund.
- The Workers Compensation Self-Insurance fund maintained by the County has been underfunded and the County is implementing a renewed funding formula to achieve full funding in six years. This, too, requires a continued acceleration of contributions from the General Fund, and other funds, to address the Workers' Compensation unfunded actuarial liability.
- Health Insurance premiums for current County employees and their dependents continue to grow in cost each year, and despite the progress of the Affordable Care Act, there is still a general expectation for health insurance premiums to continue significant cost growth for several years.

Once property tax revenue growth normalizes, it is unlikely that normal revenue growth will be sufficient to pay for the structured cost growth that will occur for current workforce compensation over the next five years.

The General Fund is benefiting from particularly strong property tax growth in 2015 and similar growth is expected in 2016. In addition to normal long-term growth in the tax base from the strong local economy, the recent tax revenue increase is also benefiting from two significant short-term spurts: Reversal of the temporary AB 8 assessment reductions provided to property owners in the wake of the 2009 recession, and a temporary excess Educational Revenue Augmentation Fund (ERAF) property tax allocation from school districts to the County General Fund. The latter is only temporary until the Proposition 98 guaranteed per pupil funding formula is increased statewide to catch up with local property tax growth in several local school districts. This catch up is anticipated within the next year or two years. Once the State's general fund contribution to these school districts returns under the provisions of Proposition 98, this temporary excess ERAF allocation to the County will no longer occur.





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 \$5.1 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. 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, and 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 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 2016 Recommended Budget.

Funds Summary - All Funds

	FY 2014 Actuals	FY 2015 Approved	FY 2016 Base Budget	FY 2016 Recommended	Amount Chg From 2015 Approved	% Chg From 2015 Approved
Expenditures by Policy Area						
Finance and Government	\$ 974,190,199	\$ 953,853,293	\$ 727,945,011	\$ 1,025,540,089	\$ 71,686,796	7.5%
Public Safety and Justice	659,884,038	696,617,479	749,507,220	766,892,045	70,274,566	10.1%
Children, Seniors, and Families	717,193,512	794,048,578	864,808,715	869,573,987	75,525,410	9.5%
Santa Clara Valley Health and Hospital System	2,151,252,476	2,203,455,733	2,523,126,883	2,553,492,737	350,037,004	15.9%
Housing, Land Use, Environment and Transportation	270,413,105	275,798,077	261,412,019	292,897,319	17,099,242	6.2%
Total Expenditures by Policy Area	\$ 4,772,933,330	\$ 4,923,773,159	\$ 5,126,799,848	\$ 5,508,396,177	\$ 584,623,019	11.9%
Expenditures by Object						
Salary and Benefits	\$ 2,237,863,820	\$ 2,408,575,582	\$ 2,625,497,915	\$ 2,655,449,870	\$ 246,874,288	10.2%
Services And Supplies	1,923,883,258	2,011,081,180	2,265,050,468	2,335,786,780	324,705,601	16.1%
Other Charges	130,375,555	165,720,676	164,027,838	164,018,974	(1,701,701)	-1.0%
Fixed Assets	237,549,875	73,797,549	16,395,345	113,736,774	39,939,225	54.1%
Operating/Equity Transfers	476,722,430	344,596,589	301,025,002	358,389,072	13,792,483	4.0%
Reserves	1,460,885	173,430,782	25,838,053	160,252,801	(13,177,981)	-7.6%
Total Gross Expenditures	\$ 5,007,855,823	\$ 5,177,202,357	\$ 5,397,834,621	\$ 5,787,634,271	\$ 610,431,914	11.8%
Expenditure Transfers	(234,922,493)	(253,429,199)	(271,034,773)	(279,238,094)	(25,808,896)	10.2%



Funds Summary - All Funds

	FY 2014 Actuals	FY 2015 Approved	FY 2016 Base Budget	FY 2016 Recommended	Amount Chg From 2015 Approved	% Chg From 2015 Approved
Total Expenditures by Object	\$ 4,772,933,330	\$ 4,923,773,159	\$ 5,126,799,848	\$ 5,508,396,177	\$ 584,623,019	11.9%

Revenues by Policy Area

Finance and Government	\$ 1,369,999,074	\$ 1,342,357,281	\$ 1,439,009,088	\$ 1,502,357,473	\$ 160,000,192	11.9%
Public Safety and Justice	342,839,496	359,481,104	367,284,260	371,465,192	11,984,088	3.3%
Children, Seniors, and Families	640,984,595	710,121,126	759,569,634	762,238,509	52,117,383	7.3%
Santa Clara Valley Health and Hospital System	2,042,753,542	2,040,094,159	2,348,618,875	2,360,213,711	320,119,552	15.7%
Housing, Land Use, Environment and Transportation	261,254,852	256,579,202	258,360,552	258,521,704	1,942,503	0.8%
Total Revenues by Policy Area	\$ 4,657,831,558	\$ 4,708,632,871	\$ 5,172,842,409	\$ 5,254,796,589	\$ 546,163,718	11.6%

Revenues by Type

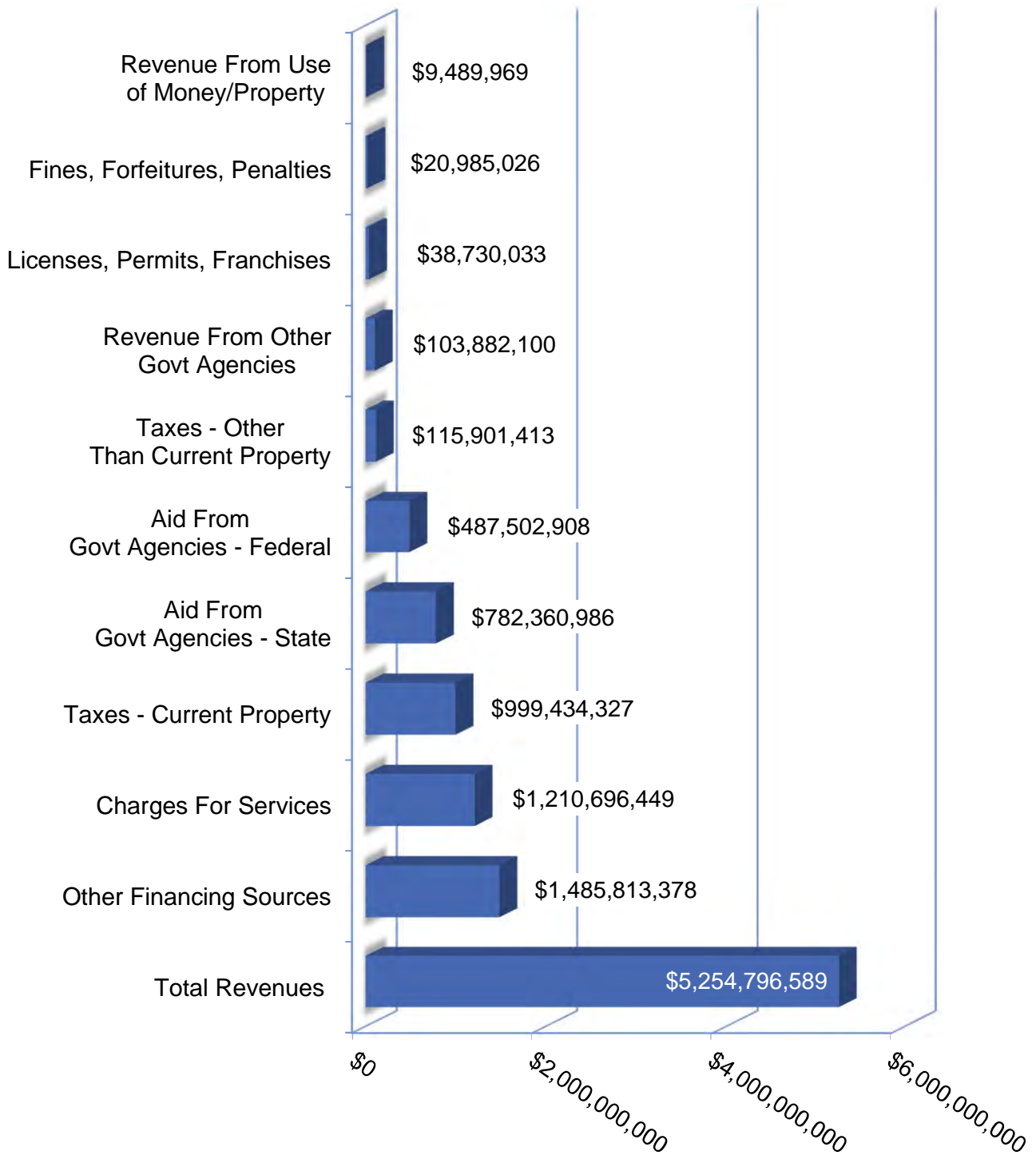
Aid From Government Agencies - State	\$ 728,733,304	\$ 716,541,509	\$ 776,808,690	\$ 782,360,986	\$ 65,819,477	9.2%
Other Financing Sources	1,297,937,246	1,395,526,319	1,422,586,161	1,485,813,378	90,287,060	6.5%
Revenue From Other Government Agencies	229,620,965	103,821,312	103,882,100	103,882,100	60,788	0.1%
Licenses, Permits, Franchises	35,001,919	37,323,391	38,695,033	38,730,033	1,406,643	3.8%
Charges For Services	903,046,381	925,867,836	1,200,306,800	1,210,696,449	284,828,613	30.8%
Revenue From Use Of Money/Property	9,140,600	7,004,839	9,489,969	9,489,969	2,485,130	35.5%
Taxes - Other Than Current Property	134,763,270	114,913,075	115,901,413	115,901,413	988,338	0.9%
Fines, Forfeitures, Penalties	22,533,138	26,200,263	20,985,026	20,985,026	(5,215,237)	-19.9%
Aid From Government Agencies - Federal	423,139,934	463,445,351	484,752,889	487,502,908	24,057,557	5.2%
Taxes - Current Property	873,914,800	917,988,977	999,434,327	999,434,327	81,445,350	8.9%
Total Revenues by Type	\$ 4,657,831,558	\$ 4,708,632,871	\$ 5,172,842,409	\$ 5,254,796,589	\$ 546,163,718	11.6%

Permanent Authorized Positions (FTE) - All Funds

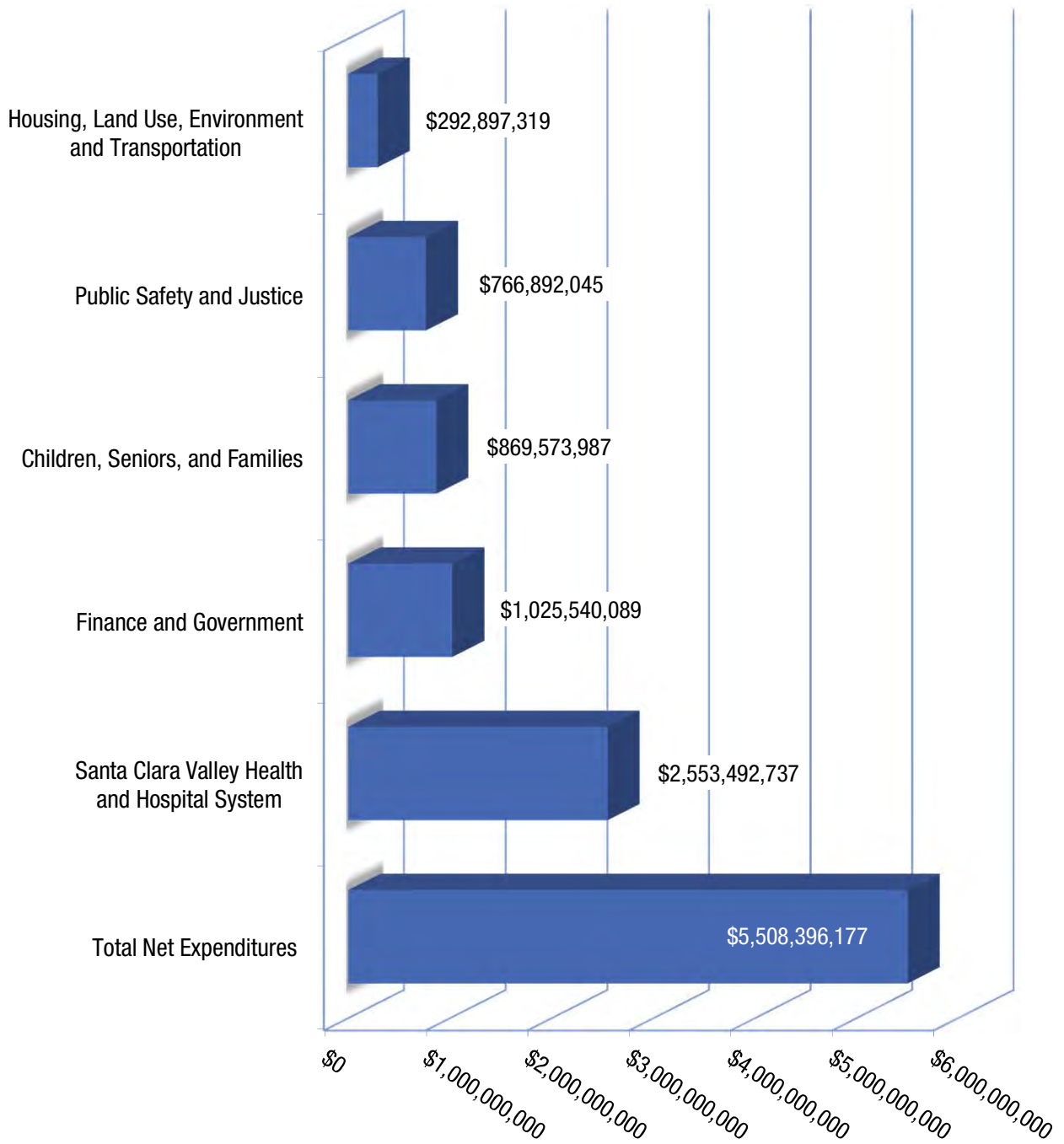
	FY 2015 Approved	FY 2015 Adjusted	FY 2016 Recommended	Amount Change from 2015 Approved
Finance and Government	2,038.6	2,110.1	2,184.4	145.7
Public Safety and Justice	3,633.5	3,651.5	3,699.5	66.0
Children, Seniors, and Families	2,910.5	3,042.0	3,056.0	145.5
Santa Clara Valley Health and Hospital System	6,817.5	7,221.2	7,250.7	433.2
Housing, Land Use, Environment and Transportation	816.3	826.3	822.8	6.5
Total	16,216.5	16,851.2	17,013.4	796.9



All Fund Resources



All Fund Expenditures



Funds Summary - General Fund

	FY 2014 Actuals	FY 2015 Approved	FY 2016 Base Budget	FY 2016 Recommended	Amount Chg From 2015 Approved	% Chg From 2015 Approved
Expenditures by Policy Area						
Finance and Government	\$ 488,462,215	\$ 597,514,082	\$ 399,735,732	\$ 631,290,881	\$ 33,776,799	5.7%
Public Safety and Justice	659,869,923	696,582,479	749,472,220	766,857,045	70,274,566	10.1%
Children, Seniors, and Families	679,331,070	757,072,712	826,036,217	832,267,007	75,194,295	9.9%
Santa Clara Valley Health and Hospital System	448,226,628	512,319,925	539,595,336	558,791,835	46,471,910	9.1%
Housing, Land Use, Environment and Transportation	21,503,505	24,779,882	25,362,840	25,675,150	895,268	3.6%
Total Expenditures by Policy Area	\$ 2,297,393,340	\$ 2,588,269,079	\$ 2,540,202,345	\$ 2,814,881,919	\$ 226,612,839	8.8%

Expenditures by Object						
Salary and Benefits	\$ 1,157,659,294	\$ 1,268,708,581	\$ 1,377,361,067	\$ 1,397,790,722	\$ 129,082,141	10.2%
Services And Supplies	1,070,786,595	1,165,436,396	1,214,007,697	1,273,158,091	107,721,694	9.2%
Other Charges	21,854,545	24,413,165	25,902,270	25,902,270	1,489,105	6.1%
Fixed Assets	2,325,537	404,500	0	3,974,750	3,570,250	882.6%
Operating/Equity Transfers	237,626,780	180,322,665	139,206,697	196,570,767	16,248,102	9.0%
Reserves		160,704,687	15,628,775	153,392,802	(7,311,885)	-4.5%
Total Gross Expenditures	\$ 2,490,252,751	\$ 2,799,989,994	\$ 2,772,106,506	\$ 3,050,789,401	\$ 250,799,407	9.0%
Expenditure Transfers	(192,859,411)	(211,720,915)	(231,904,161)	(235,907,482)	(24,186,567)	11.4%
Total Expenditures by Object	\$ 2,297,393,340	\$ 2,588,269,079	\$ 2,540,202,345	\$ 2,814,881,919	\$ 226,612,839	8.8%

Revenues by Policy Area						
Finance and Government	\$ 1,036,979,542	\$ 1,005,356,647	\$ 1,105,795,132	\$ 1,105,669,485	\$ 100,312,838	10.0%
Public Safety and Justice	342,832,069	359,446,104	367,249,260	371,430,192	11,984,088	3.3%
Children, Seniors, and Families	602,472,684	673,145,260	722,585,024	724,931,529	51,786,269	7.7%
Santa Clara Valley Health and Hospital System	328,697,133	355,748,630	371,802,830	378,746,420	22,997,790	6.5%
Housing, Land Use, Environment and Transportation	13,854,081	13,664,738	13,839,579	13,839,579	174,841	1.3%
Total Revenues by Policy Area	\$ 2,324,835,509	\$ 2,407,361,380	\$ 2,581,271,826	\$ 2,594,617,206	\$ 187,255,826	7.8%

Revenues by Type						
Aid From Government Agencies - State	\$ 615,755,611	\$ 611,123,347	\$ 675,205,755	\$ 680,596,899	\$ 69,473,552	11.4%
Other Financing Sources	315,030,719	338,494,927	363,897,663	367,867,115	29,372,188	8.7%
Revenue From Other Government Agencies	3,262,825	544,212	605,000	605,000	60,788	11.2%
Licenses, Permits, Franchises	10,389,515	10,256,723	10,811,473	10,846,473	589,750	5.7%
Charges For Services	108,155,508	110,240,980	109,868,318	111,390,454	1,149,474	1.0%
Fines, Forfeitures, Penalties	13,201,571	16,206,659	11,180,922	11,180,922	(5,025,737)	-31.0%
Aid From Government Agencies - Federal	409,807,466	456,575,625	477,678,788	480,106,437	23,530,812	5.2%
Revenue From Use Of Money/Property	2,268,687	3,177,906	5,294,906	5,294,906	2,117,000	66.6%
Taxes - Current Property	720,594,445	753,100,000	818,100,000	818,100,000	65,000,000	8.6%
Taxes - Other Than Current Property	126,369,162	107,641,000	108,629,000	108,629,000	988,000	0.9%
Total Revenues by Type	\$ 2,324,835,509	\$ 2,407,361,380	\$ 2,581,271,826	\$ 2,594,617,206	\$ 187,255,826	7.8%

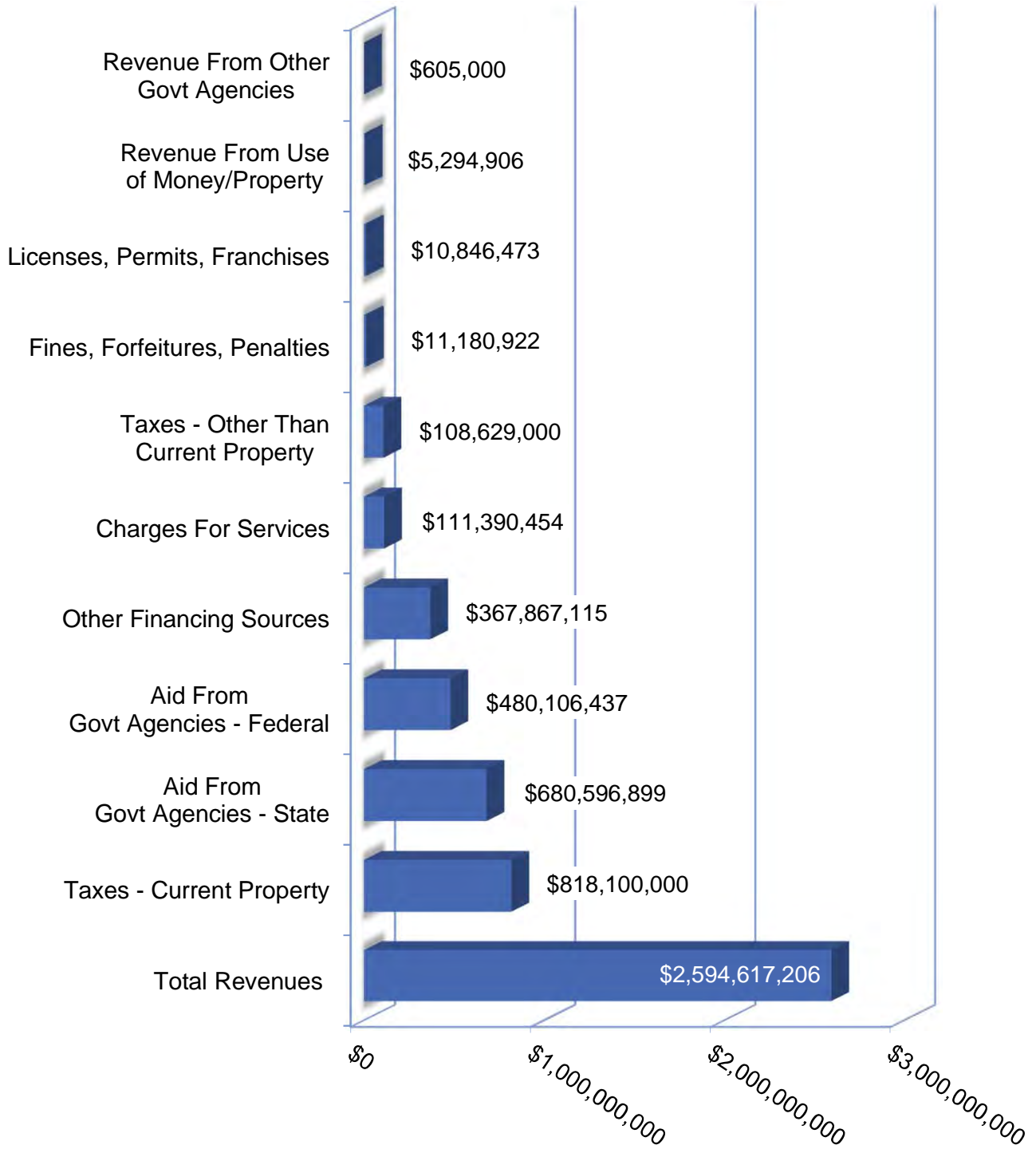


Permanent Authorized Positions (FTE) - General Fund

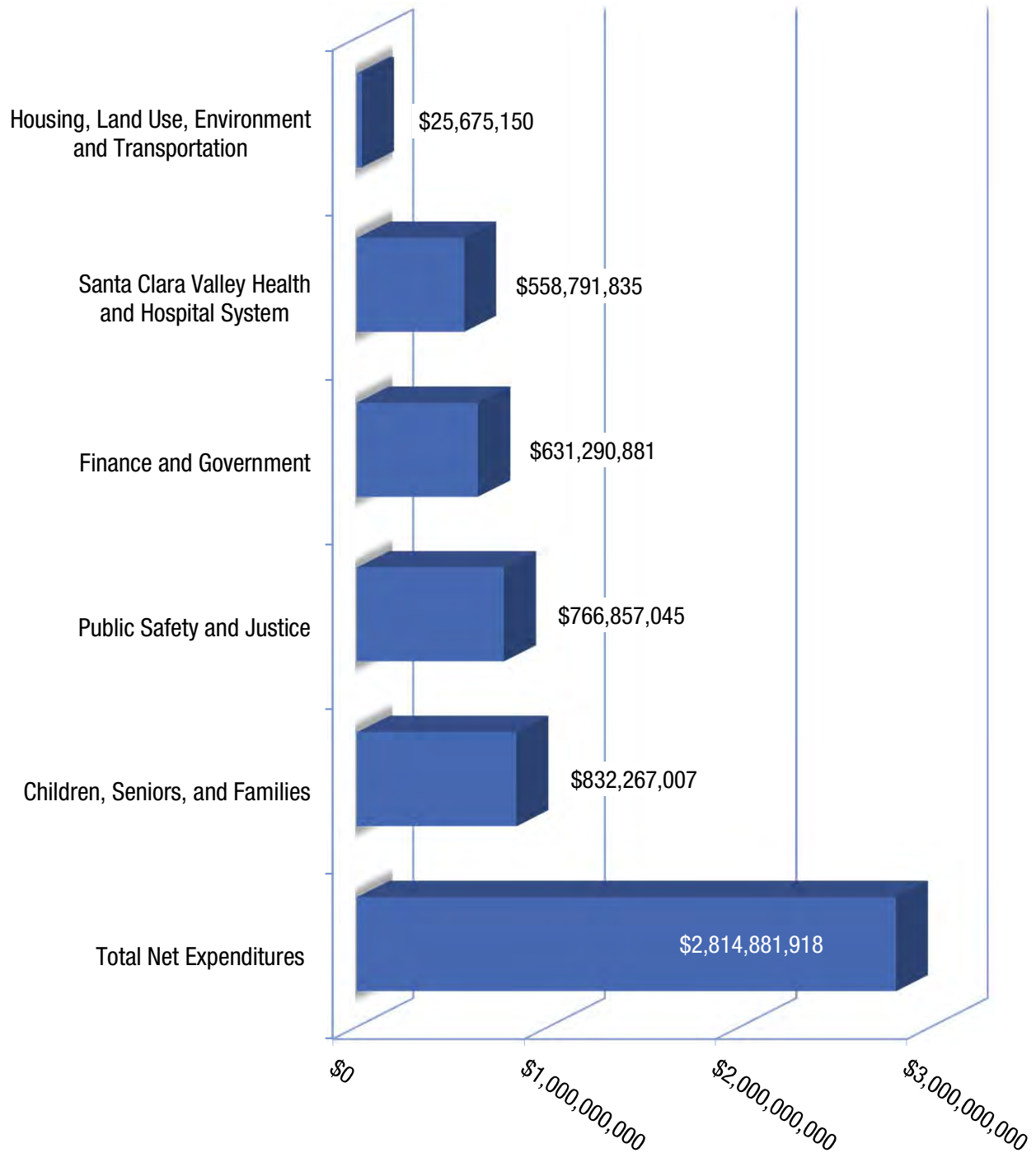
	FY 2015 Approved	FY 2015 Adjusted	FY 2016 Recommended	Amount Change from 2015 Approved
Finance and Government	1,485.8	1,531.3	1,551.1	65.3
Public Safety and Justice	3,633.5	3,651.5	3,699.5	66.0
Children, Seniors, and Families	2,639.5	2,771.0	2,813.0	173.5
Santa Clara Valley Health and Hospital System	1,359.6	1,392.7	1,426.5	66.9
Housing, Land Use, Environment and Transportation	177.0	181.5	181.5	4.5
Total	9,295.4	9,528.0	9,671.6	376.1



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
2015 Estimated	\$220,264,714	\$123,070,000	\$52,852,765	\$26,655,752	\$17,686,197	
2014 Approved	\$180,907,700	\$113,126,000	\$26,310,000	\$19,464,351	\$22,007,349	
2013 Approved	\$205,350,000	\$106,583,000	\$29,800,000	\$26,192,453	\$42,774,547	
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	

- 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 2014 Actual	FY 2015 Approved	FY 2016 Recommended
110	Controller-Treasurer	4002200	Aircraft Taxes	\$2,348,187	\$2,430,000	\$2,700,000
110	Controller-Treasurer	4006200	Prop Tax In-Lieu of VLF	\$196,271,877	\$209,400,000	\$225,300,000
110	Controller-Treasurer	4010100	Sales Tax – Unincorporated Area	\$3,397,953	\$3,400,000	\$4,700,000
110	Controller-Treasurer	4010110	In-Lieu Sales and Use Tax Revenue	\$1,066,267	\$1,100,000	\$300,000
110	Controller-Treasurer	4010350	Sales Tax – 2013 Measure A	\$44,984,701	\$49,000,000	\$49,000,000
110	Controller-Treasurer	4301100	Interest-Deposits and Investments	\$1,738,300	\$2,372,000	\$4,639,000
110	Controller-Treasurer	4403100	State-Motor Vehicle	\$35,163,953	\$11,816,263	\$11,816,263
110	Controller-Treasurer	4920115	2011 Public Safety Realign-SB 1020	\$16,015,769	\$19,917,690	\$21,204,243
110	Controller-Treasurer	4404100	State-Highway Prop	\$2,117	\$2,200	\$2,200
110	Controller-Treasurer	4419100	Homeowner Prop Tax	\$2,639,126	\$2,631,000	\$2,647,000
110	Controller-Treasurer	4001100	Current Secured	\$327,077,964	\$349,800,000	\$377,500,000
110	Controller-Treasurer	4002100	Current Unsecured	\$30,830,389	\$34,000,000	\$33,400,000
110	Controller-Treasurer	4003100	Property Taxes – Retiree Benefit Levy	\$142,887,977	\$145,400,000	\$159,400,000
110	Controller-Treasurer	4006100	Prop Taxes-SB 813	\$13,877,001	\$8,500,000	\$14,500,000
110	Controller-Treasurer	4205100	Penalties and Costs	\$35,391,643	\$26,000,000	\$26,000,000
114	County Recorder	4020300	Real Property Transfer Tax	\$23,936,253	\$25,000,000	\$25,000,000
148	Department of Revenue	4020400	Transient Occupancy Tax	\$563,739	\$331,000	\$549,000
148	Department of Revenue	4106100	Franchises	\$1,607,479	\$1,500,000	\$1,700,000
501	Social Services Agency	4301100	Interest-Deposits	\$118,096	\$161,679	\$161,679
Total Discretionary Revenue				\$879,918,791	\$892,761,832	\$984,143,916



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 \$984.1 million in the FY 2016 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 2016 Use of Discretionary Revenue and Fund Balance

	FY 2016 Recommended Budget Level			Use of FY 2015 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	(\$6,651,300)	\$6,651,300	\$0	\$0	\$0	\$0
Clerk of the Board of Supervisors	(\$6,816,911)	\$6,816,911	\$0	\$0	\$0	\$0
County Executive	(\$14,525,106)	\$14,525,106	\$0	\$0	\$0	\$0
Assessor	(\$35,898,758)	\$35,898,758	\$0	\$0	\$0	\$0
Procurement Department	(\$8,745,463)	\$8,745,463	\$0	\$0	\$0	\$0
County Counsel	(\$16,576,150)	\$16,576,150	\$0	\$0	\$0	\$0
Registrar Of Voters	(\$16,319,645)	\$13,430,401	(\$2,889,244)	\$2,889,244	\$0	\$2,889,244
Information Services	(\$30,666,778)	\$8,491,778	(\$22,175,000)	\$22,175,000	\$0	\$22,175,000
Communications Department	(\$15,014,112)	\$13,424,112	(\$1,590,000)	\$1,590,000	\$0	\$1,590,000
Facilities Department	(\$106,159,435)	\$52,459,435	(\$53,700,000)	\$53,700,000	\$0	\$53,700,000
Employee Services Agency	(\$18,620,479)	\$18,620,479	\$0	\$0	\$0	\$0
Finance Agency	\$35,542,444	(\$36,342,444)	(\$800,000)	\$800,000	\$0	\$800,000
Finance & Government Operations	(\$240,451,694)	\$159,297,450	(\$81,154,244)	\$81,154,244	\$0	\$81,154,244
% of General Fund Operations Total	22.8%	16.5%	93.2%	93.2%	0.0%	93.2%
District Attorney Department	(\$94,383,177)	\$93,627,267	(\$755,910)	\$755,910	\$0	\$755,910
Public Defender	(\$56,847,031)	\$56,847,031	\$0	\$0	\$0	\$0
Office Of Pretrial Services	(\$4,855,693)	\$4,855,693	\$0	\$0	\$0	\$0
Criminal Justice Support	\$176,041,893	(\$176,041,893)	\$0	\$0	\$0	\$0
Sheriff's Department	(\$84,180,802)	\$83,932,102	(\$248,700)	\$248,700	\$0	\$248,700
Sheriff's DOC Contract	(\$129,622,081)	\$127,873,551	(\$1,748,530)	\$1,748,530	\$0	\$1,748,530
Department Of Correction	(\$74,252,182)	\$71,125,482	(\$3,126,400)	\$3,126,400	\$0	\$3,126,400



FY 2016 Use of Discretionary Revenue and Fund Balance (Continued)

	FY 2016 Recommended Budget Level			Use of FY 2015 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	(\$123,304,199)	\$123,304,199	\$0	\$0	\$0	\$0
Medical Examiner-Coroner	(\$4,032,580)	\$4,032,580	\$0	\$0	\$0	\$0
Public Safety & Justice	(\$395,426,853)	\$389,547,313	(\$5,879,540)	\$5,879,540	\$0	\$5,879,540
% of General Fund Operations Total	37.6%	40.3%	6.8%	6.8%	0.0%	6.8%
In-Home Supportive Services	(\$65,395,296)	\$65,395,296	\$0	\$0	\$0	\$0
Social Services Agency Office	(\$123,832,681)	\$123,832,681	\$0	\$0	\$0	\$0
SSA-1991 Realignment	\$82,404,157	(\$82,404,157)	\$0	\$0	\$0	\$0
SSA-Family & Children Services	(\$38,834,493)	\$38,834,493	\$0	\$0	\$0	\$0
SSA-Employment & Benefit Services	\$42,865,384	(\$42,865,384)	\$0	\$0	\$0	\$0
SSA-Aging & Adult Services	(\$4,704,228)	\$4,704,228	\$0	\$0	\$0	\$0
Children, Seniors & Families	(\$107,497,157)	\$107,497,157	\$0	\$0	\$0	\$0
% of General Fund Operations Total	10.2%	11.1%	0.0%	0.0%	0.0%	0.0%
Public Health	(\$43,177,797)	\$43,177,797	\$0	\$0	\$0	\$0
Behavioral Health Services Department	(\$123,803,150)	\$123,803,150	\$0	\$0	\$0	\$0
Custody Health Services	\$0	\$0	\$0	\$0	\$0	\$0
Community Health Services	(\$13,064,468)	\$13,064,468	\$0	\$0	\$0	\$0
Special Programs-SCVMC Subsidy	(\$117,708,993)	\$117,708,993	\$0	\$0	\$0	\$0
Health & Hospital	(\$297,754,408)	\$297,754,408	\$0	\$0	\$0	\$0
% of General Fund Operations Total	28.3%	30.8%	0.0%	0.0%	0.0%	0.0%
Planning And Development	(\$6,432,187)	\$6,432,187	\$0	\$0	\$0	\$0
Agriculture & Environmental Management	(\$5,403,384)	\$5,403,384	\$0	\$0	\$0	\$0
Housing, Land Use, Environment & Transportation	(\$11,835,571)	\$11,835,571	\$0	\$0	\$0	\$0
% of General Fund Operations Total	1.1%	1.2%	0.0%	0.0%	0%	0.0%
General Fund Operations Total	(\$1,052,965,683)	\$965,931,899	(\$87,033,784)	\$87,033,784	\$0	\$87,033,784
% of General Fund Total	87.4%	98.1%	39.5%	39.5%	0.0%	39.5%
General Fund Special Programs & Reserves						
Special Programs	(\$28,372,946)	\$18,212,016	(\$10,160,930)	\$10,160,930	\$0	\$10,160,930
Contingency Reserve	(\$123,070,000)	\$0	(\$123,070,000)	\$123,070,000	\$0	\$123,070,000
Special Programs & Reserves Total	(\$151,422,946)	\$18,212,016	(\$133,230,930)	\$133,230,930	\$0	\$133,230,930
% of General Fund Total	12.6%	1.9%	60.5%	60.5%	0.0%	60.5%
Total General Fund	(\$1,204,408,629)	\$984,143,915	(\$220,264,714)	\$220,264,714	\$0	\$220,264,714



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	Simitian	Chavez
Public Safety and Justice Committee	Wasserman	Yeager
Children, Seniors and Families Committee	Chavez	Cortese
Health and Hospital Committee	Yeager	Simitian
Housing, Land Use, Environment and Transportation Committee	Cortese	Wasserman

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 AB 109 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
- Department of Correction
- Probation Department
- 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 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
- Behavioral Health 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 reviews the impact of budget recommendations for the departments of:

- Planning and Development
- Agriculture and Environmental Management
- Vector Control District
- Environmental Health
- Parks and Recreation
- Roads
- Airports.



FY 2015 Inventory of Board of Supervisors Budget Proposals

The Board of Supervisors' 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 2015.

Funding for ongoing items remains in the FY 2016 base budget and funding for one-time items has been removed from the FY 2016 base budget.

Item	Agency/ Department	Proposal	FTE	Ongoing General Fund Expense	One-Time General Fund Expense	Other Funds One-time Expense
1	Public Health Department	Allocate \$50,000 from the EMS Trust Fund on a one-time basis to fund the purchase of automated external defibrillators.	0.0	\$0	\$0	\$50,000
2	Behavioral Health Services, Community Health Services & Santa Clara Valley Medical Center	Provide additional resources requested for Valley Homeless Health Program, Partners in AIDS Care and Education, and the Office of Supportive Housing to support increased HIV testing and linkage to care amongst the chronically homeless population.	1.0	\$211,368	\$0	\$0
3	Community Health Services	Provide the Indian Health Center of Santa Clara Valley (IHC) with one-time funding to purchase computer equipment necessary to support expanded dental operations.	0.0	\$0	\$31,537	\$0
4	Community Health Services	Provide capital funds to Asian American Community Involvement for remodeling their health center.	0.0	\$0	\$272,500	\$0
5	Santa Clara Valley Medical Center	Provide funding for Trauma to Triumph Violence Prevention Program at the Santa Clara Valley Medical Center.	2.0	\$0	\$289,480	\$0
6	Special Programs	Collaborate with CalFire and adjoining jurisdictions to Provide Year-round Fire Coverage at the Sweetwater Station.	0.0	\$0	\$0	\$0
7	Office of the Sheriff	Allocate ongoing funding to support the addition of 1.0 FTE Deputy Sheriff for rural crimes.	1.0	\$135,878	\$0	\$0
8	Office of the Sheriff	Allocate ongoing funding to support the addition of 1.0 FTE Deputy Sheriff to expand law enforcement coverage.	1.0	\$135,878	\$0	\$0
9	Office of the District Attorney	Allocate ongoing funding to support the addition of 2.0 FTE Criminalists and one-time funding in the amount of \$70,000 for the Crime Lab.	2.0	\$268,828	\$70,000	\$0
10	Office of the Public Defender	Allocate ongoing funding to support the addition of 1.0 FTE Public Defender Attorney IV for Expungements.	1.0	\$246,796	\$0	\$0
11	Office of the Sheriff and Office of the District Attorney	Allocate ongoing funding to support the addition of 3.0 FTE positions to the Office of the Sheriff and 2.0 FTE positions to the Office of the District Attorney and one-time funding in the amount of \$38,000 to support the Human Trafficking Team.	5.0	\$851,605	\$38,000	\$0
12	Public Health Department	Allocate one-time funding in the amount of \$78,500 to the Children's Discovery Museum to replace existing snack bar with Kid's Café (\$52,000) and expand the outdoor Kids' Garden (\$26,500).	0.0	\$0	\$78,500	\$0
13	Behavioral Health Services	Allocate ongoing funding in the amount of \$95,000 to the Bill Wilson Center to support outreach and counseling to LGBTQ homeless and at-risk youth and their families.	0.0	\$95,000	\$0	\$0
14	Social Services Agency-Aging and Adult Services	Allocate ongoing funding in the amount of \$400,000 to support the Senior Nutrition Program for the purpose of supporting the County's 2/3 share of cost for cook-on-site meals in the City of San Jose.	0.0	\$400,000	\$0	\$0



Item	Agency/ Department	Proposal	FTE	Ongoing General Fund Expense	One-Time General Fund Expense	Other Funds One-time Expense
15	County Executive's Office	Allocate one-time funding in the amount of \$50,000 to the Office of Women's Policy to partner with the Katharine and George Alexander Community Law Center in support of the Vulnerable Workers Rights Program.	0.0	\$0	\$50,000	\$0
16	Social Services Agency-Agency Office	Allocate one-time funding in the amount of \$175,000 to fund indoor and outdoor classroom facilities for Educare California at Silicon Valley campus.	0.0	\$0	\$175,000	\$0
17	Behavioral Health Services	Allocate one-time funding in the amount of \$190,000 to the Behavioral Health Department relating to the development of a Vietnamese American Service Center Model.	0.0	\$0	\$190,000	\$0
18	County Executive's Office	Allocate one-time funding in the amount of \$225,000 to support the Intimate Partner Violence (IPV) Blue Ribbon Task Force.	0.0	\$0	\$225,000	\$0
19	Probation Department	Allocate \$50,000 one-time for the South County Youth Task Force.	0.0	\$0	\$50,000	\$0
20	Probation Department	Allocate \$25,000 one-time to the South County Family Justice Center for Facility costs.	0.0	\$0	\$25,000	\$0
21	Clerk of the Board	Allocate \$50,000 one-time for K to College	0.0	\$0	\$50,000	\$0
22	Clerk of the Board	Allocate \$30,000 to Dream Catchers	0.0	\$30,000	\$0	\$0
23	Clerk of the Board	Stanford Fellowship	0.0	\$0	\$30,000	\$0
Full Inventory Total			13.0	1,893,252	\$1,516,501	\$0



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

- ➔ Appropriations for Contingencies
- ➔ Special Programs and Reserves
- ➔ Supervisorial District # 1
- ➔ Supervisorial District # 2
- ➔ Supervisorial District # 3
- ➔ Supervisorial District # 4
- ➔ Supervisorial 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

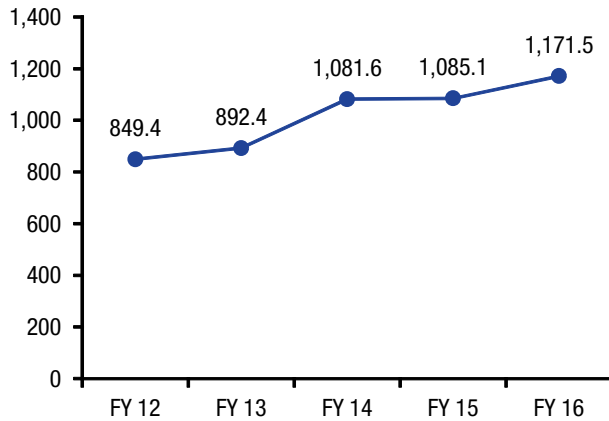
Finance Agency
Budget Units 110, 112, 114, 148, 810

Employee Services Agency
Budget Unit 130

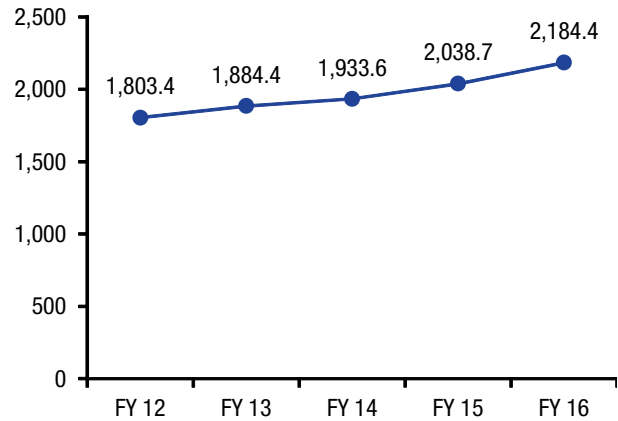
Measure B Transportation Improvement Program
Budget Unit 117

Procurement
Budget Unit 118

Section 1: Finance and Government



Gross Appropriation Trend



Staffing Trend



Net Expenditures By Department

BU	Department Name	FY 2014 Actuals	FY 2015 Approved	FY 2016 Base Budget	FY 2016 Recommended	Amount Chg From 2015 Approved	% Chg From 2015 Approved
119	Special Programs	\$ 199,092,751	\$ 196,421,654	\$ 147,039,062	\$ 161,513,719	\$ (34,907,935)	-17.8%
910	Reserves	—	113,126,000	—	123,070,000	9,944,000	8.8%
101	Supervisory District #1	1,095,450	1,327,625	1,331,766	1,330,260	2,635	0.2%
102	Supervisory District #2	1,162,994	1,327,625	1,331,766	1,330,260	2,635	0.2%
103	Supervisory District #3	1,241,514	1,327,625	1,331,766	1,330,260	2,635	0.2%
104	Supervisory District #4	1,096,651	1,327,625	1,331,766	1,330,260	2,635	0.2%
105	Supervisory District #5	1,244,579	1,327,625	1,331,766	1,330,260	2,635	0.2%
106	Clerk-Board of Supervisors	5,886,487	6,532,381	6,934,269	7,101,064	568,683	8.7%
107	County Executive	29,506,088	23,592,684	25,308,407	26,694,419	3,101,735	13.1%
113	Local Agency Formation Comm-LAFCO	456,013	718,724	754,191	756,964	38,240	5.3%
115	Assessor	31,738,482	35,540,876	40,163,016	40,201,498	4,660,622	13.1%
117	Measure B	5,713,867	3,432,419	59,520	59,520	(3,372,899)	-98.3%
118	Procurement	3,950,644	13,667,131	8,440,787	9,096,463	(4,570,668)	-33.4%
120	County Counsel	15,390,678	14,687,380	16,851,780	17,633,017	2,945,637	20.1%
140	Registrar of Voters	13,953,337	14,700,966	17,032,766	20,792,152	6,091,186	41.4%
145	Information Services	75,308,283	78,239,964	65,243,853	99,519,382	21,279,418	27.2%
190	Communications Department	16,381,007	13,413,262	14,497,875	16,887,888	3,474,626	25.9%
263	Facilities Department	110,236,901	100,489,141	53,299,301	163,063,243	62,574,102	62.3%
135	Fleet Services	22,690,505	20,332,049	20,810,617	24,693,893	4,361,844	21.5%
610	County Library Headquarters	39,484,978	45,856,885	48,869,325	49,432,829	3,575,944	7.8%
130	Employee Services Agency	104,309,803	124,695,740	123,149,864	123,465,854	(1,229,886)	-1.0%
110	Controller-Treasurer	(16,209,394)	(8,168,841)	(14,833,739)	(14,375,307)	(6,206,466)	76.0%
810	County Debt Service	268,488,652	118,633,569	116,167,065	116,167,065	(2,466,503)	-2.1%
112	Tax Collector	23,068,651	10,059,028	10,145,550	11,037,722	978,694	9.7%
114	County Recorder	9,327,536	10,434,669	9,778,704	10,488,411	53,742	0.5%
148	Department of Revenue	9,573,743	10,809,487	11,573,968	11,588,992	779,505	7.2%
Total Net Expenditures		\$ 974,190,199	\$ 953,853,293	\$ 727,945,011	\$ 1,025,540,089	\$ 71,686,796	7.5%

Gross Expenditures By Department

BU	Department Name	FY 2014 Actuals	FY 2015 Approved	FY 2016 Base Budget	FY 2016 Recommended	Amount Chg From 2015 Approved	% Chg From 2015 Approved
119	Special Programs	\$ 199,092,751	\$ 196,421,654	\$ 147,039,062	\$ 161,513,719	\$ (34,907,935)	-17.8%
910	Reserves	—	113,126,000	—	123,070,000	9,944,000	8.8%
101	Supervisory District #1	1,095,450	1,327,625	1,331,766	1,330,260	2,635	0.2%
102	Supervisory District #2	1,162,994	1,327,625	1,331,766	1,330,260	2,635	0.2%
103	Supervisory District #3	1,241,514	1,327,625	1,331,766	1,330,260	2,635	0.2%
104	Supervisory District #4	1,096,606	1,327,625	1,331,766	1,330,260	2,635	0.2%
105	Supervisory District #5	1,244,579	1,327,625	1,331,766	1,330,260	2,635	0.2%
106	Clerk-Board of Supervisors	5,934,648	6,583,813	6,985,701	7,152,496	568,683	8.6%
107	County Executive	30,013,919	24,117,130	25,844,183	27,230,195	3,113,065	12.9%
113	Local Agency Formation Comm-LAFCO	612,016	906,245	941,712	944,485	38,240	4.2%



Gross Expenditures By Department

BU	Department Name	FY 2014 Actuals	FY 2015 Approved	FY 2016 Base Budget	FY 2016 Recommended	Amount Chg From 2015 Approved	% Chg From 2015 Approved
115	Assessor	31,738,482	35,540,876	40,163,016	40,201,498	4,660,622	13.1%
117	Measure B	5,713,867	3,432,419	59,520	59,520	(3,372,899)	-98.3%
118	Procurement	4,508,615	14,269,131	9,061,787	9,717,463	(4,551,668)	-31.9%
120	County Counsel	33,369,413	35,217,418	37,381,818	38,163,055	2,945,637	8.4%
140	Registrar of Voters	13,953,337	14,700,966	17,032,766	20,792,152	6,091,186	41.4%
145	Information Services	76,858,438	79,862,349	66,805,690	101,081,219	21,218,870	26.6%
190	Communications Department	25,542,571	19,429,119	20,709,969	23,099,982	3,670,863	18.9%
263	Facilities Department	155,898,104	148,801,524	102,150,825	212,184,774	63,383,249	42.6%
135	Fleet Services	22,697,725	20,332,049	20,810,617	24,693,893	4,361,844	21.5%
610	County Library Headquarters	39,484,978	45,856,885	48,869,325	49,432,829	3,575,944	7.8%
130	Employee Services Agency	112,795,811	134,130,087	133,608,592	134,192,455	62,368	0.0%
110	Controller-Treasurer	18,902,258	35,776,711	41,613,265	42,071,697	6,294,986	17.6%
810	County Debt Service	268,488,652	118,633,569	116,167,065	116,167,065	(2,466,503)	-2.1%
112	Tax Collector	23,068,651	10,059,028	10,145,550	11,037,722	978,694	9.7%
114	County Recorder	9,327,536	10,434,669	9,778,704	10,488,411	53,742	0.5%
148	Department of Revenue	9,573,743	10,809,487	11,573,968	11,588,992	779,505	7.2%
Total Gross Expenditures		\$ 1,093,416,657	\$ 1,085,079,254	\$ 873,401,965	\$ 1,171,534,922	\$ 86,455,668	8.0%

Revenues By Department

BU	Department Name	FY 2014 Actuals	FY 2015 Approved	FY 2016 Base Budget	FY 2016 Recommended	Amount Chg From 2015 Approved	% Chg From 2015 Approved
119	Special Programs	\$ 20,879,195	\$ 15,424,764	\$ 15,431,780	\$ 15,431,780	\$ 7,016	0.0%
910	Reserves	—	—	—	—	—	—
101	Supervisory District #1	—	—	—	—	—	—
102	Supervisory District #2	—	—	—	—	—	—
103	Supervisory District #3	16,906	—	—	—	—	—
104	Supervisory District #4	—	—	—	—	—	—
105	Supervisory District #5	—	—	—	—	—	—
106	Clerk-Board of Supervisors	282,242	282,653	282,653	282,653	—	—
107	County Executive	20,874,031	10,459,714	11,969,313	12,169,313	1,709,599	16.3%
113	Local Agency Formation Comm-LAFCO	522,073	408,042	408,042	408,042	—	—
115	Assessor	1,185,449	2,842,990	4,302,740	4,302,740	1,459,750	51.3%
117	Measure B	94,032	4,566	4,566	4,566	—	—
118	Procurement	374,925	355,000	351,000	351,000	(4,000)	-1.1%
120	County Counsel	1,259,934	1,036,197	1,056,867	1,056,867	20,670	2.0%
140	Registrar of Voters	5,508,792	4,472,507	4,472,507	4,472,507	—	—
145	Information Services	52,040,719	55,814,933	60,428,488	67,685,914	11,870,981	21.3%
190	Communications Department	5,990,195	1,873,776	1,873,776	1,873,776	—	—
263	Facilities Department	60,747,188	32,417,512	4,337,637	56,942,935	24,525,422	75.7%
135	Fleet Services	21,018,399	22,188,796	23,594,903	27,194,816	5,006,020	22.6%
610	County Library Headquarters	37,067,348	34,599,153	38,705,237	38,705,237	4,106,084	11.9%
130	Employee Services Agency	82,250,482	101,201,118	112,936,719	112,587,467	11,386,349	11.3%



Revenues By Department

BU	Department Name	FY 2014 Actuals	FY 2015 Approved	FY 2016 Base Budget	FY 2016 Recommended	Amount Chg From 2015 Approved	% Chg From 2015 Approved
110	Controller-Treasurer	356,689,523	901,033,753	1,003,045,935	1,003,045,935	102,012,182	11.3%
810	County Debt Service	90,305,385	97,444,825	100,796,709	100,796,709	3,351,884	3.4%
112	Tax Collector	562,806,333	5,640,000	5,160,000	5,160,000	(480,000)	-8.5%
114	County Recorder	36,788,063	41,922,900	37,338,900	37,373,900	(4,549,000)	-10.9%
148	Department of Revenue	13,297,860	12,934,081	12,511,316	12,511,316	(422,765)	-3.3%
Total Revenues		\$ 1,369,999,074	\$ 1,342,357,281	\$ 1,439,009,088	\$ 1,502,357,473	\$ 160,000,192	11.9%

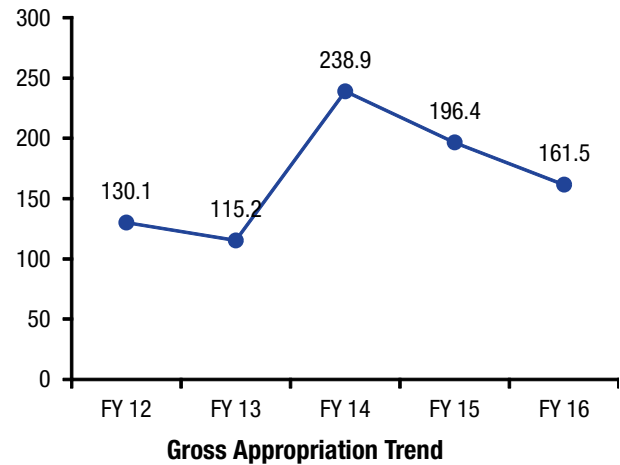


Special Programs and Reserves

Overview

Special Programs is a unique component of the Santa Clara County General Fund budget. This budget unit was designed to accommodate programs that span 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 significant revenue budgeted in Special Programs 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. FY 2016 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 Initiative (\$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 represents the discretionary support provided by the General Fund to SCVMC.

General Fund Subsidy to SCVMC¹

Subsidy Component	2013	2014	2015	2016 CLB	2016 REC
VLF Revenue	\$47.2	\$52.9	\$31.7	\$35.4	\$35.4
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	\$17.2	\$74.4	\$79.5	\$64.4	\$65.2
Measure A	\$0.0	\$0.0	\$5.7	\$5.7	\$5.7
Total Subsidy	\$87.8	\$150.7	\$140.3	\$128.9	\$129.7
One-Time Subsidy for HealthLink	\$0.0	\$16.3	\$5.0	\$0.0	\$0.0

1. \$ reflected in millions



The General Fund subsidy has been adjusted due to the removal of one-time costs such as HealthLink, additional Medi-cal revenue, the Valley Homeless Program and mental health services.

Summary of Base Adjustments to the GF Subsidy¹

Basis for Adjustment	Amount
FY 2015 Approved Budget	\$145.3
Removal of one-time subsidy FY 2015 Healthlink	(\$5.0)
Removal of one-time Trauma-to-Triumph	(\$.2)
Valley Homeless Healthcare Program	\$.4
Psychiatry staffing	\$.3
Decrease due to increase in reimbursement from Behavioral Health	(\$1.9)
General Fund contribution to salaries and benefits ²	(\$10.0)
Total FY 2016 Current Level Budget	\$128.9

1. \$ reflected in millions

2. Includes changes to agreements with bargaining units net of increases to revenue

Reserves

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

- **Measure A Unallocated Reserve:** In 2012 the voters of Santa Clara County approved a ten-year 1/8 cent sales tax. The FY 2016 base budget includes Measure A revenue of \$49 million. This budget also includes a recommended action to use \$3.0 million of Measure A funds for Supportive Housing Pay for Success projects. Further detail can be found in the following recommended actions. Previously the Board has approved ongoing Measure A allocations of \$44.1 million. The expectation of \$49 million of revenue in FY 2016 allows for a reserve of \$1.9 million for future allocation by the Board. Reference the Measure A Sales Tax Summary following the County Executive's Budget Message at the front of this document for additional information.
- **Retirement Benefit Reserve:** The FY 2016 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 2015 maximum is \$210,000. PERS provides these benefits from a separate fund and requires employers to remit separate payments to this fund.

The reserve is \$1,800,000 for FY 2016 and will be transferred to specific departments during FY 2016 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

The FY 2016 base budget includes a \$6 million transfer to the Santa Clara Valley Health and Hospital System for the Children's Health Initiative Healthy Kids Program. This program allows low-to-moderate income families access to health insurance when they do not qualify for Medi-Cal or the State's Healthy Families program. It helps provide health insurance to children whose family income is 400 percent or less of the Federal poverty level. Prior to FY 2014 this program received \$3 million per year and covered families whose income was up to 300% of the Federal poverty level. In FY 2014, the program was expanded to cover families whose income was up to 400% of the Federal poverty level. The additional cost of \$3 million for this expansion was provided using Measure A funds.

The Learning Organization Program

The Learning Organization Program aims to create an environment that actively engages employees at all levels of the organization in delivering exceptional customer outcomes. The program sets a Countywide framework within which County departments can leverage tools and offerings to complement existing departmental strategies. Major program components include the Center for Leadership and Transformation (CLT), Just Culture, and Executive Development. Additional information about the program is provided in the Introduction section of this document (see "The



County as a Learning Organization”). In addition, departmental sections throughout the document include descriptions of current process improvement efforts specific to their units.

Additional Ongoing Programs

Additional programs currently funded in the Special Programs budget include:

- **Clipper Card Program:** The Clipper Card (formerly known as 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 Clipper Card 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 currently contracts with the City of San Jose to provide 2.25 full-time equivalent crossing guards at six locations within the unincorporated areas of the County. These locations serve Horace Cureton, Linda Vista and Luther Burbank Elementary Schools.
- **Silicon Valley Creates:** The County generally provides an annual contribution to the Silicon Valley Creates (formerly Silicon Valley Arts Council) in an amount equal to the prior year Transient Occupancy Tax recognized by the County.
- **American Society of Composers, Authors and Publishers (ASCAP):** In FY 2014 the County entered into an annual License Agreement with the ASCAP. This license gives the County permission to play copyrighted music publicly during the execution of County business.
- **Department of Child Support Services (DCSS):** In FY 2015 the Board approved an ongoing appropriation for the General Fund to reimburse DCSS for certain County sponsored activities for which the State would not provide reimbursement. This appropriation is to cover DCSS salaries and benefits related to those activities.

County Executive's Recommendation

Summary of County Executive's Recommendations

Description	Impact	Impact on Services	Position Impact	FY 2016 Ongoing Net Cost/(Savings)	FY 2016 One-Time Net Cost/(Savings)
Transfer Funds from Measure A Unallocated Reserve to Behavioral Health Services for Pay for Success Projects	↑	Funding will enable Behavioral Health to implement two PFS Projects.	—	(\$3,000,000)	—
Measure A One-time Reserve for SCVMC Emergency Room	◆	Establishing a reserve provides funding for future Board action and has no immediate impact on service	—	—	\$6,660,930
Reserve for Health Insurance and Sick Leave for Newly Qualified Part-time or Temporary Employees	◆	Establishing a reserve provides funding for future Board action and has no immediate impact on service	—	\$2,500,000	—
Reserve for Cost of Living Adjustments for Community Based Organizations	◆	Establishing a reserve provides funding for future Board action and has no immediate impact on service	—	\$2,000,000	—
Reserve for Economic Uncertainties	◆	Establishing a reserve provides funding for future Board action and has no immediate impact on service	—	\$2,000,000	—

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

↑ Transfer Funds from Measure A Unallocated Reserve to Behavioral Health Services for Pay for Success Projects

Recommended Action: Reduce the Measure A ongoing unallocated reserve by \$3,000,000 and transfer funds to Behavioral Health Services to support Pay for Success Projects.

Service Impact: This action provides the necessary funding to enable Behavioral Health Services to implement the first two Pay for Success Projects (PFS) in California. The PFS projects will increase the number of healthy life years, decrease the burden of chronic health conditions (e.g. serious mental illness), improve patient experience and reduce the cost of care for some of the County's highest need patients, including those with serious mental illnesses.

Both PFS projects will enable the County to evaluate new methods for procuring and paying for services. Rather than paying service providers for activities, the projects allow the County to pay for services only when

positive outcomes are achieved. At the same time, both projects will be evaluated by external experts who will provide additional expertise in the evaluation of interventions employed by each project,

Ongoing Cost \$3,000,000

◆ Measure A One-time Reserve for SCVMC ER

Recommended Action: Allocate \$6,660,930 in one-time funding, from the FY 2015 fund balance, to a reserve for the renovation and expansion of the Santa Clara Valley Medical Center (SCVMC) emergency room.

Background: The current FY 2015 fund balance projection includes a \$6,660,930 surplus associated with Measure A activities. The primary component of this is the FY 2105 Measure A Unallocated Reserve of \$4.6 million. Additional FY 2014 and FY 2015 net savings related to contract work comprise the remaining \$2.1 million of this one-time reserve.



The FY 2015 Approved Budget appropriated a total of \$16,799,200 of Measure A funds toward the SCVMC Emergency Room design, expansion and renovation. Of this, \$68,000 is expected to be expended in FY 2015 and the remaining amount will be re-appropriated in FY 2016. This action will bring the total appropriation of \$23,460,130 for this project.

One-time Cost: \$6,660,930

◆ Reserve for Health Insurance and Sick Leave for Newly Qualified Part-time or Temporary Employees

Recommended Action: Allocate \$2,500,000 for the cost of providing health insurance to certain part-time or temporary employees pursuant to the Affordable Care Act and sick leave to qualified part-time and temporary employees under the California Healthy Workplace Health Family Act.

Background: The Affordable Care Act requires employers with 50 or more employees to provide affordable medical plan coverage to at least 95% of employees and their dependents effective 7/1/2015 for Santa Clara County. A full-time employee is defined as an employee who works an average of 30 or more hours per week. The California Healthy Workplace Healthy Family Act of 2014 requires employers to provide sick leave to part-time and temporary employees who, on or after July 1, 2015, work for 30 or more days within a year. The employer will provide at least one hour of paid sick leave for every 30 hours worked but no more than 24 hours sick leave per year.

The Employee Services Agency is working to determine the cost of implementing these regulations but was not able to complete that analysis in time to include it in the Recommended Budget cost of benefits. This reserve will provide the funds to allocate to any department that experiences an increased cost of employee benefits due to these items.

Ongoing Cost: \$2,500,000

◆ Reserve for Cost of Living Adjustments for Community Based Organizations

Recommended Action: Allocate \$2,000,000 for cost of living adjustments for General Fund Community Based Organizations (CBO).

Background: CBOs provide services to the County on a contract basis. The County has historically granted CBOs a cost of living adjustment (COLA) equal to any wage increase implemented pursuant to an executed agreement with SEIU Local 521. This practice applies to CBOs under contract with General Fund departments. The current agreement with SEIU Local 521 expires June 21, 2015. Once a new agreement with SEIU Local 21 is executed, the County will process contract amendments to implement any agreed upon COLA. This reserve allocates funds for a potential COLA in FY 2016.

Ongoing Cost: \$2,000,000

◆ Reserve for Economic Uncertainties

Recommended Action: Allocate \$2,000,000 in a reserve for economic uncertainties.

Background: Despite the improving economy, several items bring uncertainty to the County's financial situation. These items include the future passage of the State and Federal Budgets as well as unanticipated issues that may arise at the local level throughout FY 2016. Additionally, the health care segment landscape is changing and the long term impact of increasing Medi-Cal enrollment is unknown. This reserve provides financial flexibility to address unforeseen issues.

Ongoing Cost: \$2,000,000

Special Programs— Budget Unit 119 Net Expenditures by Cost Center

CC	Cost Center Name	FY 2014 Actuals	FY 2015 Approved	FY 2016 Base Budget	FY 2016 Recommended	Amount Chg From 2015 Approved	% Chg From 2015 Approved
1001	Special Program Fund 0001	\$ 199,092,751	\$ 196,421,654	\$ 147,039,062	\$ 161,513,719	\$ (34,907,935)	-17.8%
Total Net Expenditures		\$ 199,092,751	\$ 196,421,654	\$ 147,039,062	\$ 161,513,719	\$ (34,907,935)	-17.8%

Special Programs— Budget Unit 119 Gross Expenditures by Cost Center

CC	Cost Center Name	FY 2014 Actuals	FY 2015 Approved	FY 2016 Base Budget	FY 2016 Recommended	Amount Chg From 2015 Approved	% Chg From 2015 Approved
1001	Special Program Fund 0001	\$ 199,092,751	\$ 196,421,654	\$ 147,039,062	\$ 161,513,719	\$ (34,907,935)	-17.8%
Total Gross Expenditures		\$ 199,092,751	\$ 196,421,654	\$ 147,039,062	\$ 161,513,719	\$ (34,907,935)	-17.8%

Special Programs— Budget Unit 119 Expenditures by Object

Object	FY 2014 Actuals	FY 2015 Approved	FY 2016 Base Budget	FY 2016 Recommended	Amount Chg From 2015 Approved	% Chg From 2015 Approved
Services And Supplies	\$ 3,407,283	\$ 2,889,003	\$ 3,692,432	\$ 3,698,886	\$ 809,883	28.0%
Operating/Equity Transfers	195,685,468	154,058,347	135,174,397	139,481,670	(14,576,677)	-9.5%
Reserves	—	39,474,304	8,172,233	18,333,163	(21,141,141)	-53.6%
Total Net Expenditures	\$ 199,092,751	\$ 196,421,654	\$ 147,039,062	\$ 161,513,719	\$ (34,907,935)	-17.8%

Special Programs— Budget Unit 119 Revenues by Cost Center

CC	Cost Center Name	FY 2014 Actuals	FY 2015 Approved	FY 2016 Base Budget	FY 2016 Recommended	Amount Chg From 2015 Approved	% Chg From 2015 Approved
1001	Special Program Fund 0001	\$ 20,879,195	\$ 15,424,764	\$ 15,431,780	\$ 15,431,780	\$ 7,016	0.0%
Total Revenues		\$ 20,879,195	\$ 15,424,764	\$ 15,431,780	\$ 15,431,780	\$ 7,016	0.0%



Special Programs— Budget Unit 119

Revenues by Type

Type	FY 2014 Actuals	FY 2015 Approved	FY 2016 Base Budget	FY 2016 Recommended	Amount Chg From 2015 Approved	% Chg From 2015 Approved
Aid From Government Agencies - State	\$ 15,696,342	\$ 15,424,764	\$ 15,431,780	\$ 15,431,780	\$ 7,016	0.0%
Other Financing Sources	2,645,051	—	—	—	—	—
Revenue From Other Government Agencies	2,537,802	—	—	—	—	—
Total Revenues	\$ 20,879,195	\$ 15,424,764	\$ 15,431,780	\$ 15,431,780	\$ 7,016	0.0%

Special Program Fund 0001 — Cost Center 1001

Major Changes to the Budget

	Positions	Appropriations	Revenues
0001-General Fund (Fund Number 0001)			
Current Level Budget			
FY 2015 Approved Budget	—	\$ 196,421,654	\$ 15,424,764
Board Approved Adjustments During FY 2015	—	(19,616,543)	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
IntraCounty Adjustments	—	605,957	—
Other Adjustments	—	(30,372,006)	7,016
Subtotal (Current Level Budget)	—	\$ 147,039,062	\$ 15,431,780
Recommended Changes for FY 2016			
IntraCounty Adjustments	—	\$ 4,313,727	\$ —
Decision Packages			
Pay for Success Projects	—	(3,000,000)	—
Measure A One-time Reserve for SCVMC ER	—	6,660,930	—
Reserve for CBO COLA in FY2016	—	2,000,000	—
Reserve for Health Insurance for Certain Employees	—	2,500,000	—
Reserve for Economic Uncertainties	—	2,000,000	—
Information Technology			
Capital			
Subtotal (Recommended Changes)	—	\$ 14,474,657	\$ —
Recommended Budget	—	\$ 161,513,719	\$ 15,431,780



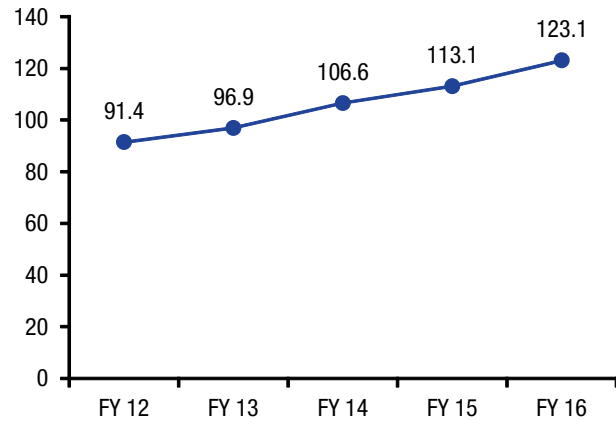
Appropriations for Contingencies

Overview

Contingency Reserve

The Contingency Reserve is the major unobligated reserve budgeted in the General Fund. This reserve is re-appropriated 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).



Contingency Reserve

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

County Executive's Recommendation

◆ Establish FY 2016 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 2016 Recommended Budget is \$2,461,398,558 requiring a reserve of \$123,070,000 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 2016 Amount
4405110	State-Special Circumstances	\$15,924
4406110	State-AFDC-Foster Care	\$11,444,184
4406120	State-CalWorks	\$36,877,972
4406140	State-Adoptions Assistance	\$11,912,478
4406150	State-Kin-Gap	\$2,468,816
4406180	Transition Housing Placement	\$2,086,413
4406400	State-CAPI Cash Assistance	\$8,342,156
4520110	Emergency Assistance	\$1,761,651
4520120	Federal-CalWorks	\$30,714,882
4520130	Federal-AFDC-Foster Care	\$14,753,822
4520140	Refugee Assistance	\$421,030
4520160	Federal-Child Care IV-E	\$400,000
4520170	Federal-Adoptions Assistance	\$11,608,142
4520190	CalWorks-Legal Immigrants	\$411,178
Total		\$133,218,648

Total One-time Cost: \$123,070,000



Reserves— Budget Unit 910 Net Expenditures by Cost Center

CC	Cost Center Name	FY 2014 Actuals	FY 2015 Approved	FY 2016 Base Budget	FY 2016 Recommended	Amount Chg From 2015 Approved	% Chg From 2015 Approved
1010	County Reserve Fund 0001	\$ —	\$ 113,126,000	\$ —	\$ 123,070,000	\$ 9,944,000	8.8%
Total Net Expenditures		\$ —	\$ 113,126,000	\$ —	\$ 123,070,000	\$ 9,944,000	8.8%

Reserves— Budget Unit 910 Gross Expenditures by Cost Center

CC	Cost Center Name	FY 2014 Actuals	FY 2015 Approved	FY 2016 Base Budget	FY 2016 Recommended	Amount Chg From 2015 Approved	% Chg From 2015 Approved
1010	County Reserve Fund 0001	\$ —	\$ 113,126,000	\$ —	\$ 123,070,000	\$ 9,944,000	8.8%
Total Gross Expenditures		\$ —	\$ 113,126,000	\$ —	\$ 123,070,000	\$ 9,944,000	8.8%

Reserves— Budget Unit 910 Expenditures by Object

Object	FY 2014 Actuals	FY 2015 Approved	FY 2016 Base Budget	FY 2016 Recommended	Amount Chg From 2015 Approved	% Chg From 2015 Approved
Reserves	\$ —	\$ 113,126,000	\$ —	\$ 123,070,000	\$ 9,944,000	8.8%
Total Net Expenditures	\$ —	\$ 113,126,000	\$ —	\$ 123,070,000	\$ 9,944,000	8.8%

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

	Positions	Appropriations	Revenues
0001-General Fund (Fund Number 0001)			
Current Level Budget			
FY 2015 Approved Budget	—	\$ 113,126,000	\$ —
Board Approved Adjustments During FY 2015	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
IntraCounty Adjustments	—	—	—
Other Adjustments	—	(113,126,000)	—
Subtotal (Current Level Budget)	—	\$ —	\$ —
Recommended Changes for FY 2016			
IntraCounty Adjustments	—	\$ —	\$ —
Decision Packages			



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

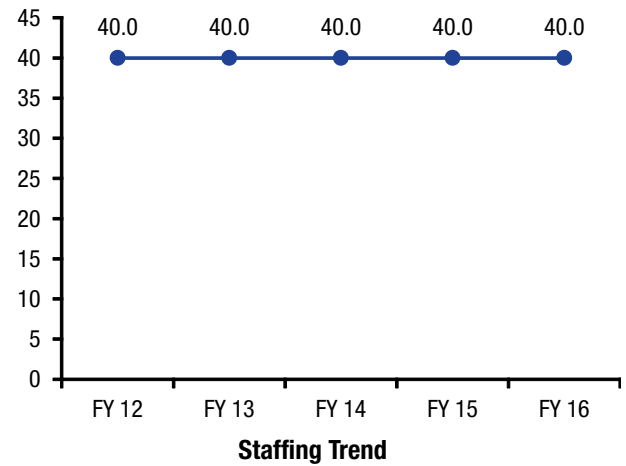
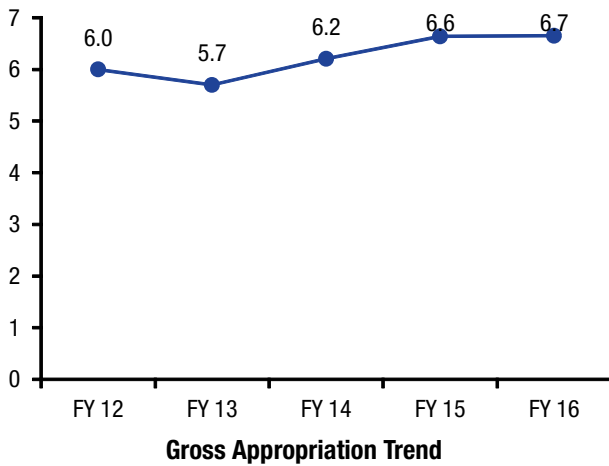
	Positions	Appropriations	Revenues
Establish FY16 Contingency Reserve	—	123,070,000	—
Information Technology			
Capital			
Subtotal (Recommended Changes)	—	\$ 123,070,000	\$ —
Recommended Budget	—	\$ 123,070,000	\$ —



Board of Supervisors

Supervisorial District 1 M. Wasserman	Supervisorial District 2 C. Chavez	Supervisorial District 3 D. Cortese	Supervisorial District 4 K. Yeager	Supervisorial District 5 Simitian
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Section 1: Finance and Government



Staffing in the Board Offices may vary.



Mission

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



Goals

- **Examine, effectively balance, and remain accountable to the priorities of the community, and allocate available funding accordingly.**
- **Strengthen the County's financial position by increasing our reserves, reducing unfunded liabilities, and funding preventative capital maintenance.**
- **Increase resources 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 2015 Supervisor Dave Cortese is the designated Board President. Each of the five board offices has a 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 2016.

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

CC	Cost Center Name	FY 2014 Actuals	FY 2015 Approved	FY 2016 Base Budget	FY 2016 Recommended	Amount Chg From 2015 Approved	% Chg From 2015 Approved
1101	Supervisorial Dist #1 Fund 0001	\$ 1,095,450	\$ 1,327,625	\$ 1,331,766	\$ 1,330,260	\$ 2,635	0.2%
Total Net Expenditures		\$ 1,095,450	\$ 1,327,625	\$ 1,331,766	\$ 1,330,260	\$ 2,635	0.2%

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

CC	Cost Center Name	FY 2014 Actuals	FY 2015 Approved	FY 2016 Base Budget	FY 2016 Recommended	Amount Chg From 2015 Approved	% Chg From 2015 Approved
1101	Supervisorial Dist #1 Fund 0001	\$ 1,095,450	\$ 1,327,625	\$ 1,331,766	\$ 1,330,260	\$ 2,635	0.2%
Total Gross Expenditures		\$ 1,095,450	\$ 1,327,625	\$ 1,331,766	\$ 1,330,260	\$ 2,635	0.2%

Supervisorial District #1— Budget Unit 101 Expenditures by Object

Object	FY 2014 Actuals	FY 2015 Approved	FY 2016 Base Budget	FY 2016 Recommended	Amount Chg From 2015 Approved	% Chg From 2015 Approved
Salary and Benefits	\$ 1,049,430	\$ 1,233,907	\$ 1,207,175	\$ 1,207,175	\$ (26,732)	-2.2%
Services And Supplies	46,020	93,718	124,591	123,085	29,367	31.3%
Total Net Expenditures	\$ 1,095,450	\$ 1,327,625	\$ 1,331,766	\$ 1,330,260	\$ 2,635	0.2%

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

	Positions	Appropriations	Revenues
0001-General Fund (Fund Number 0001)			
Current Level Budget			
FY 2015 Approved Budget	8.0	\$ 1,327,625	\$ —
Board Approved Adjustments During FY 2015	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	(26,738)	—
IntraCounty Adjustments	—	29,241	—



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

	Positions	Appropriations	Revenues
Other Adjustments	—	1,638	—
Subtotal (Current Level Budget)	8.0	\$ 1,331,766	\$ —
Recommended Changes for FY 2016			
IntraCounty Adjustments	—	(1,506)	—
Decision Packages			
Information Technology			
Capital			
Subtotal (Recommended Changes)	—	\$ (1,506)	\$ —
Recommended Budget	8.0	\$ 1,330,260	\$ —

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

CC	Cost Center Name	FY 2014 Actuals	FY 2015 Approved	FY 2016 Base Budget	FY 2016 Recommended	Amount Chg From 2015 Approved	% Chg From 2015 Approved
1102	Supervisory Dist #2 Fund 0001	\$ 1,162,994	\$ 1,327,625	\$ 1,331,766	\$ 1,330,260	\$ 2,635	0.2%
Total Net Expenditures		\$ 1,162,994	\$ 1,327,625	\$ 1,331,766	\$ 1,330,260	\$ 2,635	0.2%

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

CC	Cost Center Name	FY 2014 Actuals	FY 2015 Approved	FY 2016 Base Budget	FY 2016 Recommended	Amount Chg From 2015 Approved	% Chg From 2015 Approved
1102	Supervisory Dist #2 Fund 0001	\$ 1,162,994	\$ 1,327,625	\$ 1,331,766	\$ 1,330,260	\$ 2,635	0.2%
Total Gross Expenditures		\$ 1,162,994	\$ 1,327,625	\$ 1,331,766	\$ 1,330,260	\$ 2,635	0.2%

Supervisory District #2— Budget Unit 102
Expenditures by Object

Object	FY 2014 Actuals	FY 2015 Approved	FY 2016 Base Budget	FY 2016 Recommended	Amount Chg From 2015 Approved	% Chg From 2015 Approved
Salary and Benefits	\$ 1,107,987	\$ 1,239,879	\$ 1,213,153	\$ 1,213,153	(26,726)	-2.2%
Services And Supplies	55,007	87,746	118,613	117,107	29,361	33.5%
Total Net Expenditures	\$ 1,162,994	\$ 1,327,625	\$ 1,331,766	\$ 1,330,260	\$ 2,635	0.2%



Supervisorial Dist #2 Fund 0001 — Cost Center 1102
Major Changes to the Budget

	Positions	Appropriations	Revenues
0001-General Fund (Fund Number 0001)			
Current Level Budget			
FY 2015 Approved Budget	8.0	\$ 1,327,625	\$ —
Board Approved Adjustments During FY 2015	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	(26,738)	—
IntraCounty Adjustments	—	29,968	—
Other Adjustments	—	911	—
Subtotal (Current Level Budget)	8.0	\$ 1,331,766	\$ —
Recommended Changes for FY 2016			
IntraCounty Adjustments	—	\$ (1,506)	\$ —
Decision Packages			
Information Technology			
Capital			
Subtotal (Recommended Changes)	—	\$ (1,506)	\$ —
Recommended Budget	8.0	\$ 1,330,260	\$ —

Supervisorial District #3— Budget Unit 103
Net Expenditures by Cost Center

CC	Cost Center Name	FY 2014 Actuals	FY 2015 Approved	FY 2016 Base Budget	FY 2016 Recommended	Amount Chg From 2015 Approved	% Chg From 2015 Approved
1103	Supervisorial Dist #3 Fund 0001	\$ 1,241,514	\$ 1,327,625	\$ 1,331,766	\$ 1,330,260	\$ 2,635	0.2%
	Total Net Expenditures	\$ 1,241,514	\$ 1,327,625	\$ 1,331,766	\$ 1,330,260	\$ 2,635	0.2%

Supervisorial District #3— Budget Unit 103
Gross Expenditures by Cost Center

CC	Cost Center Name	FY 2014 Actuals	FY 2015 Approved	FY 2016 Base Budget	FY 2016 Recommended	Amount Chg From 2015 Approved	% Chg From 2015 Approved
1103	Supervisorial Dist #3 Fund 0001	\$ 1,241,514	\$ 1,327,625	\$ 1,331,766	\$ 1,330,260	\$ 2,635	0.2%
	Total Gross Expenditures	\$ 1,241,514	\$ 1,327,625	\$ 1,331,766	\$ 1,330,260	\$ 2,635	0.2%



Supervisory District #3— Budget Unit 103 Expenditures by Object

Object	FY 2014 Actuals	FY 2015 Approved	FY 2016 Base Budget	FY 2016 Recommended	Amount Chg From 2015 Approved	% Chg From 2015 Approved
Salary and Benefits	\$ 1,179,773	\$ 1,234,376	\$ 1,207,645	\$ 1,207,645	(26,731)	-2.2%
Services And Supplies	61,741	93,249	124,121	122,615	29,366	31.5%
Total Net Expenditures	\$ 1,241,514	\$ 1,327,625	\$ 1,331,766	\$ 1,330,260	2,635	0.2%

Supervisory District #3— Budget Unit 103 Revenues by Cost Center

CC	Cost Center Name	FY 2014 Actuals	FY 2015 Approved	FY 2016 Base Budget	FY 2016 Recommended	Amount Chg From 2015 Approved	% Chg From 2015 Approved
1103	Supervisory Dist #3 Fund 0001	\$ 16,906	\$ —	\$ —	\$ —	—	—
Total Revenues		\$ 16,906	\$ —	\$ —	\$ —	—	—

Supervisory District #3— Budget Unit 103 Revenues by Type

Type	FY 2014 Actuals	FY 2015 Approved	FY 2016 Base Budget	FY 2016 Recommended	Amount Chg From 2015 Approved	% Chg From 2015 Approved
Licenses, Permits, Franchises	\$ (187)	\$ —	\$ —	\$ —	—	—
Other Financing Sources	17,093	—	—	—	—	—
Total Revenues	\$ 16,906	\$ —	\$ —	\$ —	—	—

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

	Positions	Appropriations	Revenues
0001-General Fund (Fund Number 0001)			
Current Level Budget			
FY 2015 Approved Budget	8.0	\$ 1,327,625	\$ —
Board Approved Adjustments During FY 2015	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	(26,738)	—
IntraCounty Adjustments	—	30,872	—
Other Adjustments	—	7	—
Subtotal (Current Level Budget)	8.0	\$ 1,331,766	\$ —
Recommended Changes for FY 2016			
IntraCounty Adjustments	—	\$ (1,506)	\$ —



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

	Positions	Appropriations	Revenues
Decision Packages			
Information Technology			
Capital			
Subtotal (Recommended Changes)	— \$	(1,506) \$	—
Recommended Budget	8.0 \$	1,330,260 \$	—

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

CC	Cost Center Name	FY 2014 Actuals	FY 2015 Approved	FY 2016 Base Budget	FY 2016 Recommended	Amount Chg From 2015 Approved	% Chg From 2015 Approved
1104	Supervisorial Dist #4 Fund 0001	\$ 1,096,651	\$ 1,327,625	\$ 1,331,766	\$ 1,330,260	\$ 2,635	0.2%
Total Net Expenditures		\$ 1,096,651	\$ 1,327,625	\$ 1,331,766	\$ 1,330,260	\$ 2,635	0.2%

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

CC	Cost Center Name	FY 2014 Actuals	FY 2015 Approved	FY 2016 Base Budget	FY 2016 Recommended	Amount Chg From 2015 Approved	% Chg From 2015 Approved
1104	Supervisorial Dist #4 Fund 0001	\$ 1,096,606	\$ 1,327,625	\$ 1,331,766	\$ 1,330,260	\$ 2,635	0.2%
Total Gross Expenditures		\$ 1,096,606	\$ 1,327,625	\$ 1,331,766	\$ 1,330,260	\$ 2,635	0.2%

**Supervisorial District #4— Budget Unit 104
Expenditures by Object**

Object	FY 2014 Actuals	FY 2015 Approved	FY 2016 Base Budget	FY 2016 Recommended	Amount Chg From 2015 Approved	% Chg From 2015 Approved
Salary and Benefits	\$ 1,056,720	\$ 1,233,907	\$ 1,207,175	\$ 1,207,175	\$ (26,732)	-2.2%
Services And Supplies	39,885	93,718	124,591	123,085	29,367	31.3%
Total Gross Expenditures	\$ 1,096,606	\$ 1,327,625	\$ 1,331,766	\$ 1,330,260	\$ 2,635	0.2%
Expenditure Transfers	45	—	—	—	—	—
Total Net Expenditures	\$ 1,096,651	\$ 1,327,625	\$ 1,331,766	\$ 1,330,260	\$ 2,635	0.2%



Supervisorial Dist #4 Fund 0001 — Cost Center 1104

Major Changes to the Budget

	Positions	Appropriations	Revenues
0001-General Fund (Fund Number 0001)			
Current Level Budget			
FY 2015 Approved Budget	8.0	\$ 1,327,625	\$ —
Board Approved Adjustments During FY 2015	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	(26,738)	—
IntraCounty Adjustments	—	28,923	—
Other Adjustments	—	1,956	—
Subtotal (Current Level Budget)	8.0	\$ 1,331,766	\$ —
Recommended Changes for FY 2016			
IntraCounty Adjustments	—	\$ (1,506)	\$ —
Decision Packages			
Information Technology			
Capital			
Subtotal (Recommended Changes)	—	\$ (1,506)	\$ —
Recommended Budget	8.0	\$ 1,330,260	\$ —

Supervisorial District #5— Budget Unit 105

Net Expenditures by Cost Center

CC	Cost Center Name	FY 2014 Actuals	FY 2015 Approved	FY 2016 Base Budget	FY 2016 Recommended	Amount Chg From 2015 Approved	% Chg From 2015 Approved
1105	Supervisorial Dist #5 Fund 0001	\$ 1,244,579	\$ 1,327,625	\$ 1,331,766	\$ 1,330,260	\$ 2,635	0.2%
	Total Net Expenditures	\$ 1,244,579	\$ 1,327,625	\$ 1,331,766	\$ 1,330,260	\$ 2,635	0.2%

Supervisorial District #5— Budget Unit 105

Gross Expenditures by Cost Center

CC	Cost Center Name	FY 2014 Actuals	FY 2015 Approved	FY 2016 Base Budget	FY 2016 Recommended	Amount Chg From 2015 Approved	% Chg From 2015 Approved
1105	Supervisorial Dist #5 Fund 0001	\$ 1,244,579	\$ 1,327,625	\$ 1,331,766	\$ 1,330,260	\$ 2,635	0.2%
	Total Gross Expenditures	\$ 1,244,579	\$ 1,327,625	\$ 1,331,766	\$ 1,330,260	\$ 2,635	0.2%



**Supervisorial District #5— Budget Unit 105
Expenditures by Object**

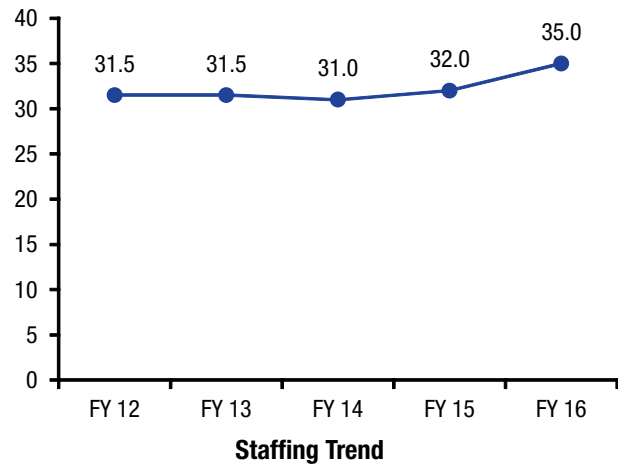
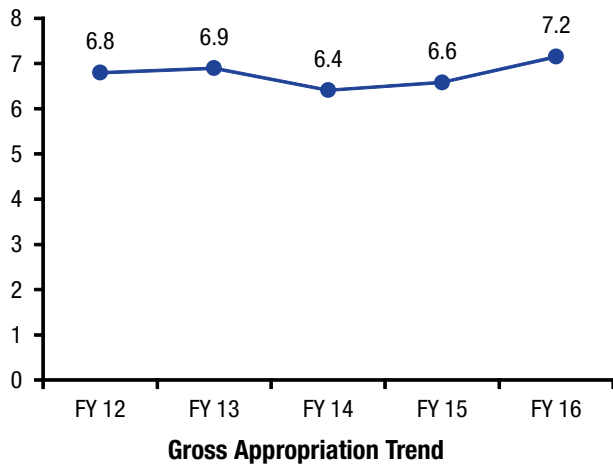
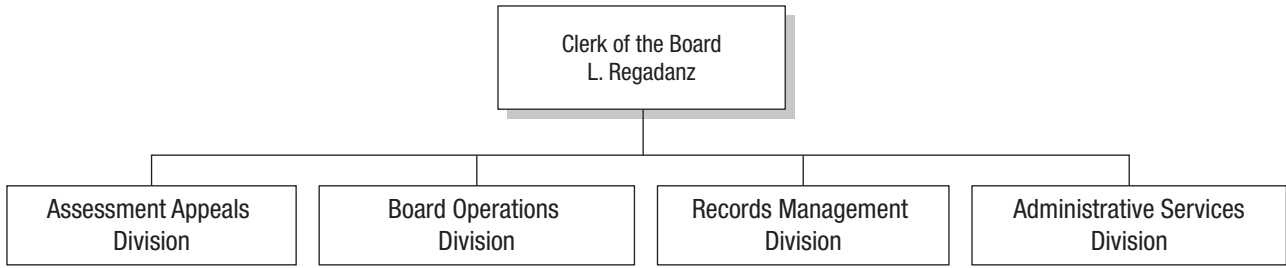
Object	FY 2014 Actuals	FY 2015 Approved	FY 2016 Base Budget	FY 2016 Recommended	Amount Chg From 2015 Approved	% Chg From 2015 Approved
Salary and Benefits	\$ 1,116,628	\$ 1,239,853	\$ 1,213,127	\$ 1,213,127	(26,726)	-2.2%
Services And Supplies	127,951	87,772	118,639	117,133	29,361	33.5%
Total Net Expenditures	\$ 1,244,579	\$ 1,327,625	\$ 1,331,766	\$ 1,330,260	2,635	0.2%

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

	Positions	Appropriations	Revenues
0001-General Fund (Fund Number 0001)			
Current Level Budget			
FY 2015 Approved Budget	8.0	\$ 1,327,625	\$ —
Board Approved Adjustments During FY 2015	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	(26,738)	—
IntraCounty Adjustments	—	28,681	—
Other Adjustments	—	2,198	—
Subtotal (Current Level Budget)	8.0	\$ 1,331,766	\$ —
Recommended Changes for FY 2016			
IntraCounty Adjustments	—	\$ (1,506)	\$ —
Decision Packages			
Information Technology			
Capital			
Subtotal (Recommended Changes)	—	\$ (1,506)	\$ —
Recommended Budget	8.0	\$ 1,330,260	\$ —



Clerk of the Board



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:

Board Operations

Provides administrative support to the Board of Supervisors, its policy committees, and 42 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, preparing legislative files on behalf of the Boards and

Commissions for submittal to the Board of Supervisors, and acting as filing officer/official for Statement of Economic Interest Forms 700.

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, and provides assistance to the general public on the assessment appeals process. The department also provides training to Form 700 filing officials and the County departments that provide administrative and meetings management support to Boards and Commissions.

Records Management

Maintains the official records of the Board of Supervisors including agenda items and minutes, 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, and 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, and provides administrative functions of the department such as strategic planning, financial management, human resources, and handling special funds such as Sister County Commission and Board of Supervisors' Trust Funds.

Current and Emerging Issues

Assessment Appeals

A current challenge for the Department is to investigate and determine the best strategy moving forward with the Assessment Appeals Automation Project. The project began in 2010, but has not yet been completed. After a series of delays and problems, the vendor selected to develop both the Assessor's new property assessment automation 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. Since the Clerk of the Board's small appeal system is overlapping and linked with the Assessor's larger property assessment system,

until a determination regarding a course of action for the system is made, no decision on strategy for automating the appeals process will be made. At the beginning of 2015, both the Clerk of the Board and the Assessor learned and explored a potential vendor who would be able to support both departments with an automated appeals system. The Clerk of the Board and Assessor consulted with Information Services Department and the Procurement Department to determine the best strategies moving forward. One vendor currently has a California-compliant appeals system, and it is possible that both departments will assess and evaluate the system to ensure that will support both departments.

County Executive's Recommendation

Summary of County Executive's Recommendations

Description	Impact	Impact on Services	Position Impact	FY 2016 Ongoing Net Cost/(Savings)	FY 2016 One-Time Net Cost/(Savings)
Add Resources to Support General Accounting and Improve Workstations	↑	Increase and enhance general accounting functions and improve workstations	1.0	\$137,454	\$17,909
↑ — Enhanced ◆ — Modified ● — No Change ↓ — Reduced ☒ — Eliminated					

↑ Add Resources to Support General Accounting and Improve Workstation

Recommended Action: Add 1.0 FTE Accountant III position to help support accounting for the Office of the

Clerk of the Board and to provide analysis to the Board of Supervisors.

Allocate one-time funding to improve the Office's computer equipments and workstations.



Service Impact: The addition of the position will provide the necessary fiscal support to the Clerk of the Board and to the all five Board of Supervisors district offices. Additionally, the position will address the increase in workload in the Administration/Systems Division. Since FY 2009, the demand for fiscal services has increased significantly primarily due to activities in the Assessment Appeals Automation Project. The Clerk of the Board also implemented the Lobbying Ordinance and reinstated the Child Care Expense Reimbursement Policy for members of County Boards and Commissions in FY 2013. On October 7, 2014, the Board of Supervisors approved bringing back a total of 14 commissions to the Clerk of the Board along with four new Brown Act bodies that were created in FY 2014. Finally, the Board of Supervisors launched the language services policy and directed the Clerk of the Board to procure face-to-face interpreters to support the Board/Committee meetings.

Background: At the February 25, 2014 meeting, the Board of Supervisors adopted Ordinance No. NS-19.42 repealing Chapter VII of Division A3 of the County of Santa Clara Ordinance Code and enacting a new Chapter VII of Division A3 relating to lobbying. The adoption of the proposed lobbying ordinance would include the costs of administering the ordinance, including providing trainings, conducting hearings, hiring independent third parties to conduct investigations, hiring hearing officer to conduct administrative hearings, and developing of an electronic system of registration and reporting. The current Lobbying Ordinance has the following core components: (1) definition of Lobbying Activity; (2) Registration and disclosure requirements; (3) Fees; and

(4) Enforcement. The Clerk of the Board promulgated rules and regulations in furtherance of this ordinance, and created forms and enabled registration and disclosure.

The Office of the Clerk of the Board is required to create fee structures for annual registration, initial or annual registration as defined in Section A3-63, tracking registrations, renewal, late registration and to assess the failure to file a quarterly reports.

On October 7, 2014 (Item No. 18), the Board required the Clerk of the Board to bring back a total of 14 commissions currently staffed by various County departments along with the newly created commissions such as Human Trafficking, Bail and Release Work Group, Intimate Partner Domestic Violence Task Force and Institute for Regenerative Medicine (IRM). The workloads associated with these new groups requires approximately 4 hours per week of support from the Deputy Clerk and will require approximately 2 hours per week from the Administrative/System support for tracking invoices, coordination of services such as requesting for broadcasting, close captioning and finally payment of invoices.

Positions Added: 1.0 FTE

Ongoing Cost: \$137,454

One-Time New Savings: \$17,909

Salary savings reflecting time for recruitment: \$22,909

Supplies: \$5,000

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

CC	Cost Center Name	FY 2014 Actuals	FY 2015 Approved	FY 2016 Base Budget	FY 2016 Recommended	Amount Chg From 2015 Approved	% Chg From 2015 Approved
1106	Clerk Of The Board Fund 0001	\$ 3,604,113	\$ 4,168,112	\$ 4,542,175	\$ 4,708,169	\$ 540,057	13.0%
1171	Special Appropriations Fund 0001	1,919,377	1,903,604	1,888,343	1,888,343	(15,261)	-0.8%
1173	SB 813 Admin Fund 0001	360,997	456,665	499,751	500,552	43,887	9.6%
1299	Fish And Games Comm Fund 0033	2,000	4,000	4,000	4,000	—	—
Total Net Expenditures		\$ 5,886,487	\$ 6,532,381	\$ 6,934,269	\$ 7,101,064	\$ 568,683	8.7%



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

CC	Cost Center Name	FY 2014 Actuals	FY 2015 Approved	FY 2016 Base Budget	FY 2016 Recommended	Amount Chg From 2015 Approved	% Chg From 2015 Approved
1106	Clerk Of The Board Fund 0001	\$ 3,652,274	\$ 4,219,544	\$ 4,593,607	\$ 4,759,601	\$ 540,057	12.8%
1171	Special Appropriations Fund 0001	1,919,377	1,903,604	1,888,343	1,888,343	(15,261)	-0.8%
1173	SB 813 Admin Fund 0001	360,997	456,665	499,751	500,552	43,887	9.6%
1299	Fish And Games Comm Fund 0033	2,000	4,000	4,000	4,000	—	—
Total Gross Expenditures		\$ 5,934,648	\$ 6,583,813	\$ 6,985,701	\$ 7,152,496	\$ 568,683	8.6%

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

Object	FY 2014 Actuals	FY 2015 Approved	FY 2016 Base Budget	FY 2016 Recommended	Amount Chg From 2015 Approved	% Chg From 2015 Approved
Salary and Benefits	\$ 3,114,772	\$ 3,511,130	\$ 4,044,004	\$ 4,158,549	\$ 647,419	18.4%
Services And Supplies	2,819,876	3,072,683	2,941,697	2,993,947	(78,736)	-2.6%
Total Gross Expenditures	\$ 5,934,648	\$ 6,583,813	\$ 6,985,701	\$ 7,152,496	\$ 568,683	8.6%
Expenditure Transfers	(48,161)	(51,432)	(51,432)	(51,432)	—	—
Total Net Expenditures	\$ 5,886,487	\$ 6,532,381	\$ 6,934,269	\$ 7,101,064	\$ 568,683	8.7%

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

CC	Cost Center Name	FY 2014 Actuals	FY 2015 Approved	FY 2016 Base Budget	FY 2016 Recommended	Amount Chg From 2015 Approved	% Chg From 2015 Approved
1106	Clerk Of The Board Fund 0001	\$ 278,442	\$ 280,153	\$ 280,153	\$ 280,153	—	—
1299	Fish And Games Comm Fund 0033	3,800	2,500	2,500	2,500	—	—
Total Revenues		\$ 282,242	\$ 282,653	\$ 282,653	\$ 282,653	—	—



Clerk-Board of Supervisors— Budget Unit 106 Revenues by Type

Type	FY 2014 Actuals	FY 2015 Approved	FY 2016 Base Budget	FY 2016 Recommended	Amount Chg From 2015 Approved	% Chg From 2015 Approved
Charges For Services	\$ 40,977	\$ 57,873	\$ 57,873	\$ 57,873	—	—
Licenses, Permits, Franchises	237,465	222,280	222,280	222,280	—	—
Fines, Forfeitures, Penalties	3,800	2,500	2,500	2,500	—	—
Total Revenues	\$ 282,242	\$ 282,653	\$ 282,653	\$ 282,653	—	—

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

	Positions	Appropriations	Revenues
0001-General Fund (Fund Number 0001)			
Current Level Budget			
FY 2015 Approved Budget	28.0	\$ 4,168,112	\$ 280,153
Board Approved Adjustments During FY 2015	2.0	215,600	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	293,117	—
IntraCounty Adjustments	—	(86,221)	—
Other Adjustments	—	(48,433)	—
Subtotal (Current Level Budget)	30.0	\$ 4,542,175	\$ 280,153
Recommended Changes for FY 2016			
IntraCounty Adjustments	—	\$ 46,449	\$ —
Decision Packages			
BU 106 Proposal Add Accountant II and One-Time Workstation	1.0	119,545	—
Information Technology			
Capital			
Subtotal (Recommended Changes)	1.0	\$ 165,994	\$ —
Recommended Budget	31.0	\$ 4,708,169	\$ 280,153

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

	Positions	Appropriations	Revenues
0001-General Fund (Fund Number 0001)			
Current Level Budget			
FY 2015 Approved Budget	—	\$ 1,903,604	\$ —
Board Approved Adjustments During FY 2015	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
IntraCounty Adjustments	—	239	—
Other Adjustments	—	(15,500)	—



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

	Positions	Appropriations	Revenues
Subtotal (Current Level Budget)	—	\$ 1,888,343	\$ —
Recommended Changes for FY 2016			
IntraCounty Adjustments	—	\$ —	\$ —
Decision Packages			
Information Technology			
Capital			
Subtotal (Recommended Changes)	—	\$ —	\$ —
Recommended Budget	—	\$ 1,888,343	\$ —

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

	Positions	Appropriations	Revenues
0001-General Fund (Fund Number 0001)			
Current Level Budget			
FY 2015 Approved Budget	4.0	\$ 456,665	\$ —
Board Approved Adjustments During FY 2015	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	37,979	—
IntraCounty Adjustments	—	5,496	—
Other Adjustments	—	(389)	—
Subtotal (Current Level Budget)	4.0	\$ 499,751	\$ —
Recommended Changes for FY 2016			
IntraCounty Adjustments	—	\$ 801	\$ —
Decision Packages			
Information Technology			
Capital			
Subtotal (Recommended Changes)	—	\$ 801	\$ —
Recommended Budget	4.0	\$ 500,552	\$ —

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

	Positions	Appropriations	Revenues
0033-Fish and Game Fund (Fund Number 0033)			
Current Level Budget			
FY 2015 Approved Budget	—	\$ 4,000	\$ 2,500
Board Approved Adjustments During FY 2015	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
IntraCounty Adjustments	—	—	—
Other Adjustments	—	—	—



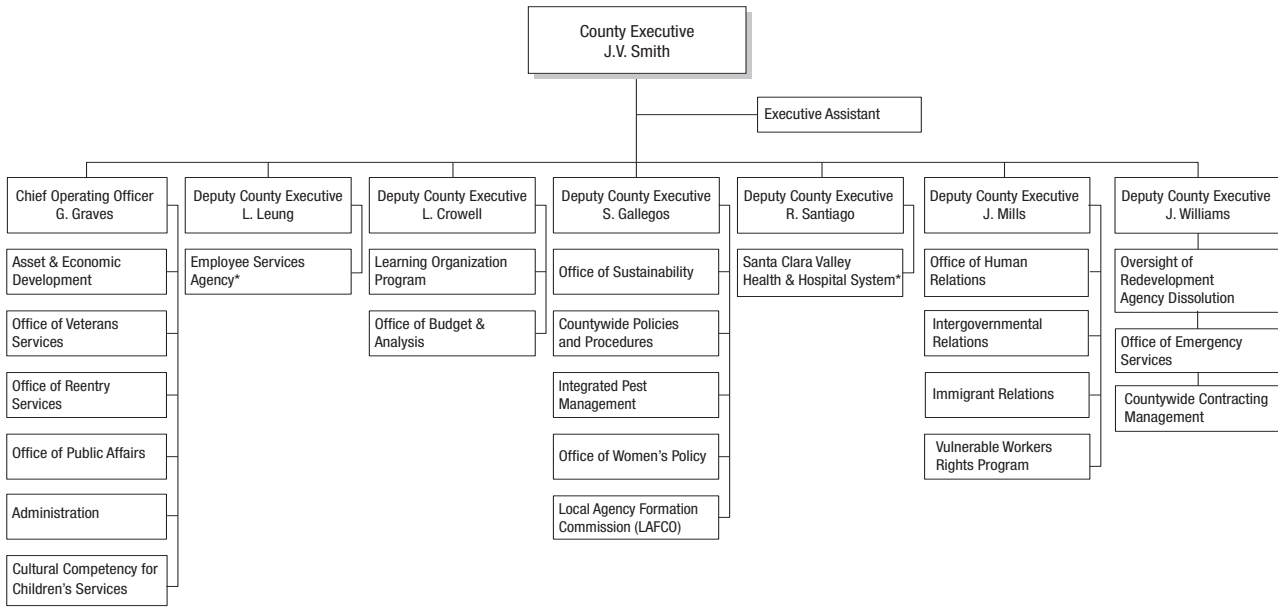
**Fish And Games Comm Fund 0033 — Cost Center 1299
Major Changes to the Budget**

	Positions	Appropriations	Revenues
Subtotal (Current Level Budget)	— \$	4,000 \$	2,500
Recommended Changes for FY 2016			
IntraCounty Adjustments	— \$	— \$	—
Decision Packages			
Information Technology			
Capital			
Subtotal (Recommended Changes)	— \$	— \$	—
Recommended Budget	— \$	4,000 \$	2,500

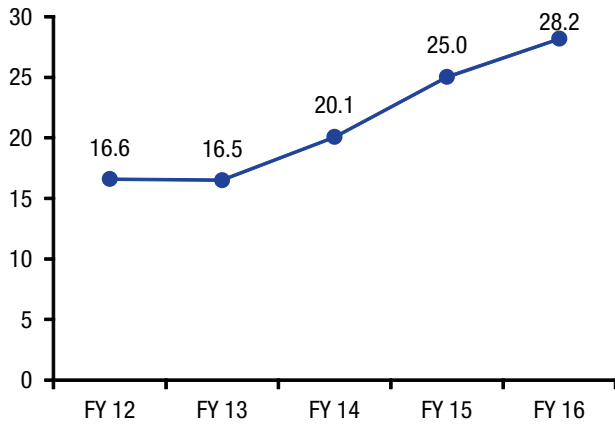
Section 1: Finance and Government



Office of the County Executive

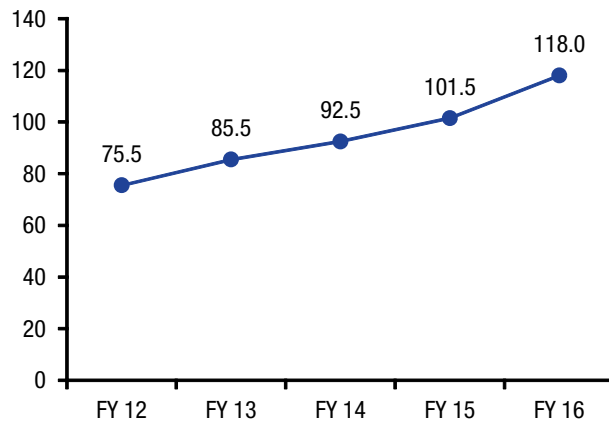


*Major services that are not provided within the Office of the County Executive



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 departments, 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, oversight of Countywide contracting, 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 Learning Organization Program aims to create an environment that actively engages employees at all levels of the organization in delivering exceptional customer outcomes. The program sets a Countywide framework within which County departments can leverage tools and offerings to complement existing departmental strategies. Major program components include the Center for Leadership and Transformation (CLT), Just Culture, and Executive Development. The CLT leverages multi-disciplinary teams to examine and solve County process and system issues. Just Culture is intended to complement the County's Mission, Core Values, and Vision Elements, along with departmental strategic plans, to sustain an environment where staff at all levels of the organization feel comfortable disclosing errors and finding ways to prevent them from occurring again. Executive Development offerings give Executive Leaders a chance to align departmental efforts to the Countywide direction while building stronger cross-departmental networks.

The Office of Asset & Economic Development coordinates economic development efforts between the County and its member cities, finances the Silicon Valley and Satellite Hispanic Small Business Development Centers, and provides a liaison with Work Force Investment Boards that serve the County. The Office provides support to other County departments regarding development of underutilized County assets, and leads the development of surplus properties.

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 Budgets each year, the Office of Budget and Analysis (OBA) prepares updates to the Five-Year Capital Plan and the Three-Year Information Technology Plan. OBA also provides Countywide contract administration, and oversight of the review and submission of items presented to the Board of Supervisors for action through the Agenda Review process. OBA provides fiscal and administrative oversight for various Countywide initiatives such as Measure A, Public Safety Realignment (AB109) and Space Committee. OBA uses an SAP budget system entitled Public Budget Formulation which interfaces with the County's core SAP financial system.

The Office of Countywide Contracting Management provides analytical support for the County Executive in the area of Countywide contracting, including support for the decentralized contracting that occurs in departments across the County. This Office was created in February 2015 and is in the initial stages of conducting an assessment of contracting support Countywide.

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 conducts 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 of Emergency Services (OES) 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 to the public 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. The Public Affairs unit serves as principal spokesperson on policy issues, Countywide issues, and catastrophic events; supports the County's three Sister County Commissions; and coordinates the "SCC GOV 101 Academy" which provides courses to inform and engage the community on priorities, programs and services of the County of Santa Clara government.

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.

The Office of Sustainability coordinates and manages initiatives, programs, projects and outreach, and liaisons with national, regional, state, and local organizations, regarding sustainability efforts 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. In addition, the Office administers the County's role for convening and leading multi-jurisdictional programs, strategies, and actions; with a record of successful, innovative, and timely grant projects for greenhouse gas inventories, climate mitigation plans, regional climate adaptation and resiliency planning and tools, regional energy efficiency programs, and regional planning, policy development and training for alternative, low-emissions vehicles and

infrastructure. The Office of Sustainability also serves on the Executive and Steering Committees of regional, statewide and national organizations serving these sectors.

The Integrated Pest Management Program 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 reduction of use of harmful pesticides in managing parks, natural resource areas, landscaping, roadways and structures.

The Office of Cultural Competency for Children's Services supports County departments in adopting cultural competency to address the challenges of disproportionate representation of children of color within the Social Services Agency's Department of Families and Children's Services and Juvenile Probation. The Office is charged with recommending, coordinating, organizing, planning, implementing and monitoring policies and programs addressing racial and ethnic disparity and disproportionality through collaborative cross-department efforts.

The Office of Intergovernmental Relations directs the County's legislative activities, including coordination of advocacy efforts. It also publishes the annual Legislative Policies and Priorities document, which describes County-initiated legislation and County policy positions on State and Federal issues. The County's legislative representative in Sacramento is a part of the Office while Federal representation is provided through a contract with an advocacy firm based in Washington, D.C.

Other Oversight Functions

- The staff of the County's Local Agency Formation Commission, which oversees boundary changes, is housed in this Office.
- The Office of the County Executive 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 County 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.
- The CEO also supports the Bail and Release Work Group (BRWG) whose goal is to improve Pretrial Justice by optimizing release, public safety and court participation. BRWG promotes community consensus on and recommends best practices for Pretrial Justice (citation, arrest, incarceration, bail, release screening and supervision of criminal defendants). It has an emphasis on Domestic Violence.
- The Office also leads efforts to update and centralize all County administrative policies and procedures to ensure efficiency and transparency.

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 assists 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 (OHR) provides services to address the needs of all the residents of Santa Clara County, promoting positive interpersonal and intergroup respect, relations and conflict resolution, and protecting their human and civil rights. The Office of Human Relations (OHR) works in collaboration with the community to ensure that the voice of residents vulnerable to bias and discrimination are heard, and conducts outreach, dialogues, forums and research to



identify human and civil rights concerns, disproportionate policy impacts and to raise Board of Supervisors and community awareness of emerging issues and inequities impacting the quality of life of local residents, families of juvenile welfare dependents and County inmates. OHR staff support the Human Relations Commission. In addition, OHR staff and volunteers function as neutral parties within the community and the County government for the purpose of the examining the effectiveness of policies and systems using the human rights principles that include: Universal accessibility to human rights, indivisibility and interdependency of human rights, public participation in local civic life, and government accountability, transparency and non-discrimination. OHR programming includes the Dispute Resolution Program Services, the Jail Observer Program, The Juvenile Welfare Office of the Ombuds, and the Network for a Hate Free Community.

The Office of Immigrant Relations provides services including immigration and citizenship assistance; collaboration and coordination with community-based organizations, government agencies, educational and other organizations serving immigrants and the U.S.-born children of immigrants; and ongoing research and analysis of emerging and established immigrant community needs and contributions.

The Office of Reentry Services promotes effective policies, evidence-based practices and services to implement the Public Safety Realignment Program (AB 109) and the Adult Reentry Strategic Plan, which include budget and fiscal oversight; policy and legislative oversight; departmental coordination; participation on various working groups, councils, networks and partnerships; data and evaluation oversight; and reports and responses. Most importantly, the Office is responsible to operate the Santa Clara County Reentry Resource Center and coordinate Countywide efforts to reduce recidivism and ensure public safety.

Current and Emerging Issues

Learning Organization

Building upon the County Executive's introduction of Just Culture to the organization in FY 2014, the Office, in collaboration with the Learning and Employee Development Division, implemented a number of offerings to bring the concepts of Just Culture to more employees in FY 2015. Just Culture is intended to complement the County's Mission, Core Values, and Vision Elements, along with departmental strategic plans, to sustain an environment where staff at all levels of the organization feel comfortable disclosing errors and finding ways to prevent them from occurring again. The elements of Just Culture involve the interactions between Systems & Procedures, Leadership Behavior, and Individual Behavior.

In alignment with these intersecting pieces of Just Culture, the offerings launched in FY 2015 include a train-the-trainer component, a course targeted for Executives, Managers, and Supervisors, and courses focused on systems and procedures. In addition, there are a number of both instructor-led and web-based trainings that go into greater depth on many of the core components of Just Culture, including accountability,

trust, and enhancing communication. Executive Leaders are expected to identify ways to continue to embed and sustain these concepts in their operations as part of their FY 2016 performance plans.

Homelessness

The Office of the County Executive is playing a critical leadership role in developing regional solutions to deal with housing and homelessness issues within Santa Clara County. From a policy perspective, the Office has supported the Board of Supervisors in establishing the County's role in affordable housing. In December 2014, the Board of Supervisors established that housing special needs populations is a County service and therefore the County must take an active role in developing, financing and supporting various types of affordable housing for the populations that we serve. The County's priorities are to increase the supply of housing that is affordable to extremely low income populations, increase the scope and breadth of supportive housing for special needs populations, and to improve coordination and collaboration among the County, the cities, other governmental agencies and the

affordable housing community. To support these priorities, the Office maintains its participation with the Destination: Home Leadership Board and the local Continuum of Care and the Office of Supportive Housing. In FY 2015, the Office also took steps to improve regional cooperation in the development of affordable and supportive housing. The Office established a Supportive Housing Partnership with the Housing Authority of the County of Santa Clara and the Housing Trust of Silicon Valley. The Office will continue expanding this partnership through the inclusion of cities and government agencies. Over time, the partnership may form the foundation for a joint powers authority dedicated to addressing affordable housing issues.

Unaccompanied Immigrant Children

The Board of Supervisors has recognized the humanitarian crisis currently on our nation's border. The Board directed administration to partner with local non-profits to provide legal services and housing for this vulnerable population. To that end the Office has implemented programs through the Law Foundation of Silicon Valley, Catholic Charities, and the Bill Wilson Center. The purpose of the programs are to assist in addressing the local needs of the Central American women and children who have crossed the United States border into the United States beginning in 2014. This surge of children has resulted in an increasingly overburdened immigration court system with children of all ages appearing in the immigration courts with no legal representation.

Disaster Preparedness Executive Committee

The Disaster Preparedness Executive Committee was created to improve communication and coordination amongst all County departments to better establish priorities and address gaps in our emergency preparedness and emergency management planning efforts. Planning for response to, and recovery from, a natural disaster or other emergency has long required a collaborative effort involving all County Departments to ensure that essential services and critical infrastructure vital to the entire Operational Area are systematically discussed and considered at all levels. Recently re-invigorated, initial topics will include designated staffing levels in the Emergency Operations Center (EOC) for multiple operational periods, minimum training standards and an assessment of current Departmental Emergency Operations Plans that support the response and recovery efforts during

disasters and emergencies. Better integration of the various Departmental Operations Centers to effectively communicate and coordinate with the EOC during activations outside of the day to day operational needs. Efforts are also underway to better integrate support of the various Departments to help insure that we jointly conduct training and exercises to ensure key leaders and staff know each other and have developed a shared basis of knowledge before it was put to the test in a major emergency.

Immigrant Relations

Santa Clara County has a large immigrant population and the County has found it necessary to take an active role in the development and implementation of immigration policy as a result of the President's Executive Orders on immigration. In response to this need, the County Executive has established a new Office of Immigrant Relations. The mission of the Office is to:

- Provide ongoing analysis of local impacts and effective planning in response to legislative actions and Executive Orders reforming the immigration process;
- Promote effective coordination of services to facilitate full integration of immigrants and immigrant communities;
- Identification, application and promotion of best practices leading to effective local immigrant integration;
- Advise the County administration and Board of Supervisors regarding policy matters impacting the needs and contributions of local immigrants; and
- Ongoing research and analysis of emerging and established immigrant community needs and contributions.

Asset and Economic Development

During FY 2016 Asset and Economic Development (AED) Office will continue its efforts to support business, workforce development, and conduct strategic planning and development of County assets. The Office supports the Board in its efforts to create policy and programs that support a prosperous regional economy and augment basic revenues to support the County's delivery of essential services.

Over the last six years AED has closed transactions gross valued at \$92 million. Over the term of the various leases, this represents \$27.2 million in lease revenue, in

nominal dollars, and \$39.2 million of one-time revenues. This includes FY 2015 activity which alone, represents transactions generating:

- \$10,446,000 of one time funding for capital improvement projects through sale of the Rosanna Street, Gilroy, Social Services facility and sale of the vacant former Los Gatos Clinic property, and
- Lease to Acadia Behavioral Health of the longtime vacant former Starlight, 80 bed acute psychiatric hospital which represents \$20,884,500 of nominal lease revenue over the first 20 year term.

As a result of recent AED leasing activity, the County now receives a total of approximately \$3,648,000 each year, the bulk of which will continue, with market rate adjustments, through at least 2060 if tenants fully exercise their options for lease renewal. In FY 2016, AED will seek tenants for the Elmwood auto dealership vacant parcel located in Milpitas,

In the area of business development, the Office led a cooperative effort with the City of Morgan Hill and the City of Gilroy that resulted in creation of a 29-mile Santa Clara Wine Trail in South County, in support of Agribusiness and the wine industry. This effort will continue in FY 2016 with the Santa Cruz Mountains Winegrowers Association and cities located in North County.

In FY 2016 the County will continue the third year of providing critical matching funds to its partner, the Enterprise Foundation/Hispanic Chamber of Commerce of Silicon Valley, to operate the twin programs of the Hispanic Satellite and the Silicon Valley Small Business Development Programs, the only twin program model existing in northern California. In Fiscal Year 2014 these programs led to the creation or retention of 427 jobs, an increase of \$14.2 million in business sales, and the infusion of \$11.7 million of new business investment. The County's return on investment can be measured as an expenditure of \$527 per job, which exceeds the Small Business Administration's standard and represents one of the most fiscally effective federal job creation programs.

The Office of Asset and Economic Development in the Office of the County Executive and the Facilities and Fleet Department are also collaborating to tackle strategic asset planning regarding two major facility master planning and reuse efforts involving the County Civic Center and the County Fairgrounds:

County Civic Center Master Planning and Development

With the County's acquisition of the former San Jose City Hall site and the no-cost Public Benefit Conveyance of the former Private George L. Richey U. S. Army Reserve site from the Federal Department of Defense, the County has begun a master planning process to re-evaluate the Civic Center Campus and its relationship to the communities it serves.

The Civic Center encompasses 55 acres and includes County operations, administration, judicial and correctional uses. Over half the building stock is more than 40 years old, and many of those buildings are in need of significant upgrades. Despite some of the Civic Center site's constraints, the size of the site and its proximity to downtown San Jose, shopping, and access to transit provides a good opportunity for the County to create a sustainable, mixed-use, transit-oriented development that will reshape the function and feel of the Civic Center as well as benefit the surrounding neighborhoods.

During FY 2016 the County will, with the support of Lowe Enterprises and its partner, M. Arthur Gensler Jr. & Associates, Inc. Architects, complete an assessment of the County's space needs founded on principals of improving efficiency and reducing the cost of delivering County services. During this period, the County will also be exclusively negotiating potential terms of a master development agreement with the Lowe Enterprises, successful winner of the County's FY 2014 Civic Center Developer Request for Qualifications process. FY 2016 should see Board discussion and selection of a preferred conceptual plan for the Civic Center Campus.

Fairgrounds Master Planning

During FY 2016, the Administration and the Board will continue the process of master planning the future of the County Fairgrounds. The County will evaluate strengths, weaknesses, and opportunities that currently exist at the Fairgrounds, as well as future development potential. The Fairgrounds will be assessed against current and best practices of fairgrounds management, as well as promoting a discussion of benefits and tradeoffs of alternative uses of its underutilized areas. The process will continue the County's extensive community and stakeholders engagement process. The process continues to be oriented toward answering many of the questions posed by Board members and

the public about the best balance and timing of community uses and income generation for the benefit of all Santa Clara County residents.

County Executive's Recommendation

Summary of County Executive's Recommendations

Description	Impact	Impact on Services	Position Impact	FY 2016 Ongoing Net Cost/(Savings)	FY 2016 One-Time Net Cost/(Savings)
Public Safety Realignment Program (AB 109)- Allocate Funding for Program Evaluation	↑	Provides contract services related to evidence-based program evaluation.	—	—	\$250,000
Public Safety Realignment Program(AB 109)- Decrease Office Expense in the Office of Reentry Service	●	Reduces expenditure without impacting the level of service.	—	(\$50,000)	—
Increase Accounting Support in the Administration Unit	↑	Provides support to the Fiscal Unit in order to provide fiscal services to new operating units and programs.	1.0	\$87,410	(\$6,235)
Increase Client Services in the Office of Veterans Services	↑	Provides the Office of Veterans Services the ability to increase the level of service for the veteran population.	1.0	\$110,288	(\$10,048)
Fund Alternate EOC and Emergency Preparedness	↑	Increase the capacity to plan and manage events for a severe disaster.	—	\$35,000	\$75,000
Increase Funding for Intergovernmental Activities	↑	Facilitate activities and policy support at the local and regional level.	1.0	\$163,446	(\$18,907)
Establish the Office of LGBTQ Affairs	↑	Provide services and to support the LGBTQ community.	2.0	\$307,805	(\$34,634)
Create the Office of Data Oversight Monitoring & Evaluation	↑	Coordinate effort to manage and leverage County data.	1.0	\$180,179	\$210,300
Reconfigure Cubicle Space in County Executive	↑	Allow the Office to develop plans to accommodate additional staffing.	—	—	\$50,000

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

↑ Public Safety Realignment Program (AB 109)- Allocate Funding for Program Evaluation

Recommended Action: Allocate one-time expenditures of \$250,000 for Program Evaluation.

Service Impact: The one-time allocation will fund contract services related to evidence-based program evaluation. Evaluation and outcome reporting are

necessary to understand whether or not the Program and/or its components are having the intended impact, and if not, what needs to change.

Background: For the past three years, the Office of Reentry Services has contracted with an outside consultant to conduct a process and outcome measurement analysis of AB 109 programs and services. The Office is now able to conduct this analysis in-house and client level information is readily available. The next



phase of evaluation is to review all the programs that fall under AB 109 for its program fidelity and its application of evidence-based practice principles.

One-time Net Cost: \$250,000

One-time cost of \$250,000 is offset by the AB 109 Trust Fund.

● **Public Safety Realignment Program (AB 109)- Decrease Office Expense in the Office of Reentry Service**

Recommended Action: Decrease expenditure allocation for office expense in the amount of \$50,000 in ongoing funding.

Service Impact: The AB 109 Program conducted a thorough review of office expense usage and determined it can reduce the allocation. The reduction of office expense will not have an impact to the level of service.

Ongoing Savings: \$50,000

↑ **Increase Accounting Support in the Administration Unit**

Recommended Action: Add 1.0 FTE Account Clerk II position in Administration. allocate \$8,000 one-time and \$2,000 ongoing expenditure for systems equipment, furniture, and supplies.

Service Impact: The addition of an Account Clerk II position is needed to support the expansion for the Office and effectively conduct financial accounting services for the operating units that are part of the County Executive's Office. Each of the units in the Office are unique and require different fiscal services.

Positions Added: 1.0 FTE

Ongoing Cost: \$85,410

Salaries and benefits cost of \$87,410 and \$2,000 for services and supplies

One-time Savings:\$6,235

Salary savings reflecting time for recruitment: \$14,235
Office Expense: \$8,000

↑ **Increase Client Services in the Office of Veterans Services**

Recommended Action: Add 1.0 FTE alternately staffed Veteran Services Representative II/I, allocate \$8,000 one-time and \$2,000 ongoing expenditure for systems equipment, furniture, and supplies.

Service Impact: The Office in recent years has increased its hours and facilitated walk-in clients to improve services to the veteran community. This recommended position will improve the timeliness and volume of benefit claims filed.

Positions Added: 1.0 FTE

Ongoing Cost: \$110,288

Salaries and benefits cost of \$108,288 and \$2,000 for services and supplies

One-time Savings: \$10,048

Salary savings reflecting time for recruitment: \$18,048
Office Expense: \$8,000

↑ **Fund Alternate EOC and Emergency Preparedness**

Recommended Action: Increase one-time expenditure by \$75,000 to ensure that the Office of Emergency Services has the ability to activate the County's alternate Emergency Operations Center (EOC) and ongoing expenditure by \$35,000 to address routine operational needs and priorities.

Service Impact: The primary goal of the emergency management element of OES is to increase the capacity to manage emergencies of any size or type, planned or unexpected. Meeting this goal will help to increase the disaster resilience of the entire Santa Clara County operational area.

Ongoing Cost: \$35,000

One-time Cost: \$75,000

↑ **Increase Funding for Intergovernmental Activities**

Recommended Action: Add 1.0 FTE alternately staffed Senior Management Analyst / Management Analyst position in the Office of Intergovernmental Relations, allocate \$8,000 one-time and \$2,000 expenditure for systems equipment, furniture, and supplies.

Service Impact: The recommendation to add a Senior Management Analyst position to the Office of Intergovernmental Relations is to facilitate activities and policy support at the local and regional level. The County will benefit from improved coordination, communication, and implementation of activities and initiatives undertaken by regional organizations of which the County is a member. The additional position would allow Intergovernmental Relations to work proactively with the Board members that represent the County on various regional boards as well as County staff to identify the impact of regional efforts on the County. This would allow the County's perspective and policies to be used to help influence those decisions that affect both our organization and residents. Also, service to Board members on regional policy making boards would be enhanced.

Positions Added: 1.0 FTE
Ongoing Cost: \$163,466

Salaries and benefits cost of \$161,466 and \$2,000 for services and supplies

One-time Savings: \$18,907

Salary savings reflecting time for recruitment: \$26,907
Office Expense: \$8,000

↑ Establish the Office of LGBTQ Affairs

Recommended Action: Establish the Office of LGBTQ Affairs by adding 2.0 FTE, allocate \$16,000 one-time and \$4,000 expenditure for systems equipment, furniture, and supplies. The specific job classification for the Manager position is to be determined by the Employee Services Agency (ESA).

Classification	FTE	Cost
Manager	1.0	\$156,938
Management Analyst	1.0	\$150,867
Total	2.0	\$307,805

Service Impact: The establishment of the Office of LGBTQ will work to ensure that County services are coordinated and tailored toward the needs of the LGBTQ community. The positions will allow the Office

to provide a variety of service needs such as training for County staff and community stakeholders, provide case-specific assistance, and resource development.

Positions Added: 2.0 FTE

Ongoing Cost: \$307,805

Salaries and benefits cost of \$303,805 and \$4,000 for services and supplies

One-time Savings: \$34,634

Salary savings reflecting time for recruitment: \$50,634
Office Expense: \$16,000

↑ Create the Office of Data Oversight Monitoring & Evaluation

Recommended Action: Add 1.0 FTE Management Analyst Program Manager III, allocate \$230,000 one-time funding for contract services, \$8,000 one-time and \$2,000 ongoing expenditure for systems equipment, furniture, and supplies.

Service Impact: This position will work with an expert resource and current County staff in multiple departments to define, assess, and plan for an Office of Data Oversight Monitoring & Evaluation (ODOME) function. The responsibility for data is fragmented across the County, and the ODOME will serve as a set of dedicated resources to leverage both disparate and overlapping data needs of programs Countywide.

Background: ODOME arises out of a need to share data for the purposes of program improvement and fiscal accountability, and to further enhance the County's ability to effectively and efficiently serve the target populations receiving public safety net services. ODOME will provide dedicated resources that will function with the guidance of agency leadership to improve the accuracy, consistency, and efficiency of data sharing initiatives while the technology infrastructure is developed to meet the County's needs. The Office will create datasets for research, use robust methodologies to analyze and make sense of complex data from multiple sources, such as utilizing datasets from multiple agencies (CJIC, VMC, SSA and BHS) to

create a master dataset to analyze the impact of substance use treatment in arrests, use of emergency medical services and public benefits.

Positions Added: 1.0 FTE

Total Ongoing Cost: \$180,179

Salaries and benefits cost of \$178,179 and \$2,000 for services and supplies

Total One-time Cost: \$230,000

Total One-time Savings: \$21,697

Salary savings reflecting time for recruitment: \$29,697
Office Expense: \$8,000

↑ Reconfigure Cubicle Space in County Executive

Recommended Action: Appropriate \$50,000 in services and supplies funding to reconfigure and redesign the staff cubicles on the 11th floor of the County Government Center East Wing.

Service Impact: The Office of the County Executive will have added approximately 25 new positions over the past year to support new and expanded priorities and initiatives of the Board of Supervisors. This appropriation will serve to allow the Office to develop plans to accommodate the additional staffing either by reconfiguring (shrinking) existing cubicle designs or moving certain units to other County facilities.

Total one-time cost: \$50,000

County Executive— Budget Unit 107 Net Expenditures by Cost Center

CC	Cost Center Name	FY 2014 Actuals	FY 2015 Approved	FY 2016 Base Budget	FY 2016 Recommended	Amount Chg From 2015 Approved	% Chg From 2015 Approved
010717	County Executive Administration -Fund 0001	\$ 10,922,765	\$ 11,995,971	\$ 12,512,210	\$ 13,150,790	\$ 1,154,819	9.6%
1220	Budget And Analysis Fund 0001	2,253,546	2,975,069	3,000,679	3,023,243	48,174	1.6%
1219	Cultural Competency-Children's Svc-Fund 0001	554	—	203,684	203,839	203,839	n/a
1330	Veterans' Services - Fund 0001	624,690	708,011	776,303	877,288	169,277	23.9%
1331	The Office of LGBTQ Affairs - Fund 0001	—	—	—	273,171	273,171	n/a
2530	Office Of Emergency Svcs Fund 0001	12,107,124	2,442,640	3,038,469	3,183,563	740,923	30.3%
2532	Office of Sustainability - Fund 0001	1,206,707	835,683	501,370	502,240	(333,443)	-39.9%
2533	Immigratrnl Relation&Integration Svc-Fund 0001	—	—	465,875	465,875	465,875	n/a
2535	AB109-Resource Services - Fund 0001	943,414	1,322,637	1,416,260	1,617,548	294,911	22.3%
2536	Reentry-Resource Services-Fund 0001	31,417	1,928,835	1,946,267	1,946,422	17,587	0.9%
5700	Human Relations Fund 0001	1,415,871	1,383,838	1,447,290	1,450,440	66,602	4.8%
Total Net Expenditures		\$ 29,506,088	\$ 23,592,684	\$ 25,308,407	\$ 26,694,419	\$ 3,101,735	13.1%



County Executive— Budget Unit 107 Gross Expenditures by Cost Center

CC	Cost Center Name	FY 2014 Actuals	FY 2015 Approved	FY 2016 Base Budget	FY 2016 Recommended	Amount Chg From 2015 Approved	% Chg From 2015 Approved
010717	County Executive Administration -Fund 0001	\$ 11,138,224	\$ 12,250,440	\$ 12,778,009	\$ 13,416,589	\$ 1,166,149	9.5%
1220	Budget And Analysis Fund 0001	2,253,546	2,975,069	3,000,679	3,023,243	48,174	1.6%
1219	Cultural Competency- Children's Svc-Fund 0001	554	—	203,684	203,839	203,839	n/a
1330	Veterans' Services - Fund 0001	624,690	708,011	776,303	877,288	169,277	23.9%
1331	The Office of LGBTQ Affairs - Fund 0001	—	—	—	273,171	273,171	n/a
2530	Office Of Emergency Svcs Fund 0001	12,203,607	2,442,640	3,038,469	3,183,563	740,923	30.3%
2532	Office of Sustainability - Fund 0001	1,206,707	835,683	501,370	502,240	(333,443)	-39.9%
2533	Immigratr Relation&Integration Svc- Fund 0001	—	—	465,875	465,875	465,875	n/a
2535	AB109-Resource Services - Fund 0001	943,414	1,322,637	1,416,260	1,617,548	294,911	22.3%
2536	Reentry-Resource Services- Fund 0001	31,417	1,928,835	1,946,267	1,946,422	17,587	0.9%
5700	Human Relations Fund 0001	1,611,760	1,653,815	1,717,267	1,720,417	66,602	4.0%
Total Gross Expenditures		\$ 30,013,919	\$ 24,117,130	\$ 25,844,183	\$ 27,230,195	\$ 3,113,065	12.9%

County Executive— Budget Unit 107 Expenditures by Object

Object	FY 2014 Actuals	FY 2015 Approved	FY 2016 Base Budget	FY 2016 Recommended	Amount Chg From 2015 Approved	% Chg From 2015 Approved
Salary and Benefits	\$ 13,288,899	\$ 14,936,133	\$ 17,271,311	\$ 17,968,938	\$ 3,032,805	20.3%
Services And Supplies	16,725,019	9,180,997	8,572,872	9,261,257	80,260	0.9%
Total Gross Expenditures	\$ 30,013,919	\$ 24,117,130	\$ 25,844,183	\$ 27,230,195	\$ 3,113,065	12.9%
Expenditure Transfers	(507,831)	(524,446)	(535,776)	(535,776)	(11,330)	2.2%
Total Net Expenditures	\$ 29,506,088	\$ 23,592,684	\$ 25,308,407	\$ 26,694,419	\$ 3,101,735	13.1%



County Executive— Budget Unit 107 Revenues by Cost Center

CC	Cost Center Name	FY 2014 Actuals	FY 2015 Approved	FY 2016 Base Budget	FY 2016 Recommended	Amount Chg From 2015 Approved	% Chg From 2015 Approved
010717	County Executive Administration -Fund 0001	\$ 7,931,099	\$ 6,625,150	\$ 8,527,746	\$ 8,527,746	\$ 1,902,596	28.7%
1220	Budget And Analysis Fund 0001	6,505	—	—	—	—	—
1330	Veterans' Services - Fund 0001	61,478	90,000	70,000	70,000	(20,000)	-22.2%
2530	Office Of Emergency Svcs Fund 0001	10,736,923	—	—	—	—	—
2532	Office of Sustainability - Fund 0001	913,190	169,936	—	—	(169,936)	-100.0%
2535	AB109-Resource Services - Fund 0001	940,382	1,344,593	1,533,675	1,733,675	389,082	28.9%
2536	Reentry-Resource Services- Fund 0001	9,187	1,928,835	1,793,892	1,793,892	(134,943)	-7.0%
5700	Human Relations Fund 0001	275,268	301,200	44,000	44,000	(257,200)	-85.4%
Total Revenues		\$ 20,874,031	\$ 10,459,714	\$ 11,969,313	\$ 12,169,313	\$ 1,709,599	16.3%

County Executive— Budget Unit 107 Revenues by Type

Type	FY 2014 Actuals	FY 2015 Approved	FY 2016 Base Budget	FY 2016 Recommended	Amount Chg From 2015 Approved	% Chg From 2015 Approved
Other Financing Sources	\$ 6,144,441	\$ 5,448,593	\$ 6,609,575	\$ 6,809,575	\$ 1,360,982	25.0%
Charges For Services	2,952,140	2,822,350	3,495,846	3,495,846	673,496	23.9%
Aid From Government Agencies - Federal	11,210,991	169,936	—	—	(169,936)	-100.0%
Aid From Government Agencies - State	566,459	2,018,835	1,863,892	1,863,892	(154,943)	-7.7%
Total Revenues	\$ 20,874,031	\$ 10,459,714	\$ 11,969,313	\$ 12,169,313	\$ 1,709,599	16.3%

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

	Positions	Appropriations	Revenues
0001-General Fund (Fund Number 0001)			
Current Level Budget			
FY 2015 Approved Budget	45.0	\$ 11,995,971	\$ 6,625,150
Board Approved Adjustments During FY 2015	7.0	1,299,419	2,900
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	-1.0	224,853	—
IntraCounty Adjustments	—	(812)	—
Other Adjustments	—	(1,007,221)	1,899,696
Subtotal (Current Level Budget)	51.0	\$ 12,512,210	\$ 8,527,746



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

	Positions	Appropriations	Revenues
Recommended Changes for FY 2016			
IntraCounty Adjustments	—	\$ (25,636)	\$ —
Decision Packages			
Increase Accounting Support in the Administration Unit	1.0	81,175	—
Create the Office of Data Oversight Monitoring & Evaluation	1.0	388,482	—
Reconfigure Cubicle Space in County Executive	—	50,000	—
Increase Funding for Intergovernmental Activities	1.0	144,559	—
Information Technology			
Capital			
Subtotal (Recommended Changes)	3.0	\$ 638,580	\$ —
Recommended Budget	54.0	\$ 13,150,790	\$ 8,527,746

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

	Positions	Appropriations	Revenues
0001-General Fund (Fund Number 0001)			
Current Level Budget			
FY 2015 Approved Budget	16.0	\$ 2,975,069	\$ —
Board Approved Adjustments During FY 2015	-1.0	(171,120)	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	98,052	—
IntraCounty Adjustments	—	27,064	—
Other Adjustments	—	71,614	—
Subtotal (Current Level Budget)	15.0	\$ 3,000,679	\$ —
Recommended Changes for FY 2016			
IntraCounty Adjustments	—	\$ 22,564	\$ —
Decision Packages			
Information Technology			
Capital			
Subtotal (Recommended Changes)	—	\$ 22,564	\$ —
Recommended Budget	15.0	\$ 3,023,243	\$ —



Cultural Competency-Children's Svc-Fund 0001 — Cost Center 1219
Major Changes to the Budget

	Positions	Appropriations	Revenues
0001-General Fund (Fund Number 0001)			
Current Level Budget			
FY 2015 Approved Budget	—	\$ —	\$ —
Board Approved Adjustments During FY 2015	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	1.0	202,104	—
IntraCounty Adjustments	—	1,580	—
Other Adjustments	—	—	—
Subtotal (Current Level Budget)	1.0	\$ 203,684	\$ —
Recommended Changes for FY 2016			
IntraCounty Adjustments	—	\$ 155	\$ —
Decision Packages			
Information Technology			
Capital			
Subtotal (Recommended Changes)	—	\$ 155	\$ —
Recommended Budget	1.0	\$ 203,839	\$ —

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

	Positions	Appropriations	Revenues
0001-General Fund (Fund Number 0001)			
Current Level Budget			
FY 2015 Approved Budget	6.0	\$ 708,011	\$ 90,000
Board Approved Adjustments During FY 2015	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	65,492	—
IntraCounty Adjustments	—	2,800	—
Other Adjustments	—	—	(20,000)
Subtotal (Current Level Budget)	6.0	\$ 776,303	\$ 70,000
Recommended Changes for FY 2016			
IntraCounty Adjustments	—	\$ 745	\$ —
Decision Packages			
Increase Client Services in the Office of Veterans Services	1.0	100,240	—
Information Technology			
Capital			
Subtotal (Recommended Changes)	1.0	\$ 100,985	\$ —
Recommended Budget	7.0	\$ 877,288	\$ 70,000



The Office of LGBTQ Affairs - Fund 0001 — Cost Center 1331
Major Changes to the Budget

	Positions	Appropriations	Revenues
0001-General Fund (Fund Number 0001)			
Current Level Budget			
FY 2015 Approved Budget	—	\$ —	\$ —
Board Approved Adjustments During FY 2015	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
IntraCounty Adjustments	—	—	—
Other Adjustments	—	—	—
Subtotal (Current Level Budget)	—	\$ —	\$ —
Recommended Changes for FY 2016			
IntraCounty Adjustments	—	\$ —	\$ —
Decision Packages			
Establish the Office of LGBTQ Affairs	1.0	273,171	—
Information Technology			
Capital			
Subtotal (Recommended Changes)	1.0	\$ 273,171	\$ —
Recommended Budget	1.0	\$ 273,171	\$ —

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

	Positions	Appropriations	Revenues
0001-General Fund (Fund Number 0001)			
Current Level Budget			
FY 2015 Approved Budget	7.5	\$ 2,442,640	\$ —
Board Approved Adjustments During FY 2015	2.5	81,308	77,383
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	68,657	—
IntraCounty Adjustments	—	448,955	—
Other Adjustments	—	(3,091)	(77,383)
Subtotal (Current Level Budget)	10.0	\$ 3,038,469	\$ —
Recommended Changes for FY 2016			
IntraCounty Adjustments	—	\$ 35,094	\$ —
Decision Packages			
Fund Alternate EOC and Emergency Preparedness	—	110,000	—
Information Technology			
Capital			
Subtotal (Recommended Changes)	—	\$ 145,094	\$ —
Recommended Budget	10.0	\$ 3,183,563	\$ —



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

	Positions	Appropriations	Revenues
0001-General Fund (Fund Number 0001)			
Current Level Budget			
FY 2015 Approved Budget	6.0	\$ 835,683	\$ 169,936
Board Approved Adjustments During FY 2015	-1.0	(480,294)	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	61,074	—
IntraCounty Adjustments	—	5,247	—
Other Adjustments	—	79,660	(169,936)
Subtotal (Current Level Budget)	5.0	\$ 501,370	\$ —
Recommended Changes for FY 2016			
IntraCounty Adjustments	—	\$ 870	\$ —
Decision Packages			
Information Technology			
Capital			
Subtotal (Recommended Changes)	—	\$ 870	\$ —
Recommended Budget	5.0	\$ 502,240	\$ —

Immigratrn Relation&Integration Svc-Fund 0001 — Cost Center 2533
Major Changes to the Budget

	Positions	Appropriations	Revenues
0001-General Fund (Fund Number 0001)			
Current Level Budget			
FY 2015 Approved Budget	—	\$ —	\$ —
Board Approved Adjustments During FY 2015	2.0	465,875	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
IntraCounty Adjustments	—	—	—
Other Adjustments	—	—	—
Subtotal (Current Level Budget)	2.0	\$ 465,875	\$ —
Recommended Changes for FY 2016			
IntraCounty Adjustments	—	\$ —	\$ —
Decision Packages			
Information Technology			
Capital			
Subtotal (Recommended Changes)	—	\$ —	\$ —
Recommended Budget	2.0	\$ 465,875	\$ —



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

	Positions	Appropriations	Revenues
0001-General Fund (Fund Number 0001)			
Current Level Budget			
FY 2015 Approved Budget	6.0 \$	1,322,637 \$	1,344,593
Board Approved Adjustments During FY 2015	2.0	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	71,521	—
IntraCounty Adjustments	—	22,102	313,959
Other Adjustments	—	—	(124,877)
Subtotal (Current Level Budget)	8.0 \$	1,416,260 \$	1,533,675
Recommended Changes for FY 2016			
IntraCounty Adjustments	— \$	1,288 \$	200,000
Decision Packages			
Public Safety Realignment Program (AB109)	—	250,000	—
Public Safety Realignment Program (AB 109)	—	(50,000)	—
Information Technology			
Capital			
Subtotal (Recommended Changes)	— \$	201,288 \$	200,000
Recommended Budget	8.0 \$	1,617,548 \$	1,733,675

Reentry-Resource Services- Fund 0001 — Cost Center 2536
Major Changes to the Budget

	Positions	Appropriations	Revenues
0001-General Fund (Fund Number 0001)			
Current Level Budget			
FY 2015 Approved Budget	1.0 \$	1,928,835 \$	1,928,835
Board Approved Adjustments During FY 2015	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	10,704	—
IntraCounty Adjustments	—	6,728	—
Other Adjustments	—	—	(134,943)
Subtotal (Current Level Budget)	1.0 \$	1,946,267 \$	1,793,892
Recommended Changes for FY 2016			
IntraCounty Adjustments	— \$	155 \$	—
Decision Packages			
Information Technology			
Capital			
Subtotal (Recommended Changes)	— \$	155 \$	—
Recommended Budget	1.0 \$	1,946,422 \$	1,793,892



Human Relations Fund 0001 — Cost Center 5700

Major Changes to the Budget

	Positions	Appropriations	Revenues
0001-General Fund (Fund Number 0001)			
Current Level Budget			
FY 2015 Approved Budget	11.0	\$ 1,383,838	\$ 301,200
Board Approved Adjustments During FY 2015	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	38,480	—
IntraCounty Adjustments	—	28,719	—
Other Adjustments	—	(3,747)	(257,200)
Subtotal (Current Level Budget)	11.0	\$ 1,447,290	\$ 44,000
Recommended Changes for FY 2016			
IntraCounty Adjustments	—	\$ 3,150	\$ —
Decision Packages			
Information Technology			
Capital			
Subtotal (Recommended Changes)	—	\$ 3,150	\$ —
Recommended Budget	11.0	\$ 1,450,440	\$ 44,000

Local Agency Formation Comm-LAFCO— Budget Unit 113

Net Expenditures by Cost Center

CC	Cost Center Name	FY 2014 Actuals	FY 2015 Approved	FY 2016 Base Budget	FY 2016 Recommended	Amount Chg From 2015 Approved	% Chg From 2015 Approved
1114	Local Agency Formation Comm Fund 0019	\$ 456,013	\$ 718,724	\$ 754,191	\$ 756,964	\$ 38,240	5.3%
	Total Net Expenditures	\$ 456,013	\$ 718,724	\$ 754,191	\$ 756,964	\$ 38,240	5.3%

Local Agency Formation Comm-LAFCO— Budget Unit 113

Gross Expenditures by Cost Center

CC	Cost Center Name	FY 2014 Actuals	FY 2015 Approved	FY 2016 Base Budget	FY 2016 Recommended	Amount Chg From 2015 Approved	% Chg From 2015 Approved
1114	Local Agency Formation Comm Fund 0019	\$ 612,016	\$ 906,245	\$ 941,712	\$ 944,485	\$ 38,240	4.2%
	Total Gross Expenditures	\$ 612,016	\$ 906,245	\$ 941,712	\$ 944,485	\$ 38,240	4.2%



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

Object	FY 2014 Actuals	FY 2015 Approved	FY 2016 Base Budget	FY 2016 Recommended	Amount Chg From 2015 Approved	% Chg From 2015 Approved
Salary and Benefits	\$ 450,751	\$ 464,722	\$ 483,349	\$ 483,349	\$ 18,627	4.0%
Services And Supplies	161,264	297,650	314,490	317,263	19,613	6.6%
Reserves	—	143,873	143,873	143,873	—	—
Total Gross Expenditures	\$ 612,016	\$ 906,245	\$ 941,712	\$ 944,485	\$ 38,240	4.2%
Expenditure Transfers	(156,002)	(187,521)	(187,521)	(187,521)	—	—
Total Net Expenditures	\$ 456,013	\$ 718,724	\$ 754,191	\$ 756,964	\$ 38,240	5.3%

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

CC	Cost Center Name	FY 2014 Actuals	FY 2015 Approved	FY 2016 Base Budget	FY 2016 Recommended	Amount Chg From 2015 Approved	% Chg From 2015 Approved
1114	Local Agency Formation Comm Fund 0019	\$ 522,073	\$ 408,042	\$ 408,042	\$ 408,042	—	—
	Total Revenues	\$ 522,073	\$ 408,042	\$ 408,042	\$ 408,042	—	—

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

Type	FY 2014 Actuals	FY 2015 Approved	FY 2016 Base Budget	FY 2016 Recommended	Amount Chg From 2015 Approved	% Chg From 2015 Approved
Licenses, Permits, Franchises	\$ 63,561	\$ 30,000	\$ 30,000	\$ 30,000	—	—
Revenue From Use Of Money/Property	2,674	3,000	3,000	3,000	—	—
Charges For Services	452,895	375,042	375,042	375,042	—	—
Revenue From Other Government Agencies	2,943	—	—	—	—	—
Total Revenues	\$ 522,073	\$ 408,042	\$ 408,042	\$ 408,042	—	—

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

	Positions	Appropriations	Revenues
0019-LAFCO (Fund Number 0019)			
Current Level Budget			
FY 2015 Approved Budget	3.0	\$ 718,724	\$ 408,042
Board Approved Adjustments During FY 2015	—	(15,000)	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	33,627	—

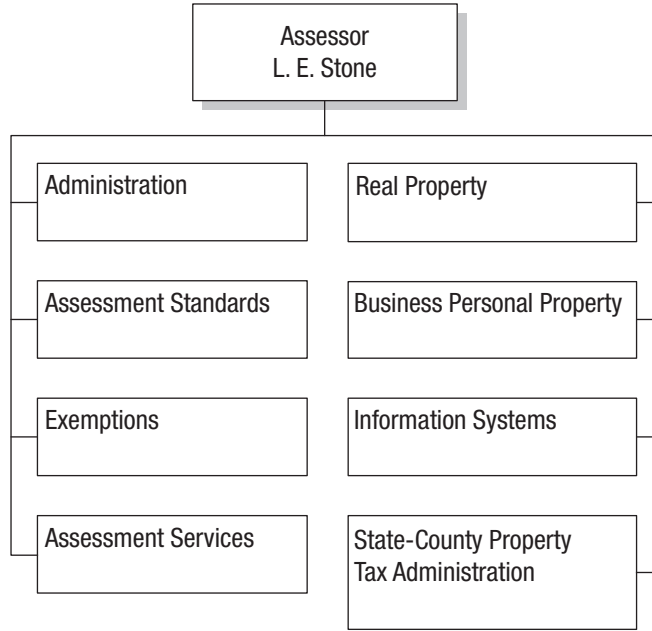


Local Agency Formation Comm Fund 0019 — Cost Center 1114
Major Changes to the Budget

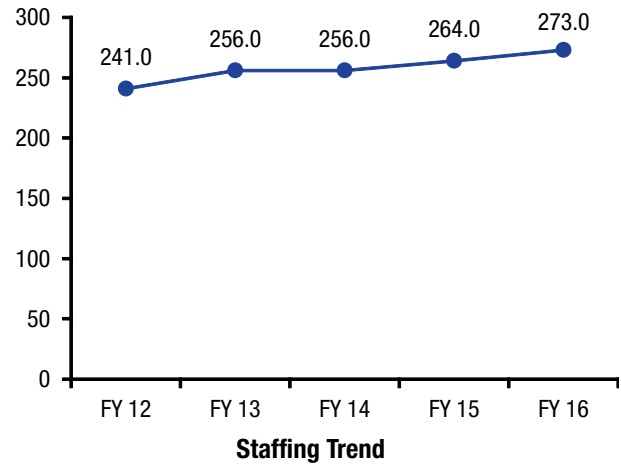
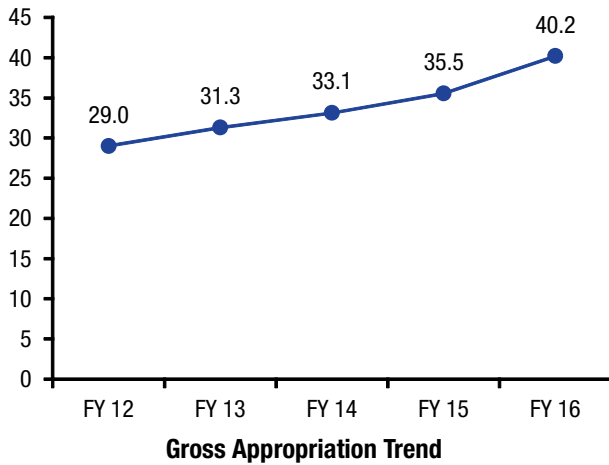
	Positions	Appropriations	Revenues
IntraCounty Adjustments	—	16,840	—
Other Adjustments	—	—	—
Subtotal (Current Level Budget)	3.0	\$ 754,191	\$ 408,042
Recommended Changes for FY 2016			
IntraCounty Adjustments	—	\$ 2,773	\$ —
Decision Packages			
Information Technology			
Capital			
Subtotal (Recommended Changes)	—	\$ 2,773	\$ —
Recommended Budget	3.0	\$ 756,964	\$ 408,042



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



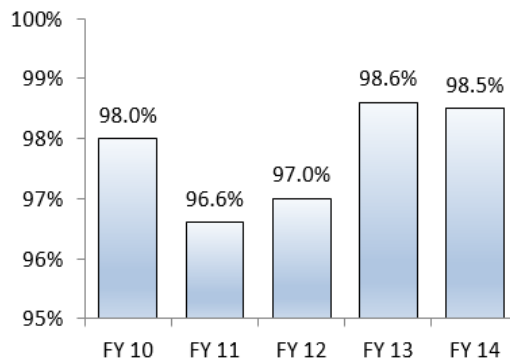
Performance Metrics

The Office maintains a comprehensive cost accounting system that tracks production hours and costs by type of activity. Beginning FY2014, Assessor’s Office incorporated 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

Overall Performance and Service Levels



% Completed Assessments

The percentage of assessments completed by June 30, 2014 was 98.5%, a 0.1% decrease over last year.

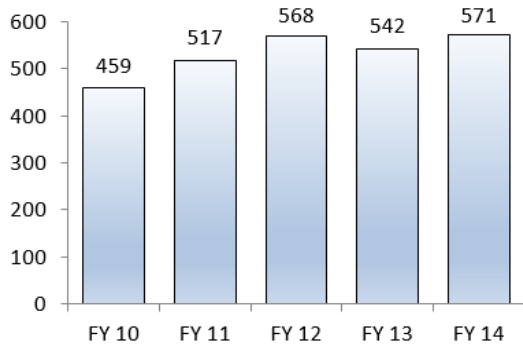
Why is this important?

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



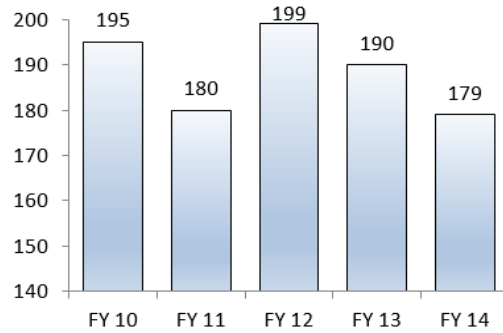
Average Number of Days to Resolve an Appeal

The average number of days for an assessment appeal to be resolved by June 30, 2014 was 571 days, taking 29 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 introduction of the Value Hearing Officer program has started 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

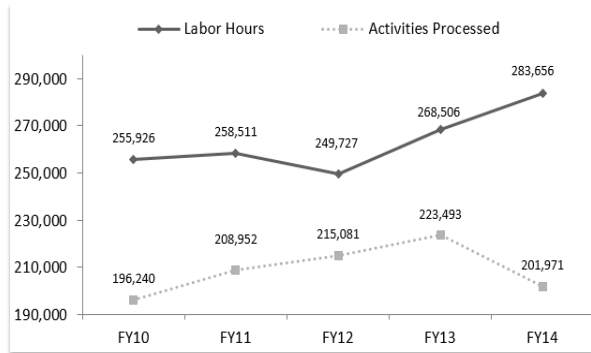
As of June 30, 2014 supplemental assessments were delivered to the Tax Collector in 179 days, taking 21 days less than last year.

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)

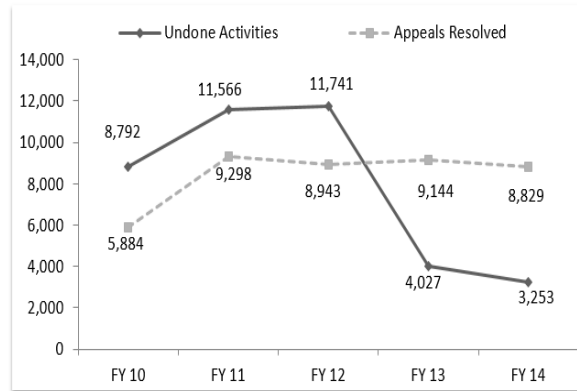


Activities Processed vs. Labor Hours

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, 2014 was **201,971**, a 3% increase over FY 2010.

Why is this important?

The department has demonstrated improved productivity in processing its roll activities. The addition of sixteen revenue generating staff in FY 2013 has largely contributed to the significant reduction of the backlog.



Undone Activities vs. Appeals Resolved

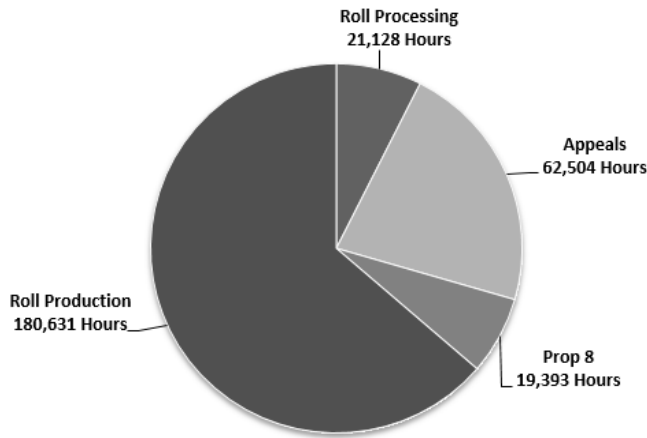
As of June 30, 2014, the backlog of incomplete assessment activities stood at **3,253** units. These include changes of ownership, new construction, audits and other miscellaneous activities. Our ability to eliminate the backlog continues to be impacted by the need to direct more resources toward assessment appeal resolution. As of June 30, 2014, the department resolved **8,829** 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. For the first time in several years, the number of assessment appeals resolved in FY 2013 exceeded the number of assessment appeals filed in the same fiscal year. We are currently on track to resolve 6,000 appeals for FY 2015, which will exceed the current filings of 4,500.





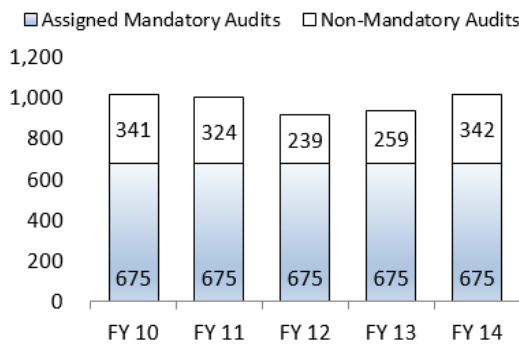
FY 2014 Total Labor Production Hours

Roll Production activities include changes of ownership, new construction, audits, and the processing of business property statements. As of June 30, 2014, Roll Production activities represented **64% 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 7,100 during the last three years.

In August 2014, the Board of Supervisors approved a resolution giving authority for the County Assessor to participate in the State County Assessors Partnership Program (SCAPP). This grant for \$785K was awarded in October 2014 by the Department of Finance.



Audits Completed

The total number of audits completed by June 30, 2014 was **1017**.

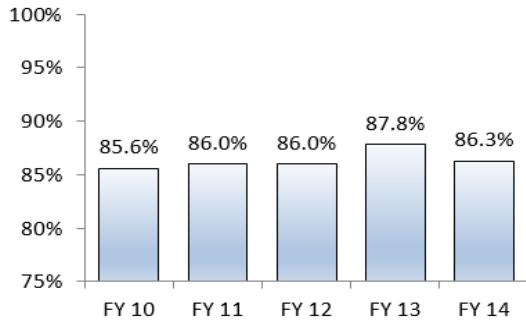
Why is this important?

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 was required to complete 675 mandatory audits by June 30, 2014. In addition to the mandatory audits, the department also completed 323 non-mandatory audits and 19 audits for other counties through the CCCASE Program, which generates additional income for the County.



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.

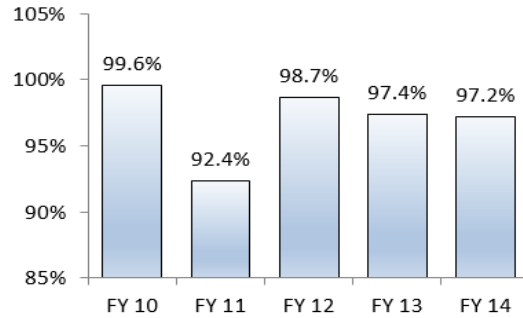


Customer Service Satisfaction

The Department's customer satisfaction rate as of June 30, 2014 was 86.3%, a slight decrease from last year.

Why is this important?

This outcome measure gauges the satisfaction level of our external customers who rely on our office for information.



Cost Control

Total expenditures of the Office as of June 30, 2014 were 97.2%.

Why is this important?

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

Reflects actual annual performance

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, Real Property, and Business Personal Property.

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 Systems

The Assessor's Office Information Systems Division provides a full complement of IS services to support the Assessor's mandate of producing an accurate and timely assessment roll. Provided services include: In-house development of customized applications that streamline workflow, and increase work quality and

productivity; support of all hardware, software, and application requirements; provide maintenance and security for all departmental network, server, and desktop infrastructure; provide Project Management and strategic planning expertise for IS projects; and provide data analysis processing and support for roll close activities.

Current and Emerging Issues

State-County Assessor Partnership Program (SCAPP Grant)

Governor Jerry Brown signed SCAPP into law last year. The County Assessor worked closely with the California Assessors' Association and the California Department of Finance. The Office was awarded \$785,000 in annual matching grant funds for a three-year pilot period.

The program will enable the department to eliminate the backlog of new commercial and industrial construction, property transfers, and assessment appeals. Additionally, the grant will help the department initiate a discovery program intended to increase compliance by identifying businesses that fail to file business property statements. And, the department is working with the Procurement Department on a Request for Proposals (RFP) to secure a vendor to perform a flyover capturing detail aerial photographic images of properties within Santa Clara County. This visual information (orthographic photography) will allow real property appraisers to discover previously unreported and unpermitted construction. Grant funds will also be used for nine new positions, in addition to the purchase and development of associated program services and software. The department expect all three programs to be operational by the beginning of FY 2016 which is critical for meeting the performance objectives required by the grant.

Backlog

As of June 30, 2014, the backlog of incomplete assessment activities stood at 3,253 – a 72.3% decrease from 11,741 activities in FY 2012.

For the first time in six years, property sales and new construction accounted for 54 percent of the 2014 increase in the assessment roll. The backlog of commercial and industrial (C&I) new construction and

change in ownership comprised 622 units of the department's 3,253 incomplete activities as of June 30, 2014. C&I assessments require significantly more staff resources than residential activities. Each C&I new construction assessment requires an average of 24 hours to complete, adding an average of \$2.8 million to the assessment roll, compared to 5.3 hours for a new residential property that adds just \$155,000. Silicon Valley's robust economic growth from new construction of major apartment complexes and massive high-tech campuses including Apple, Google, and Linked In does not show signs of slowing. The new state SCAPP grant will also assist in completing the assessment of complex commercial, industrial and multi-family projects. The department has commenced a new discovery program to identify and accurately assess unpermitted construction activities, and businesses that fail to file annual business property statements. Additional non-mandatory audits and increased use of technology and data-sharing with other municipal agencies will also aid in improving assessment accuracy and compliance.

Strategic Planning & Process Improvement

In alignment with the County Executive's strategic goals including a Just Culture, the Assessor's Office has embarked upon a comprehensive, department-wide strategic planning process improvement initiative including the following:

- Completed several employee focus groups followed by a comprehensive employee engagement survey to assess staff morale and identify areas for improvement (over 80% employee participation);
- Conducted comprehensive project management, process improvement, and communication training for managers and key staff;
- Performed process mapping for the entire department;

- Commenced process improvement efforts in each division, by first identifying the pain points for stakeholders throughout the organization;
- Conducted two town hall meetings discussing process and communication issues identified in the employee engagement survey;
- Amended the flex-time policy to enable greater scheduling flexibility in response to concerns raised in the employee engagement survey;
- Improved coordination with the Clerk of the Board through regular monthly meetings designed to identify areas of concern and opportunities for improvement;
- Increased coordination with the Tax Collector including staff training sessions for both departments;
- Created a department-wide vision statement including comprehensive strategic goals and initiatives.

The Assessor's Office is committed to continuing these efforts in FY 2016.

AIMS Replacement Project/Stromasys

In November of 2012, Harris-True Automation, the vendor developing the new computer system to replace the antiquated AIMS legacy system, terminated its \$6 million contract without cause. The Department negotiated the full return of the \$2.25 million already paid to Harris-True Automation.

In May 2013, the Assessor's Office retained the Gartner Group to conduct an independent risk assessment of options for the replacement project. Gartner recommended an interim solution: Re-hosting AIMS onto a modern platform, thus mitigating the failure and data security risks of having the entire assessment roll system on an antiquated, unsupported platform. The Department is currently in the process of retaining Stromasys to re-host their existing system onto a modern, Windows-based platform. The Department has conducted two department-wide stress tests, and anticipate re-hosting the entire system by the end of calendar 2015. Upon completion, the Department will have a stable environment for day-to-day business functions, enabling them to begin its Surround and Evaporate strategy for FY 2016. However, re-hosting does not eliminate the Department's need to develop an entirely new modern system in the future.

Policy Changes

As a member of the California Assessors' Association (CAA) Executive and Legislative committees, the Department's executive team spends considerable time advocating for legislation that will benefit the office and public agencies that depend on property tax revenue, and opposing changes in statutes and rules that are contrary to the principles of fair and equitable property tax administration.

Current policy issues are summarized below:

- **Commercial Aircraft - Maintaining the Centralized Lead County Program:** The current process for assessing and valuing commercial aircraft was codified by an agreement between assessors and the airline industry in 2005. The agreement has been essential in maintaining a uniform valuation and audit process of commercial aircraft. It provided a valuation methodology that recognized the serious financial hit the airline industry experienced following the terror attacks in 2001. The agreement includes a centralized audit process designed to reduce the cost of compliance by both airlines and assessors.
 - The CAA is recommending the extension of the code sections and modifying current language in order to attain a fair and equitable valuation process for assessing commercial aircraft. The airline industry is introducing legislation that would transfer assessment of commercial aircraft to the State Board of Equalization (BOE). The airlines' objective is to reduce their property taxes even greater than contained in the 2005 agreement. The CAA opposes this proposal because it will lead to a reduction of fair and equitable valuation of commercial aircraft. In Santa Clara County there are 20 airlines in which the assessed value was just under \$329 million last year.
- **Certification of Assessor Staff who make Change in Ownership and Exemption Decisions:** The proposal specifies that all staff who make change in ownership and exemption decisions, other than for homeowners' exemptions, must be certified by the BOE. Current law requires appraisers and auditors to be

certified, but does not require certification or training for staff who make decisions regarding property reappraisability.

- The decision as to what constitutes a reassessable change in ownership or whether a property is eligible for exemption has grown increasingly complex. Since 1978, hundreds of court cases have been filed, with attorneys and judges arguing and interpreting codes, rules, handbooks, court cases, and board letters. Certification of staff will increase the overall quality and reliability of change of ownership determinations.

Embedded Software

Embedded software continues to be at the forefront of the California Assessors' Association's policy efforts. The debate over property tax exclusions for certain types of software embedded in sophisticated equipment and machinery now threatens to cost California billions of dollars in property tax revenue.

Current state law requires the assessment and taxation of essential, basic operational software, but excludes the taxation of application software. Unfortunately, the

statutes were enacted 40 years ago, and do not consider the complexities of modern high-tech machinery and equipment used by businesses where the line between essential (operational) and non-essential (application) software is often unclear. This is a growing multi-billion-dollar dispute.

The County Assessor currently serves as Chair of the CAA Ad-hoc Committee on Embedded Software. The CAA retained Dr. Marilyn Wolf, a leading expert on embedded software at Georgia Tech University, to publish a position white paper on whether it is possible to separate and cost-account for application software that is embedded in sophisticated high-tech machinery and equipment. The CAA is hopeful that Dr. Wolf's analysis will assist assessors and taxpayers in clarifying this controversial issue.

California assessors have experienced a 500% increase in assessment appeals in which embedded software is a critical issue in the dispute. The CAA anticipates significant erosion of revenue far beyond the original legislative intent. It is critical that this law be modernized to clarify the original intent of the 40-year-old statute.

County Executive's Recommendation

Maintain Current Level Budget for Fiscal Year 2016.

Assessor— Budget Unit 115 Net Expenditures by Cost Center

CC	Cost Center Name	FY 2014 Actuals	FY 2015 Approved	FY 2016 Base Budget	FY 2016 Recommended	Amount Chg From 2015 Approved	% Chg From 2015 Approved
1150	Assessor-Admin Fund 0001	\$ 2,292,663	\$ 2,038,397	\$ 2,502,479	\$ 2,506,024	\$ 467,627	22.9%
1151	Assessor-Standards Fund 0001	722,792	892,637	854,409	855,219	(37,418)	-4.2%
1152	Assessor-Exemptions Fund 0001	803,460	818,570	871,569	872,379	53,809	6.6%
1153	Assessor-Services Fund 0001	3,993,866	4,644,935	4,961,946	4,968,110	323,175	7.0%
1154	Real Property Fund 0001	11,944,616	12,446,319	13,558,839	13,571,948	1,125,629	9.0%
1155	Personal Property Fund 0001	8,352,530	8,788,262	9,197,582	9,209,071	420,809	4.8%



Assessor— Budget Unit 115 Net Expenditures by Cost Center

CC	Cost Center Name	FY 2014 Actuals	FY 2015 Approved	FY 2016 Base Budget	FY 2016 Recommended	Amount Chg From 2015 Approved	% Chg From 2015 Approved
1156	Assessor-Systems Fund 0001	3,095,853	3,329,253	3,456,283	3,458,027	128,774	3.9%
1157	State/Co Prop Tax Admin Prg Fund 0001	402,802	2,582,503	2,614,909	2,615,719	33,216	1.3%
1158	State/Co Prop Tax Admin Prg 719 Fund 0001	129,900	—	575,000	575,000	575,000	n/a
1172	SCAPP General - Fund 0001	—	—	1,570,000	1,570,000	1,570,000	n/a
Total Net Expenditures \$		31,738,482 \$	35,540,876 \$	40,163,016 \$	40,201,498 \$	4,660,622	13.1%

Assessor— Budget Unit 115 Gross Expenditures by Cost Center

CC	Cost Center Name	FY 2014 Actuals	FY 2015 Approved	FY 2016 Base Budget	FY 2016 Recommended	Amount Chg From 2015 Approved	% Chg From 2015 Approved
1150	Assessor-Admin Fund 0001	\$ 2,292,663	\$ 2,038,397	\$ 2,502,479	\$ 2,506,024	\$ 467,627	22.9%
1151	Assessor-Standards Fund 0001	722,792	892,637	854,409	855,219	(37,418)	-4.2%
1152	Assessor-Exemptions Fund 0001	803,460	818,570	871,569	872,379	53,809	6.6%
1153	Assessor-Services Fund 0001	3,993,866	4,644,935	4,961,946	4,968,110	323,175	7.0%
1154	Real Property Fund 0001	11,944,616	12,446,319	13,558,839	13,571,948	1,125,629	9.0%
1155	Personal Property Fund 0001	8,352,530	8,788,262	9,197,582	9,209,071	420,809	4.8%
1156	Assessor-Systems Fund 0001	3,095,853	3,329,253	3,456,283	3,458,027	128,774	3.9%
1157	State/Co Prop Tax Admin Prg Fund 0001	402,802	2,582,503	2,614,909	2,615,719	33,216	1.3%
1158	State/Co Prop Tax Admin Prg 719 Fund 0001	129,900	—	575,000	575,000	575,000	n/a
1172	SCAPP General - Fund 0001	—	—	1,570,000	1,570,000	1,570,000	n/a
Total Gross Expenditures \$		31,738,482 \$	35,540,876 \$	40,163,016 \$	40,201,498 \$	4,660,622	13.1%

Assessor— Budget Unit 115 Expenditures by Object

Object	FY 2014 Actuals	FY 2015 Approved	FY 2016 Base Budget	FY 2016 Recommended	Amount Chg From 2015 Approved	% Chg From 2015 Approved
Salary and Benefits	\$ 29,317,146	\$ 32,540,965	\$ 35,529,036	\$ 35,529,036	\$ 2,988,071	9.2%
Services And Supplies	171,336	2,999,911	4,633,980	4,672,462	1,672,551	55.8%
Operating/Equity Transfers	2,250,000	—	—	—	—	—
Total Net Expenditures \$	31,738,482 \$	35,540,876 \$	40,163,016 \$	40,201,498 \$	4,660,622	13.1%



Assessor— Budget Unit 115 Revenues by Cost Center

CC	Cost Center Name	FY 2014 Actuals	FY 2015 Approved	FY 2016 Base Budget	FY 2016 Recommended	Amount Chg From 2015 Approved	% Chg From 2015 Approved
1150	Assessor-Admin Fund 0001	\$ 3,929	\$ 3,250	\$ 3,250	\$ 3,250	\$ —	—
1152	Assessor-Exemptions Fund 0001	35	—	50	50	50	n/a
1153	Assessor-Services Fund 0001	699,534	254,900	354,500	354,500	99,600	39.1%
1154	Real Property Fund 0001	7,933	4,200	4,200	4,200	—	—
1155	Personal Property Fund 0001	6,315	3,500	3,600	3,600	100	2.9%
1157	State/Co Prop Tax Admin Prg Fund 0001	337,802	2,577,140	2,577,140	2,577,140	—	—
1158	State/Co Prop Tax Admin Prg 719 Fund 0001	129,900	—	575,000	575,000	575,000	n/a
1172	SCAPP General - Fund 0001	—	—	785,000	785,000	785,000	n/a
Total Revenues		\$ 1,185,449	\$ 2,842,990	\$ 4,302,740	\$ 4,302,740	\$ 1,459,750	51.3%

Assessor— Budget Unit 115 Revenues by Type

Type	FY 2014 Actuals	FY 2015 Approved	FY 2016 Base Budget	FY 2016 Recommended	Amount Chg From 2015 Approved	% Chg From 2015 Approved
Charges For Services	\$ 11,096	\$ 7,450	\$ 7,450	\$ 7,450	\$ —	—
Other Financing Sources	701,294	2,832,540	3,717,290	3,717,290	884,750	31.2%
Licenses, Permits, Franchises	5,357	3,000	3,000	3,000	—	—
Revenue From Other Government Agencies	467,702	—	575,000	575,000	575,000	n/a
Total Revenues	\$ 1,185,449	\$ 2,842,990	\$ 4,302,740	\$ 4,302,740	\$ 1,459,750	51.3%

Assessor-Admin Fund 0001 — Cost Center 1150 Major Changes to the Budget

	Positions	Appropriations	Revenues
0001-General Fund (Fund Number 0001)			
Current Level Budget			
FY 2015 Approved Budget	10.0	\$ 2,038,397	\$ 3,250
Board Approved Adjustments During FY 2015	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	96,521	—
IntraCounty Adjustments	—	368,205	—
Other Adjustments	—	(644)	—
Subtotal (Current Level Budget)	10.0	\$ 2,502,479	\$ 3,250
Recommended Changes for FY 2016			
IntraCounty Adjustments	—	\$ 3,545	\$ —



Assessor-Admin Fund 0001 — Cost Center 1150
Major Changes to the Budget

	Positions	Appropriations	Revenues
Decision Packages			
Information Technology			
Capital			
Subtotal (Recommended Changes)	—	\$ 3,545	\$ —
Recommended Budget	10.0	\$ 2,506,024	\$ 3,250

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

	Positions	Appropriations	Revenues
0001-General Fund (Fund Number 0001)			
Current Level Budget			
FY 2015 Approved Budget	7.0	\$ 892,637	\$ —
Board Approved Adjustments During FY 2015	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	(43,379)	—
IntraCounty Adjustments	—	4,405	—
Other Adjustments	—	746	—
Subtotal (Current Level Budget)	7.0	\$ 854,409	\$ —
Recommended Changes for FY 2016			
IntraCounty Adjustments	—	\$ 810	\$ —
Decision Packages			
Information Technology			
Capital			
Subtotal (Recommended Changes)	—	\$ 810	\$ —
Recommended Budget	7.0	\$ 855,219	\$ —

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

	Positions	Appropriations	Revenues
0001-General Fund (Fund Number 0001)			
Current Level Budget			
FY 2015 Approved Budget	7.0	\$ 818,570	\$ —
Board Approved Adjustments During FY 2015	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	44,321	—
IntraCounty Adjustments	—	7,362	—
Other Adjustments	—	1,316	50
Subtotal (Current Level Budget)	7.0	\$ 871,569	\$ 50
Recommended Changes for FY 2016			
IntraCounty Adjustments	—	\$ 810	\$ —



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

	Positions	Appropriations	Revenues
Decision Packages			
Information Technology			
Capital			
Subtotal (Recommended Changes)	—	\$ 810	\$ —
Recommended Budget	7.0	\$ 872,379	\$ 50

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

	Positions	Appropriations	Revenues
0001-General Fund (Fund Number 0001)			
Current Level Budget			
FY 2015 Approved Budget	48.0	\$ 4,644,935	\$ 254,900
Board Approved Adjustments During FY 2015	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	284,996	—
IntraCounty Adjustments	—	35,942	—
Other Adjustments	—	(3,927)	99,600
Subtotal (Current Level Budget)	48.0	\$ 4,961,946	\$ 354,500
Recommended Changes for FY 2016			
IntraCounty Adjustments	—	\$ 6,164	\$ —
Decision Packages			
Information Technology			
Capital			
Subtotal (Recommended Changes)	—	\$ 6,164	\$ —
Recommended Budget	48.0	\$ 4,968,110	\$ 354,500

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

	Positions	Appropriations	Revenues
0001-General Fund (Fund Number 0001)			
Current Level Budget			
FY 2015 Approved Budget	100.0	\$ 12,446,319	\$ 4,200
Board Approved Adjustments During FY 2015	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	1.0	839,302	—
IntraCounty Adjustments	—	287,342	—
Other Adjustments	—	(14,124)	—
Subtotal (Current Level Budget)	101.0	\$ 13,558,839	\$ 4,200
Recommended Changes for FY 2016			
IntraCounty Adjustments	—	\$ 13,109	\$ —



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

	Positions	Appropriations	Revenues
Decision Packages			
Information Technology			
Capital			
Subtotal (Recommended Changes)	—	\$ 13,109	\$ —
Recommended Budget	101.0	\$ 13,571,948	\$ 4,200

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

	Positions	Appropriations	Revenues
0001-General Fund (Fund Number 0001)			
Current Level Budget			
FY 2015 Approved Budget	67.0	\$ 8,788,262	\$ 3,500
Board Approved Adjustments During FY 2015	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	-1.0	309,010	—
IntraCounty Adjustments	—	104,090	—
Other Adjustments	—	(3,780)	100
Subtotal (Current Level Budget)	66.0	\$ 9,197,582	\$ 3,600
Recommended Changes for FY 2016			
IntraCounty Adjustments	—	\$ 11,489	\$ —
Decision Packages			
Information Technology			
Capital			
Subtotal (Recommended Changes)	—	\$ 11,489	\$ —
Recommended Budget	66.0	\$ 9,209,071	\$ 3,600

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

	Positions	Appropriations	Revenues
0001-General Fund (Fund Number 0001)			
Current Level Budget			
FY 2015 Approved Budget	16.0	\$ 3,329,253	\$ —
Board Approved Adjustments During FY 2015	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	119,243	—
IntraCounty Adjustments	—	9,673	—
Other Adjustments	—	(1,886)	—
Subtotal (Current Level Budget)	16.0	\$ 3,456,283	\$ —
Recommended Changes for FY 2016			
IntraCounty Adjustments	—	\$ 1,744	\$ —



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

	Positions	Appropriations	Revenues
Decision Packages			
Information Technology			
Capital			
Subtotal (Recommended Changes)	—	\$ 1,744	\$ —
Recommended Budget	16.0	\$ 3,458,027	\$ —

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

	Positions	Appropriations	Revenues
0001-General Fund (Fund Number 0001)			
Current Level Budget			
FY 2015 Approved Budget	9.0	\$ 2,582,503	\$ 2,577,140
Board Approved Adjustments During FY 2015	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	40,043	—
IntraCounty Adjustments	—	7,010	—
Other Adjustments	—	(14,647)	—
Subtotal (Current Level Budget)	9.0	\$ 2,614,909	\$ 2,577,140
Recommended Changes for FY 2016			
IntraCounty Adjustments	—	\$ 810	\$ —
Decision Packages			
Information Technology			
Capital			
Subtotal (Recommended Changes)	—	\$ 810	\$ —
Recommended Budget	9.0	\$ 2,615,719	\$ 2,577,140

State/Co Prop Tax Admin Prg 719 Fund 0001 — Cost Center 1158
Major Changes to the Budget

	Positions	Appropriations	Revenues
0001-General Fund (Fund Number 0001)			
Current Level Budget			
FY 2015 Approved Budget	—	\$ —	\$ —
Board Approved Adjustments During FY 2015	—	575,000	575,000
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
IntraCounty Adjustments	—	—	—
Other Adjustments	—	—	—
Subtotal (Current Level Budget)	—	\$ 575,000	\$ 575,000
Recommended Changes for FY 2016			
IntraCounty Adjustments	—	\$ —	\$ —



State/Co Prop Tax Admin Prg 719 Fund 0001 — Cost Center 1158
Major Changes to the Budget

	Positions	Appropriations	Revenues
Decision Packages			
Information Technology			
Capital			
Subtotal (Recommended Changes)	—	\$ —	\$ —
Recommended Budget	—	\$ 575,000	\$ 575,000

SCAPP General - Fund 0001 — Cost Center 1172
Major Changes to the Budget

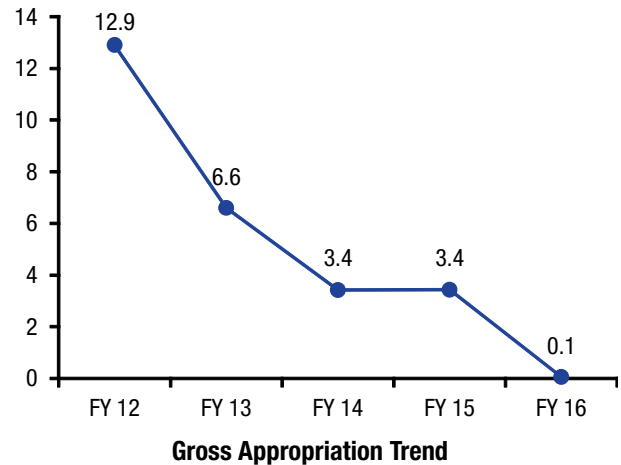
	Positions	Appropriations	Revenues
0001-General Fund (Fund Number 0001)			
Current Level Budget			
FY 2015 Approved Budget	—	\$ —	\$ —
Board Approved Adjustments During FY 2015	9.0	1,570,000	785,000
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
IntraCounty Adjustments	—	—	—
Other Adjustments	—	—	—
Subtotal (Current Level Budget)	9.0	\$ 1,570,000	\$ 785,000
Recommended Changes for FY 2016			
IntraCounty Adjustments	—	\$ —	\$ —
Decision Packages			
Information Technology			
Capital			
Subtotal (Recommended Changes)	—	\$ —	\$ —
Recommended Budget	9.0	\$ 1,570,000	\$ 785,000



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 2015 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 Current Level Budget for FY 2016.



Measure B— Budget Unit 117 Net Expenditures by Cost Center

CC	Cost Center Name	FY 2014 Actuals	FY 2015 Approved	FY 2016 Base Budget	FY 2016 Recommended	Amount Chg From 2015 Approved	% Chg From 2015 Approved
1701	Measure B Admin Fund 0011	27,468	3,432,419	59,520	59,520	(3,372,899)	-98.3%
1703	Measure B Hway Proj Fund 0011	231,217	—	—	—	—	—
1704	Measure B Railway Proj Fund 0011	1,360	—	—	—	—	—
1706	Measure B Co Expy Lev Of Serv Fund 0011	385,357	—	—	—	—	—
1709	Measure B Swap I Fund 0011	5,068,465	—	—	—	—	—
Total Net Expenditures \$		5,713,867 \$	3,432,419 \$	59,520 \$	59,520 \$	(3,372,899)	-98.3%

Measure B— Budget Unit 117 Gross Expenditures by Cost Center

CC	Cost Center Name	FY 2014 Actuals	FY 2015 Approved	FY 2016 Base Budget	FY 2016 Recommended	Amount Chg From 2015 Approved	% Chg From 2015 Approved
1701	Measure B Admin Fund 0011	27,468	3,432,419	59,520	59,520	(3,372,899)	-98.3%
1703	Measure B Hway Proj Fund 0011	231,217	—	—	—	—	—
1704	Measure B Railway Proj Fund 0011	1,360	—	—	—	—	—
1706	Measure B Co Expy Lev Of Serv Fund 0011	385,357	—	—	—	—	—
1709	Measure B Swap I Fund 0011	5,068,465	—	—	—	—	—
Total Gross Expenditures \$		5,713,867 \$	3,432,419 \$	59,520 \$	59,520 \$	(3,372,899)	-98.3%

Measure B— Budget Unit 117 Expenditures by Object

Object	FY 2014 Actuals	FY 2015 Approved	FY 2016 Base Budget	FY 2016 Recommended	Amount Chg From 2015 Approved	% Chg From 2015 Approved
Services And Supplies	\$ 5,328,510	\$ 3,432,419	\$ 59,520	\$ 59,520	(3,372,899)	-98.3%
Operating/Equity Transfers	385,357	—	—	—	—	—
Total Net Expenditures \$	5,713,867 \$	3,432,419 \$	59,520 \$	59,520 \$	(3,372,899)	-98.3%



**Measure B— Budget Unit 117
Revenues by Cost Center**

CC	Cost Center Name	FY 2014 Actuals	FY 2015 Approved	FY 2016 Base Budget	FY 2016 Recommended	Amount Chg From 2015 Approved	% Chg From 2015 Approved
1117	Measure B Default Index Fund 0011	\$ 94,032	\$ 4,566	\$ 4,566	\$ 4,566	—	—
Total Revenues		\$ 94,032	\$ 4,566	\$ 4,566	\$ 4,566	—	—

**Measure B— Budget Unit 117
Revenues by Type**

Type	FY 2014 Actuals	FY 2015 Approved	FY 2016 Base Budget	FY 2016 Recommended	Amount Chg From 2015 Approved	% Chg From 2015 Approved
Taxes - Other Than Current Property	\$ 88,176	\$ —	\$ —	\$ —	—	—
Revenue From Use Of Money/Property	5,857	4,566	4,566	4,566	—	—
Total Revenues	\$ 94,032	\$ 4,566	\$ 4,566	\$ 4,566	—	—

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

	Positions	Appropriations	Revenues
0011-Measure B Trans Improve Prog Fund (Fund Number 0011)			
Current Level Budget			
FY 2015 Approved Budget		— \$	4,566
Board Approved Adjustments During FY 2015		—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments		—	—
IntraCounty Adjustments		—	—
Other Adjustments		—	—
Subtotal (Current Level Budget)		— \$	4,566
Recommended Changes for FY 2016			
IntraCounty Adjustments		— \$	—
Decision Packages			
Information Technology			
Capital			
Subtotal (Recommended Changes)		— \$	—
Recommended Budget		— \$	4,566

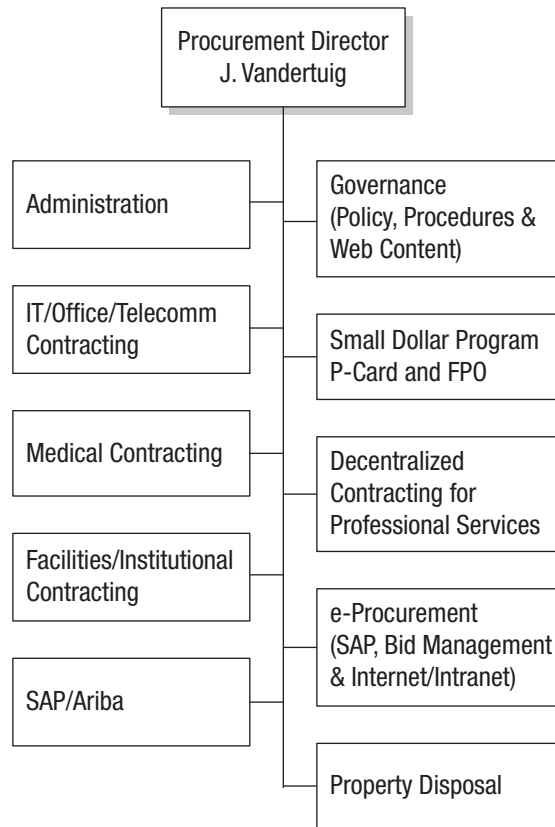


Measure B Admin Fund 0011 — Cost Center 1701
Major Changes to the Budget

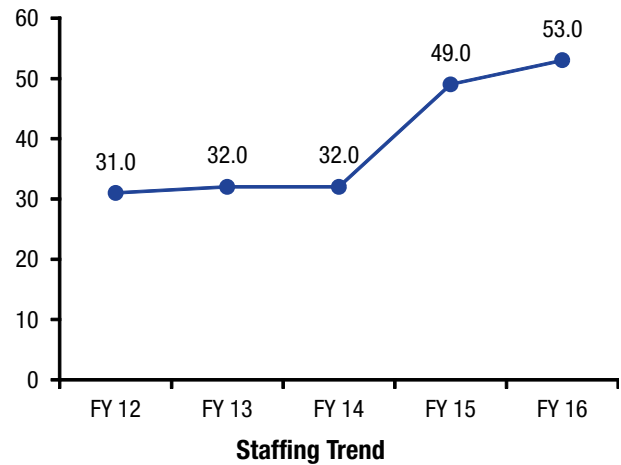
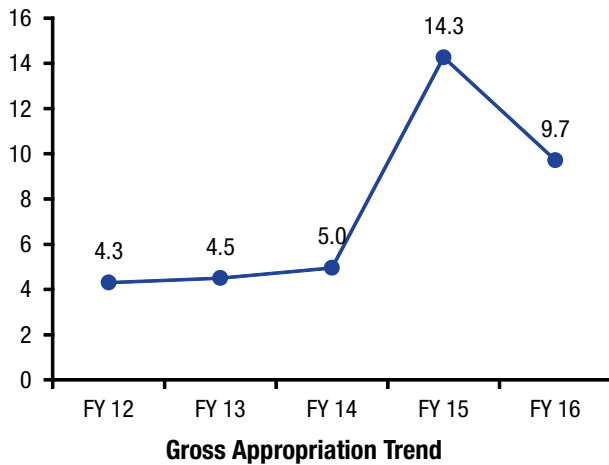
	Positions	Appropriations	Revenues
0011-Measure B Trans Improve Prog Fund (Fund Number 0011)			
Current Level Budget			
FY 2015 Approved Budget	—	\$ 3,432,419	\$ —
Board Approved Adjustments During FY 2015	—	(3,372,899)	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
IntraCounty Adjustments	—	—	—
Other Adjustments	—	—	—
Subtotal (Current Level Budget)	—	\$ 59,520	\$ —
Recommended Changes for FY 2016			
IntraCounty Adjustments	—	\$ —	\$ —
Decision Packages			
Information Technology			
Capital			
Subtotal (Recommended Changes)	—	\$ —	\$ —
Recommended Budget	—	\$ 59,520	\$ —



Procurement Department



Section 1: Finance and Government



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 provides central services to County agencies and departments by purchasing and contracting for goods and services for County operations. The Department facilitates an open and competitive process for the vendor community to earn our business and establishes quality contracts for products and services with value added services. In addition, the disposition of personal public property is managed and administered by Procurement.

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 \$1.5 billion.

Procurement Services

- Strategically sources, negotiates and procures goods and services for the County utilizing best value.
- Provides training, consulting and helpdesk support, tools and templates for Countywide decentralized contracting for professional services.

- Reviews, approves and executes service agreements initiated by County agencies and departments.
- Manages Countywide implementation and training for the Procurement Card, Field Purchase Order and eProcurement programs.
- Manages rebate programs and other discount programs for goods and equipment.
- Properly disposes of personal public property no longer needed by County departments by auction, re-use and recycle options.

Cost Saving Measures

The Procurement Department aggressively pursues cost savings measures through its continued 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 achieved millions of dollars in savings and cost avoidance related to technology, facilities and medical patient care-related goods and related services. In calendar year 2014, the department achieved over \$12 million in cost savings.

Current and Emerging Issues

eProcurement Automation

Best practice in the procurement field is to provide assistance to the business owner from identification of need through implementation, or even termination, of the contract. Despite efforts over the past decade to adopt strategic sourcing principles and implement a centralized/decentralized model to provide procurement services, the County can only achieve so much utilizing manual systems.

The primary opportunities for savings and efficiency are in the areas of price reduction, spend compliance, process improvement, and cash management. As an example, the County aims to maximize its purchasing power by aggregating purchase volume to establish large Countywide contracts and negotiate greater price discounts.

Though Departments are able to purchase off the contracts without going through Procurement, most procurement processes are manual, and the County is challenged in utilizing two ERP (Enterprise Resource Planning) systems that are not integrated. Departmental staff are challenged in accessing the contracts with negotiated pricing to buy the desired items, and they utilize numerous “shadow systems” such as unique spreadsheets to manage their respective contracting-related activities.

Determining the latest pricing for the desired goods is critical to the Department’s ability to take advantage of negotiated contracts and related cost savings. To improve staff’s ability to order goods with confidence and also to do so efficiently is only one of the reasons that the need for automation of the procurement functions has become a high priority.

Based on the experience with jurisdictions that have implemented a procure-to-pay solution, anticipated outcomes of such automation are expected to include the following:

- Leveraged buying power, due to cooperative contracts.
- Increased administrative efficiency through reducing the costs of each purchasing transaction. Manual processes that are part of the solicitation

process are reduced, speeding up processes and using a standard format that reduces errors.

- Reduced cost of goods and services due to increased supplier access to business opportunities.
- Increased competition due to an increase in number of suppliers submitting bids.
- Faster delivery times.
- Reduction of duplicate systems used to maintain contract-related data.
- Enhanced reporting capabilities, including spend analytics and improved contract management.

Management of the Delegated Authority for Small Dollar Purchases and Minor Construction

Within the authority granted to the Director of Procurement by the Board of Supervisors and State law, the Director of Procurement has delegated authority to agencies and departments to procure small dollar goods and services via the Procurement Card Program and Field Purchase Order methods for goods and services that are not on contract. Although this delegation provides a means for departments to purchase goods efficiently for their operations, a recent audit found a need for training staff Countywide on the use of competitive purchasing methods and documentation of purchases. The Procurement Department must focus its attention in this area and will be working closely with County Counsel and the Controller’s Office to revise existing policies and procedures and to ensure program compliance by agencies and departments.

Additionally, the audit identified a need for data mining of Field Purchase Orders to identify contracting opportunities for cost savings and improved efficiencies, which would be facilitated by the eProcurement automation. Therefore, the eProcurement automation is crucial to address current issues of compliance and operational efficiencies in small dollar purchases.

The Minor Construction authority was delegated to the Director of Facilities and Fleet in October 2010. Pursuant to Board Policy, the Director of Procurement retains authority and is ultimately accountable to the Board for purchases made under this delegation. There-



fore, it is prudent for the Procurement Department to audit the delegated function to ensure compliance and operational efficiencies via this delegation.

Contracting Support to County Departments

The County’s contracting structure could be characterized as a hybrid model, with the centralized Procurement Department handling procurement and contracting activities for goods and services, while agencies and departments have the flexibility to perform professional services contracting activities independently. Both the Board of Supervisors and the Purchasing Agent have authority to execute agreements that meet certain dollar thresholds unless a specific delegation has been provided to the department.

The Procurement Department has begun shifting resources to assist agencies and departments who conduct their own decentralized contracting activities for professional services and other specialized contracting activities. Training, consulting, help desk support, and the development of tools and templates for department staff who are engaged in such contracting activities are a few examples of this shift.

This shift is in response to two identified issues:

- A significant portion of the County’s contracting volume includes acquisitions that are handled by staff whose primary functions in their respective departments may be other than contracting. Although training has been provided, the results have not been optimal because of the complex nature of procurement processes and the inconsistent handling of the contracting function due to the infrequent participation of these staff in contracting activities.
- Early involvement by the Procurement Department in large and/or complex solicitations has proven to be an efficient and effective means of procuring the goods and services desired by County Departments. When Procurement is a late entrant to a complex departmental request, meeting appropriate deadlines and quality requirements is difficult. To improve on this situation, the Procurement Department is experimenting with project liaisons for solicitation activities in County Departments.

County Executive’s Recommendation

Summary of County Executive's Recommendations

Description	Impact	Impact on Services	Position Impact	FY 2016 Ongoing Net Cost/(Savings)	FY 2016 One-Time Net Cost/(Savings)
Establish DocuSign Software Subscription Services	↑	Secure e-signature service for use with Ariba	—	\$57,600	—
Establish Configuration Support for Ariba Upstream Modules	↑	Provide configuration support for Ariba upstream modules	2.0	\$344,944	(\$57,491)
Enhance Supplier Enablement Support for Various Ariba Modules	↑	Provide supplier enablement support for Ariba Sourcing, Contracts and Procure-to-Pay modules	2.0	\$280,398	(\$46,733)

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

↑ Establish DocuSign Software Subscription Services

Recommended Action: Allocate ongoing funding of \$57,600 for PC Software to secure DocuSign Software Subscription Services.

Service Impact/Background: DocuSign subscription services, functioning within the Ariba Contracts Management Module will enable the County to maintain a repository of pre-approved contract templates and enable electronic contract authoring by various parties including electronic signatures. The initial contract was established with DocuSign in FY 2015 and funded by one-time savings from the



Information Services Department. Ongoing funding is required to enable this required service and provide funding for the remaining term of the contract.

Net Ongoing Cost: \$57,600

↑ Establish Configuration Support for Ariba Upstream Modules

Recommended Action: Add 2.0 FTE Information Systems Manager II/I to provide configuration support for the Ariba System's Upstream modules.

Service Impact/Background: The Upstream modules of the Ariba System include Supplier Information Management, Sourcing, Contracts and Supplier Performance Management. Based on the design and configuration requirements identified during the implementation phase, the County will require resources to provide configuration support of the Upstream modules in two distinct positions.

Upstream Process Administrator (UPA)

The UPA ensures solution availability, controls, configurations and data integrity working with subject matter experts in County departments. The position will work to understand and document procurement processes as well as map/enable the processes on Ariba's Upstream Modules. The UPA serves as the Upstream Ariba Solutions expert on application functionality and configuration requirements. The UPA evaluates business process policies and submits policy change recommendations for management approval.

Responsibilities include:

- Create and maintain Project Templates
- Monitor projects' status, create and run reports
- Gather data for loading legacy data and documents, create legacy load templates and execute legacy load
- Mass project edit and user replacement process
- Update enumerations (values) for Custom Fields
- Team member file maintenance
- Shares expertise with users to ensure knowledge transfer and self-sufficiency
- Liaison to Ariba for submitting requests and receiving updates on application functionality

Upstream User Administrator (UUA)

The UUA works with process owners in the County's departments to understand and document procurement processes requirements and County policies then offers recommendations for how to configure Ariba application to fulfill the requirements while adhering to County policies. The UUA combines deep knowledge of Ariba's Upstream applications' security model and County policies regarding application access to ensure that users' roles and permissions align with the County's policies. The UUA seeks executive approval for requests that appear misaligned to County policies.

Responsibilities include:

- Manage users, groups, roles and permissions
- Recommend appropriate user assignments to groups
- Establish system controls in accordance with County's policies and procedures
- Understand and manage email notification functionality
- Configure and manage Dashboard templates
- Import and Export user data

Positions Added: 2.0 FTE

Ongoing Cost: \$344,944

One-time Savings: \$57,491

Salary Savings reflecting time for recruitment

↑ Enhance Supplier Enablement Support for Various Ariba Modules

Recommended Action: Add 2.0 FTE Senior Management Analyst to provide Supplier Enablement support for the Ariba System's Sourcing and Contracts Modules and the Procure-to-Pay module.

Service Impact/Background: Supplier Enablement is the activity in the Ariba Procure-to-Pay system that electronically connects suppliers to the County's system in order to exchange critical business documents such as purchase orders, invoices and other information using electronic data interchange (EDI), Extensible Markup Language (XML), and Web forms. The Senior Management Analysts will enroll current and target

new suppliers to become transactional so they can be accessed in the Sourcing and Contracts Modules in Ariba and in the Procure-to-Pay module.

Positions Added: 2.0 FTE
Ongoing Cost: \$280,398
One-time Savings: \$46,733
 Salary Savings reflecting time for recruitment

Procurement— Budget Unit 118
Net Expenditures by Cost Center

CC	Cost Center Name	FY 2014 Actuals	FY 2015 Approved	FY 2016 Base Budget	FY 2016 Recommended	Amount Chg From 2015 Approved	% Chg From 2015 Approved
2300	Procurement Dept Fund 0001	\$ 3,950,644	\$ 4,650,413	\$ 8,440,787	\$ 9,096,463	\$ 4,446,050	95.6%
2301	PROCUREMENT SAP-ARIBA	—	9,016,718	—	—	(9,016,718)	-100.0%
Total Net Expenditures		\$ 3,950,644	\$ 13,667,131	\$ 8,440,787	\$ 9,096,463	\$ (4,570,668)	-33.4%

Procurement— Budget Unit 118
Gross Expenditures by Cost Center

CC	Cost Center Name	FY 2014 Actuals	FY 2015 Approved	FY 2016 Base Budget	FY 2016 Recommended	Amount Chg From 2015 Approved	% Chg From 2015 Approved
2300	Procurement Dept Fund 0001	\$ 4,508,615	\$ 5,252,413	\$ 9,061,787	\$ 9,717,463	\$ 4,465,050	85.0%
2301	PROCUREMENT SAP-ARIBA	—	9,016,718	—	—	(9,016,718)	-100.0%
Total Gross Expenditures		\$ 4,508,615	\$ 14,269,131	\$ 9,061,787	\$ 9,717,463	\$ (4,551,668)	-31.9%

Procurement— Budget Unit 118
Expenditures by Object

Object	FY 2014 Actuals	FY 2015 Approved	FY 2016 Base Budget	FY 2016 Recommended	Amount Chg From 2015 Approved	% Chg From 2015 Approved
Salary and Benefits	\$ 4,203,256	\$ 6,295,047	\$ 7,036,353	\$ 7,557,471	\$ 1,262,424	20.1%
Services And Supplies	305,359	7,974,084	2,025,434	2,159,992	(5,814,092)	-72.9%
Total Gross Expenditures	\$ 4,508,615	\$ 14,269,131	\$ 9,061,787	\$ 9,717,463	\$ (4,551,668)	-31.9%
Expenditure Transfers	(557,971)	(602,000)	(621,000)	(621,000)	(19,000)	3.2%
Total Net Expenditures	\$ 3,950,644	\$ 13,667,131	\$ 8,440,787	\$ 9,096,463	\$ (4,570,668)	-33.4%



Procurement— Budget Unit 118 Revenues by Cost Center

CC	Cost Center Name	FY 2014 Actuals	FY 2015 Approved	FY 2016 Base Budget	FY 2016 Recommended	Amount Chg From 2015 Approved	% Chg From 2015 Approved
2300	Procurement Dept Fund 0001	\$ 374,925	\$ 355,000	\$ 351,000	\$ 351,000	(4,000)	-1.1%
Total Revenues		\$ 374,925	\$ 355,000	\$ 351,000	\$ 351,000	(4,000)	-1.1%

Procurement— Budget Unit 118 Revenues by Type

Type	FY 2014 Actuals	FY 2015 Approved	FY 2016 Base Budget	FY 2016 Recommended	Amount Chg From 2015 Approved	% Chg From 2015 Approved
Charges For Services	\$ 299,002	\$ 280,000	\$ 280,000	\$ 280,000	—	—
Other Financing Sources	75,923	75,000	71,000	71,000	(4,000)	-5.3%
Total Revenues	\$ 374,925	\$ 355,000	\$ 351,000	\$ 351,000	(4,000)	-1.1%

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

	Positions	Appropriations	Revenues
0001-General Fund (Fund Number 0001)			
Current Level Budget			
FY 2015 Approved Budget	36.0	\$ 4,650,413	\$ 355,000
Board Approved Adjustments During FY 2015	—	1,587,219	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	13.0	2,281,503	—
IntraCounty Adjustments	—	(207,680)	—
Other Adjustments	—	129,332	(4,000)
Subtotal (Current Level Budget)	49.0	\$ 8,440,787	\$ 351,000
Recommended Changes for FY 2016			
IntraCounty Adjustments	—	\$ 76,958	—
Decision Packages			
Procurement Department Budget Submittal	4.0	578,718	—
Information Technology			
Capital			
Subtotal (Recommended Changes)	4.0	\$ 655,676	\$ —
Recommended Budget	53.0	\$ 9,096,463	\$ 351,000

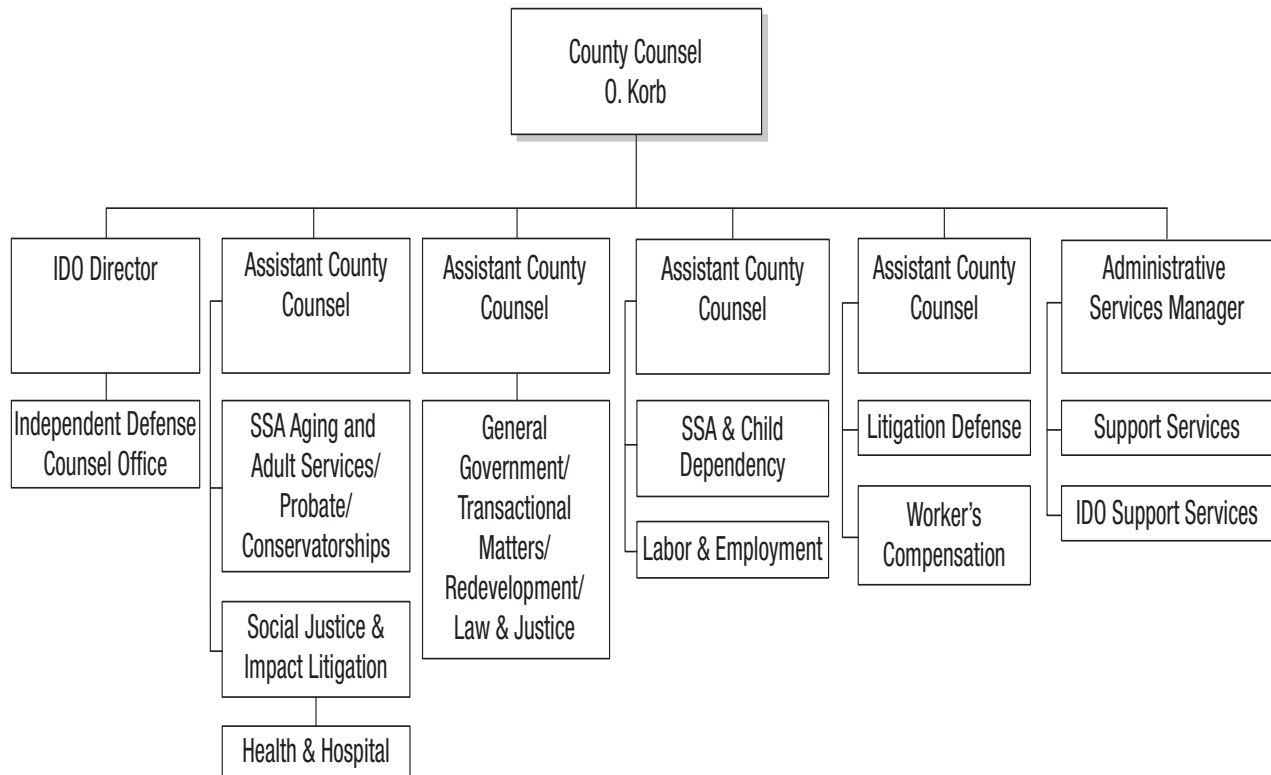


PROCUREMENT SAP-ARIBA — Cost Center 2301
Major Changes to the Budget

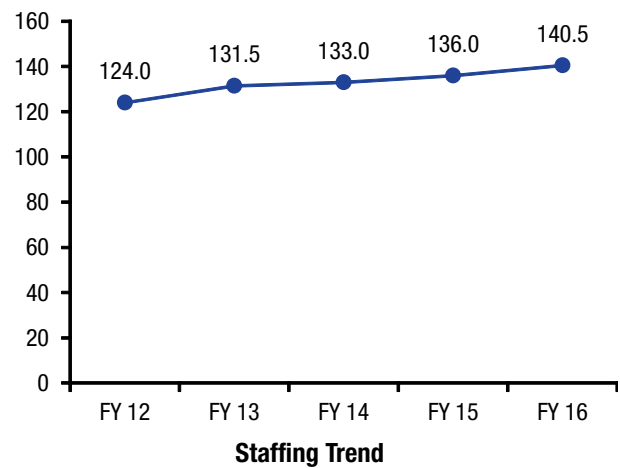
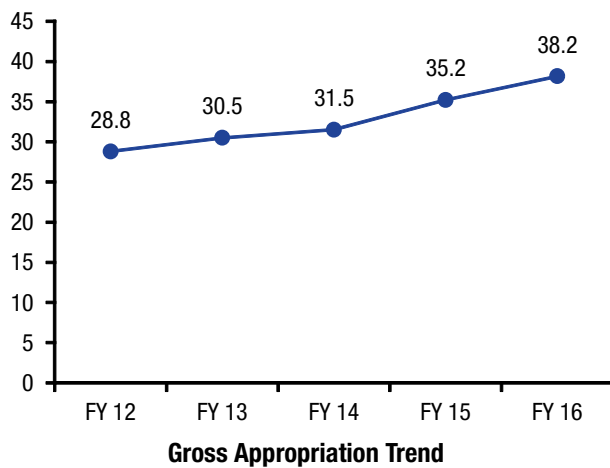
	Positions	Appropriations	Revenues
0001-General Fund (Fund Number 0001)			
Current Level Budget			
FY 2015 Approved Budget	13.0	\$ 9,016,718	\$ —
Board Approved Adjustments During FY 2015	—	(1,587,219)	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	13.0	(1,836,040)	—
IntraCounty Adjustments	—	—	—
Other Adjustments	—	(5,593,459)	—
Subtotal (Current Level Budget)	—	\$ —	\$ —
Recommended Changes for FY 2016			
IntraCounty Adjustments	—	\$ —	\$ —
Decision Packages			
Information Technology			
Capital			
Subtotal (Recommended Changes)	—	\$ —	\$ —
Recommended Budget	—	\$ —	\$ —



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:

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

The Office assists departments engaged in numerous and diverse issues, including those relating to:

- 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 along with 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 Behavioral Health Department, the Public Health 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 Benefit 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 the Employee Services Agency (ESA) Insurance/Risk Management Department, and defends tort, employment and civil rights actions.

Labor and Employment

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

General Government

The General Government team provides services for a variety of County departments, including the Board of Supervisors, Office of the County Executive, Registrar of Voters, Procurement, Agriculture and Environmental Health, Parks and Recreation, Facilities and Fleet, Roads and Airports, Planning and Development, Finance Agency, and the Assessor's Office. The team also provides 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 decedents' estates.

Workers' Compensation

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

Special Projects

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

Impact Litigation & Social Justice Section

The Impact Litigation & Social Justice Section 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. Between FY 2011 and FY 2013 alone, the work of the Impact Section has resulted in more than \$30 million in financial benefits to the County.

The Office is currently pursuing several actions against pharmaceutical companies and paint manufacturers to recover damages and to improve the health of County residents. In December 2013, a team of ten public entities led by attorneys from the County's Impact Section prevailed in a public nuisance action against three lead paint manufacturers. The Court ordered those defendants to pay \$1.15 billion to clean up lead paint in homes in Santa Clara County and the nine other cities and counties involved in the case. Post-trial proceedings are ongoing, so the ultimate financial impact of the case has not yet been determined.

Independent Defense Counsel Office

Effective July 1, 2008, the Office assumed responsibility for providing court-mandated criminal defense services to indigent defendants whenever there is a legally-disabling conflict of interest with both the Public Defender's Office (PDO) and Alternate Defender's Office (ADO). The Independent Defense Counsel Office (IDO) administers, manages and oversees a panel of experienced private criminal defense attorneys with whom the County contracts to handle conflict criminal cases. The IDO also provides legal representation to indigent defendants in civil contempt cases for failure to pay child support as part of the Order to Show Cause Program. Finally, the IDO supports the Juvenile Review

Program, which provides continuing legal representation for minors whose cases are reviewed by the court. The County of Santa Clara is the first county in the State of California to manage an indigent defense panel.

Current and Emerging Issues

Health and Hospital System

With the implementation of the Affordable Care Act in January 2014, numerous issues related to the Health and Hospital system continue to consume a significant amount of staff time and resources. Matters include the operation of the HealthLink system, Medicaid expansion with the inclusion of all lower income individuals under the Affordable Care Act, and other challenges in a rapidly changing environment.

California Redevelopment Agency (RDA) Dissolution

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

California Public Records Act Requests

The County continues to experience a significant number of public records requests under the California Public Records Act (CPRA), California Government Code sections 6250 – 6270. The CPRA requires that copies of most County 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.” 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 situations, 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 disclosable under a variety of CPRA exceptions.

In FY2014 a new Senior Paralegal position was authorized and recently hired in February 2014 to assist with CPRA requests. This work volume will be monitored to ensure that the Office retains sufficient capacity to address the workload.

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 County Executive, Sheriff, District Attorney, Public Defender, Department of Correction, Probation Department, and Social Services Agency.

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. The Whistleblower Program accepts reports 24 hours per day, 7 days a week, and 365 days per year. 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 issues identified in the investigation of the complaint, including any changes that are

designed to prevent a recurrence of the event. In addition, the Office submits semiannual status reports to the Board of Supervisors.

Since the inception of the program through February 26, 2015, the Whistleblower program had received 506 complaints. For the period of October 15, 2013 through February 26, 2015, the County Counsel received 110 new complaints. Administration of the Whistleblower Program requires allocation of a substantial amount of departmental resources to receive, process, and respond to the complaints.

Impact Litigation And Social Justice

The Office of the County Counsel has been leading the appellate team defending the \$1.15 billion dollar judgment awarded by the trial court in December 2013 against three lead paint manufacturers. Substantial staff time and resources have been devoted to the appellate briefing - which should be completed by April 2015 and the Office anticipates that oral argument will be scheduled later this year. The Office has also been working closely with the Administration and various County departments to implement its groundbreaking Pay for Success programs. Considerable staff time will continue to be devoted to those programs which should be launched in FY 2016.

County Executive's Recommendation

Summary of County Executive's Recommendations

Description	Impact	Impact on Services	Position Impact	FY 2016 Ongoing Net Cost/(Savings)	FY 2016 One-Time Net Cost/(Savings)
Establish an Ancillary Court Costs Reserve	↑	Provides ancillary court funding for indigent individuals	—	\$100,000	—
Add Resources to Child Dependency Unit	↑	Increase resources to support the Child Dependency Unit	1.5	\$367,336	\$61,223
Add Resources to Labor and Employment Unit	↑	Increase resources to support the Labor and Employment Unit	1.0	\$307,341	\$51,224
Augment the Technology for Discovery Requests	↑	Increase and enhance technology for discovery requests	—	\$100,000	—

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

↑ Establish an Ancillary Court Costs Reserve

Recommended Action: Allocate funds to support the new processing and payment of costs approved by the Court in relation to the defense of individuals that are deemed to be indigent.

Service Impact/Background: In April 2014, the Superior Court of California determined that the expenditures that fall within the scope of permitted court expenditures are most appropriately placed under the responsibility of the County. This determination was based on existing statutes and restrictions contained in the Rules of Court that govern these expenditures. Since this transfer of responsibility took place within the prior year, there is not a substantial history to utilize in projecting these costs into the future. For FY 2015, it is

projected that these expenditures will total approximately \$100,000. The anticipated expenditures for FY 2016 are based on the FY 2015 estimated total.

Ongoing Cost: \$100,000

↑ Add Resources to Child Dependency Unit

Recommended Action Add 1.0 FTE Attorney position, delete 0.50 FTE Legal Secretary I/II position, and add 1.0 FTE Legal Secretary I/II position to the Child Dependency Unit.

Service Impact: The addition of 1.5 positions to the unit will improve the legal support services and representation available to the Department of Family and Children's Services (DFCS) and Social Services



Agency (SSA). Benefits include more efficient and proactive case management, timelier client service, and additional resources to handle the increasingly complex caseload.

Background: Over the past three years, the Child Dependency Unit case load has increased by over 21.6%. The positions will focus on cases involving Juvenile Dependency Court hearings and trials, drug treatment court, non-minor dependent cases, educational rights, and dual-status youth. Due to the increased case load, the Court has added two additional courtrooms for hearings twice per week, which is creating additional workload for the Unit.

Net Positions Added: 1.5 FTE

Positions Added: 2.0 FTE

Positions Deleted: 0.5 FTE

Ongoing Cost: \$367,336

One-Time Savings: \$61,223

Salary savings reflecting time for recruitment

↑ Add Resources to Labor and Employment Unit

Recommended Action Add 1.0 FTE Attorney I/II/III/IV position to the Labor and Employment Unit.

Service Impact: The addition of 1.0 FTE will improve the legal support services to the unit.

Background: Over the past two years, there has been an increase in the number and complexity of labor negotiations: Personnel board hearings; labor arbitrations; employment related lawsuits, writs, appeals; discrimination complaints with the Equal Employment Opportunity Commission (EEOC) and Department of Fair Employment and Housing (DFEH); Public Employment Relations Board (PERB), Whistleblower Complaints; and trainings and advice provided to County staff on various subjects including discrimination, sexual harassment, and retaliation prevention; employee discipline; and other workplace issues.

Positions Added: 1.0 FTE

Ongoing Cost: \$307,341

One-Time Savings: \$51,224

Salary savings reflecting time for recruitment

↑ Augment the Technology for Discovery Requests

Recommended Action Allocate funds to improve technology to handle the increased number and complexity of requests for electronic discovery.

Service Impact: The proposal will enable the acquisition of technology and services for the processing of discovery and records requests, some of which exceed 30,000 pages or more. The funds will enable the Office to acquire improved technology and services that will allow the Office to more efficiently and effectively organize documents for review and analysis, leveraging current staff efforts and resources. County Counsel staff will be able to focus on higher level work necessary to comply with the requests in a more timely and cost-effective manner.

Background: Currently, the discovery and records requests require extensive work by paralegals and attorneys. Paralegals and attorneys need to review, redact, and prepare documents for delivery to the requesting party. Additionally, the Office will be able to handle the increased number and complexity of requests for electronic discovery in pending cases, and voluminous demands under the California Public Records Act.

Ongoing Cost: \$100,000

County Counsel— Budget Unit 120 Net Expenditures by Cost Center

CC	Cost Center Name	FY 2014 Actuals	FY 2015 Approved	FY 2016 Base Budget	FY 2016 Recommended	Amount Chg From 2015 Approved	% Chg From 2015 Approved
1110	Counsel Indigent Defense Fund 0001	\$ 8,637,306	\$ 8,284,652	\$ 9,299,857	\$ 9,400,850	\$ 1,116,198	13.5%
1120	County Counsel Admin Fund 0001	(1,280,392)	(2,140,052)	(1,435,060)	(1,128,183)	1,011,869	-47.3%
1121	Julian Street Office Fund 0001	8,033,764	8,542,780	8,986,983	9,360,350	817,570	9.6%
Total Net Expenditures		\$ 15,390,678	\$ 14,687,380	\$ 16,851,780	\$ 17,633,017	\$ 2,945,637	20.1%

County Counsel— Budget Unit 120 Gross Expenditures by Cost Center

CC	Cost Center Name	FY 2014 Actuals	FY 2015 Approved	FY 2016 Base Budget	FY 2016 Recommended	Amount Chg From 2015 Approved	% Chg From 2015 Approved
1110	Counsel Indigent Defense Fund 0001	\$ 8,637,306	\$ 8,284,652	\$ 9,299,857	\$ 9,400,850	\$ 1,116,198	13.5%
1120	County Counsel Admin Fund 0001	16,698,343	18,389,986	19,094,978	19,401,855	1,011,869	5.5%
1121	Julian Street Office Fund 0001	8,033,764	8,542,780	8,986,983	9,360,350	817,570	9.6%
Total Gross Expenditures		\$ 33,369,413	\$ 35,217,418	\$ 37,381,818	\$ 38,163,055	\$ 2,945,637	8.4%

County Counsel— Budget Unit 120 Expenditures by Object

Object	FY 2014 Actuals	FY 2015 Approved	FY 2016 Base Budget	FY 2016 Recommended	Amount Chg From 2015 Approved	% Chg From 2015 Approved
Salary and Benefits	\$ 24,761,264	\$ 26,989,058	\$ 28,323,639	\$ 28,885,869	\$ 1,896,811	7.0%
Services And Supplies	8,608,149	8,228,360	9,058,179	9,277,186	1,048,826	12.7%
Total Gross Expenditures	\$ 33,369,413	\$ 35,217,418	\$ 37,381,818	\$ 38,163,055	\$ 2,945,637	8.4%
Expenditure Transfers	(17,978,735)	(20,530,038)	(20,530,038)	(20,530,038)	—	—
Total Net Expenditures	\$ 15,390,678	\$ 14,687,380	\$ 16,851,780	\$ 17,633,017	\$ 2,945,637	20.1%



County Council— Budget Unit 120 Revenues by Cost Center

CC	Cost Center Name	FY 2014 Actuals	FY 2015 Approved	FY 2016 Base Budget	FY 2016 Recommended	Amount Chg From 2015 Approved	% Chg From 2015 Approved
1120	County Council Admin Fund 0001	\$ 1,259,934	\$ 1,036,197	\$ 1,056,867	\$ 1,056,867	\$ 20,670	2.0%
Total Revenues		\$ 1,259,934	\$ 1,036,197	\$ 1,056,867	\$ 1,056,867	\$ 20,670	2.0%

County Council— Budget Unit 120 Revenues by Type

Type	FY 2014 Actuals	FY 2015 Approved	FY 2016 Base Budget	FY 2016 Recommended	Amount Chg From 2015 Approved	% Chg From 2015 Approved
Licenses, Permits, Franchises	\$ 138,314	\$ 147,997	\$ 147,997	\$ 147,997	—	—
Charges For Services	556,469	472,610	472,610	472,610	—	—
Other Financing Sources	565,151	415,590	436,260	436,260	20,670	5.0%
Total Revenues	\$ 1,259,934	\$ 1,036,197	\$ 1,056,867	\$ 1,056,867	\$ 20,670	2.0%

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

	Positions	Appropriations	Revenues
0001-General Fund (Fund Number 0001)			
Current Level Budget			
FY 2015 Approved Budget	6.0	\$ 8,284,652	\$ —
Board Approved Adjustments During FY 2015	—	200,000	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	44,703	—
IntraCounty Adjustments	—	7,136	—
Other Adjustments	—	763,366	—
Subtotal (Current Level Budget)	6.0	\$ 9,299,857	\$ —
Recommended Changes for FY 2016			
IntraCounty Adjustments	—	\$ 993	\$ —
Decision Packages			
FY 2016 Budget Proposal Ancillary Costs	—	100,000	—
Information Technology			
Capital			
Subtotal (Recommended Changes)	—	\$ 100,993	\$ —
Recommended Budget	6.0	\$ 9,400,850	\$ —



County Counsel Admin Fund 0001 — Cost Center 1120

Major Changes to the Budget

	Positions	Appropriations	Revenues
0001-General Fund (Fund Number 0001)			
Current Level Budget			
FY 2015 Approved Budget	83.5	\$ (2,140,052)	\$ 1,036,197
Board Approved Adjustments During FY 2015	2.0	396,882	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	-1.0	532,951	—
IntraCounty Adjustments	—	(148,319)	—
Other Adjustments	—	(76,522)	20,670
Subtotal (Current Level Budget)	84.5	\$ (1,435,060)	\$ 1,056,867
Recommended Changes for FY 2016			
IntraCounty Adjustments	—	\$ 11,983	\$ —
Decision Packages			
BU 0120 Add Resources to Support the Child Dependency Unit	—	(61,223)	—
BU 0120 FY 2016 Add Resources to Labor and Employment Team	1.0	256,117	—
BU 0120 FY 2016 Techology for discovery and CPRA requests	—	100,000	—
Information Technology			
Capital			
Subtotal (Recommended Changes)	1.0	\$ 306,877	\$ —
Recommended Budget	85.5	\$ (1,128,183)	\$ 1,056,867

Julian Street Office Fund 0001 — Cost Center 1121

Major Changes to the Budget

	Positions	Appropriations	Revenues
0001-General Fund (Fund Number 0001)			
Current Level Budget			
FY 2015 Approved Budget	46.5	\$ 8,542,780	\$ —
Board Approved Adjustments During FY 2015	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	1.0	476,744	—
IntraCounty Adjustments	—	35,950	—
Other Adjustments	—	(68,491)	—
Subtotal (Current Level Budget)	47.5	\$ 8,986,983	\$ —
Recommended Changes for FY 2016			
IntraCounty Adjustments	—	\$ 6,031	\$ —
Decision Packages			

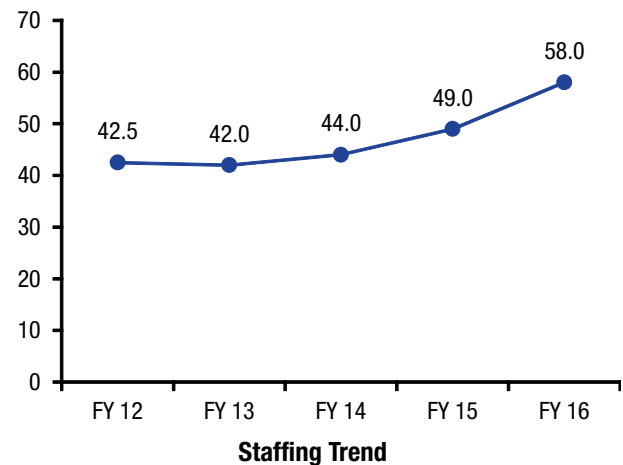
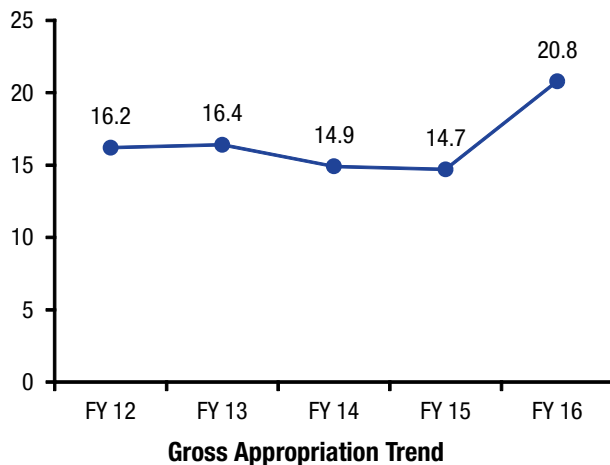
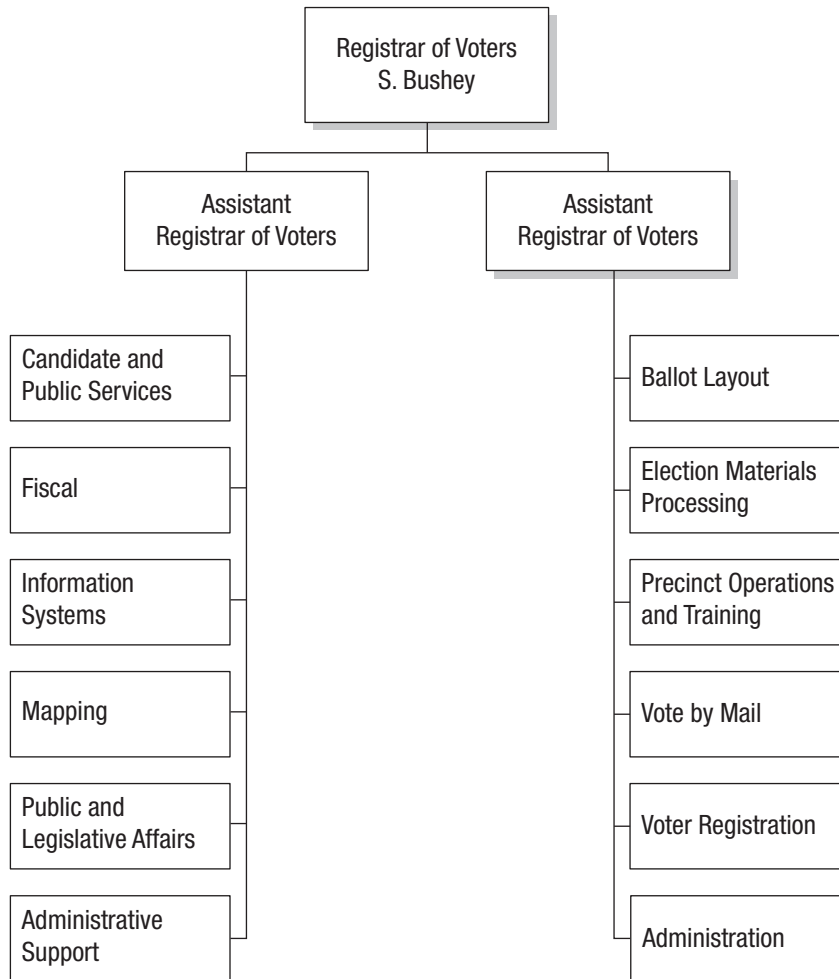


Julian Street Office Fund 0001 — Cost Center 1121
Major Changes to the Budget

	Positions	Appropriations	Revenues
BU 0120 Add Resources to Support the Child Dependency Unit	1.5	367,336	—
Information Technology			
Capital			
Subtotal (Recommended Changes)	1.5	\$ 373,367	\$ —
Recommended Budget	49.0	\$ 9,360,350	\$ —



Registrar of Voters



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 mission of the Registrar of Voters' Office (ROV) is to provide the highest level of integrity, efficiency and accuracy in voter registration and election processes. The ROV conducts all federal, state, and local elections.

The department provides voter registration services to eligible citizens and maintains the voter registration database. Staff also conduct voter registration drives and educate the public about the election process.

Communications with the public, voters, candidates, districts and elected officials are maintained through press and media advisories, attendance at public meetings and events, utilizing social media and working with state organizations and affiliations.

ROV processes nominations and financial filings for candidates seeking federal, state, county, school, or special district offices. It also assists individuals and jurisdictions in placing measures on the ballot.

Ballots and other voting materials are created in English, Chinese, Spanish, Tagalog and Vietnamese pursuant to federal law. Facsimile ballots, polling place materials, and polling place assistance are also provided in Hindi, Japanese, Khmer, and Korean pursuant to state law.

A Sample Ballot & Voter Information Pamphlet containing voting instructions, candidate statements, and measure information is sent to registered voters prior to every election. Additionally, over two-thirds of voters receive vote by mail ballots, which can be returned by mail or dropped off in person at any polling place. ROV also offers a number of other convenient voting options, such as early voting centers and ballot drop-off sites.

On Election Day, ROV operates over 700 polling places in communities throughout the county. The department maintains precinct boundaries, determines the number and location of polling sites, prepares and delivers voting equipment, distributes polling place supplies, and recruits and trains election officers to staff the polls on Election Day. Bilingual assistance is provided at the polls in nine languages in accordance with state and federal law.

After the polls close, ROV tallies and reports election results based on the official ballots cast at polling places as well as early vote by mail ballots. During the subsequent canvass period, the department processes and tallies provisional ballots and any outstanding vote by mail ballots dropped off at the polls, or postmarked on Election Day. Once all ballots have been accounted

for and the tallies have been audited for accuracy, the ROV certifies the election and issues the official election results.

Current and Emerging Issues

New Language Mandates

In December 2013, the Secretary of State's Office (SOS) issued new targeted precincts for the Registrar of Voters (ROV) to provide translated ballots and language assistance at the polls as required by state law. These new targets substantially increased the number of precincts covered under the four federally-mandated languages of Chinese, Spanish, Tagalog, and Vietnamese. It also added precincts for coverage in Hindi, Japanese, Khmer, and Korean. These new mandates significantly increased costs for translating and proofreading ballot materials as well as recruiting bilingual poll workers. Further, in 2014 ROV increased outreach and advertising in the community, hired additional bilingual extra help, translated polling place signage and materials and staffed polling locations at higher levels to meet these new mandates.

Vote by Mail and Early Voting

The Vote by Mail (VBM) program continues to expand as ROV strives to offer more convenient and accessible options for voters to cast their ballots. 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 2013, ROV conducted a pilot project for a satellite Early Voting Center at the Sunnyvale Public Library, which utilized ballot-on-demand technology. This program was expanded in 2014 with Early Voting Centers at four Santa Clara County and one City of San Jose Library locations, one in each Supervisorial District. Larger than normal vote by mail voters dropping off ballots on election day have greatly contributed to delayed processing and tallies on election night. Additionally, with the passage of SB29 last year, VBM voters will now have up to 3 days following the election for their ballots to be received if postmarked on or before election day.

Same-Day Voter Registration

State law provides for conditional voter registration (CVR), commonly known as same-day registration, to take effect after the Secretary of State certifies that the VoteCal statewide voter registration database is online. The current project timelines for VoteCal have deployment and training scheduled in 2015/2016, county elections officials and their vendors have already begun preparing for CVR. ROV staff is staying closely involved with these statewide discussions and serving on state association committees, as these decisions will have an impact on ROV operations. CVR will lead to an increase in the number of provisional ballots cast, which will in turn impact the post-election canvass. This likely will result in increased staffing and technological process innovations in order to certify election results within the statutory 30-day period.

Voting System

Santa Clara County's voting system, purchased in 2003, is now over ten years old and is approaching its end of life cycle. The system is only minimally supported by the vendor, who is no longer pursuing State certification for updates and new builds. In fact, the vendor has received certification for the first new system in California in years. The central count design, in which all ballots cast at the polls must be tallied in the Registrar's office, contributes on an ongoing basis to later results reporting on election night compared to counties with precinct count systems. The County is in the planning stages of releasing an RFP for the acquisition of a new system.

Public Communications, Legislative Affairs and Outreach

Communication and outreach has become a challenge as county residents turn to digital media sites for information and news. With shifting expectations and new technologies, the Office has focused on increased visibility, consistency of message and improved



relations in order to enhance public communication and more effectively utilize online and social media to keep the public informed.

Just Culture/Process Improvement Program

In 2015, the Registrar of Voters (ROV) began a process improvement program designed to empower employees at all levels to find ways to improve the day-to-day performance of their jobs.

Every division was asked to meet at least once per month to discuss ideas for improving division operations. Employees were asked to identify process improvements that might make their jobs easier, allow them to work faster, help them reduce errors, or improve the service they provide to customers. This monthly forum allowed employees to freely discuss opportunities for improvement and/or acknowledge previous errors or system inefficiencies.

From this list of ideas, each division was asked to prioritize one or more items to become action items for the next month. Action items were selected based on available division staff and existing resources not requiring major budget adjustments. Members of the division then volunteered to take ownership of these action items, working individually or in teams. Many divisions chose to meet more frequently, opting for weekly meetings instead of monthly, to help them make faster progress on their action items.

Several divisions focused on improving the documentation of their activities to make sure that all employees, including the temporary extra help workers

recruited for elections, were following consistent procedures to reduce errors and provide better customer service. Other divisions identified specific training that would help them perform their duties, as well as opportunities for cross-training, so that staff members could support each other during peak workload times. One division identified training classes that they could attend together, making the project as much about teambuilding within the division as it was about enhancing their skill sets to help with their day-to-day activities. Other teams looked at ways to re-imagine their workflows. One team designed a technological solution for volunteer check-in to help streamline the training and management of the thousands of volunteers who serve at the polls. Another division re-designed the physical layout of their work floor to help speed up processing and create space for additional extra help workers when needed.

Division managers monitored the projects and tracked their teams' progress and results. The ROV leadership team recognized employees for their hard work and creativity by spotlighting specific accomplishments at Department-wide staff meetings, mentioning the successful projects in the Registrar's monthly e-mail to staff, and attending division staff meetings to directly acknowledge the progress being made.

County Executive's Recommendation

Summary of County Executive's Recommendations

Description	Impact	Impact on Services	Position Impact	FY 2016 Ongoing Net Cost/(Savings)	FY 2016 One-Time Net Cost/(Savings)
Implement Electronic Poll Books	↑	Enhance voter experience at the polls and expedite processing of voter history.	—	\$150,000	\$2,500,000
Increase Election Officers Pay	↑	Increase recruitment of Election Officers by increasing the stipend.	—	\$139,000	—
Transfer Services to ISD to Provide On-Site IT Application and Business Process Management Support	↓	Transferring responsibility for managing Registrar of Voters information system to ISD.	-2.0	(\$367,038)	—
↑ — Enhanced ◆ — Modified ● — No Change ↓ — Reduced ☒ — Eliminated					



Summary of County Executive's Recommendations

Description	Impact	Impact on Services	Position Impact	FY 2016 Ongoing Net Cost/(Savings)	FY 2016 One-Time Net Cost/(Savings)
Enhance Call Centers to Assist ROV and Voters	↑	Enhance customer service to voters utilizing the ROV hotline.	—	\$85,000	—
Implement an Asset Tracking System	↑	Provides ROV the ability to streamline several processes on Election Night.	—	—	\$150,000
Purchase Additional Ballot Scanners	↑	Increase the speed of ballot processing on Election Night.			\$299,750

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

↑ Implement Electronic Poll Books

Recommended Action: Allocate one-time funding in the amount of \$2,500,000 and \$150,000 ongoing to implement electronic poll books in polling places on Election Day to reduce waiting and processing times for voters at the polls and speed up the process of applying voter history after the election, enabling faster provisional ballot counting.

Service Impact: Electronic poll books can be deployed in polling places to enable Election Officers (EOs) to easily look up and sign in voters on Election Day. Electronic poll books are easier to use than a paper roster of voters, and therefore can greatly improve the speed of processing voters and decrease the amount of time voters spend waiting in lines.

Electronic poll books can also reduce the number of voters who must cast a provisional ballot because they contain the database of voters for all precincts in the county, as opposed to paper rosters that only list the voters for a single precinct. This will make it easier for EOs to look up voters who go to the wrong polling place and direct them to the correct location. This benefits the voters, who get to vote at the right place and on the right ballot type with all of their local contests. It also benefits Registrar of Voters (ROV) by helping to manage the number of provisional ballots that need to be processed and tallied after the election.

Electronic poll books further speed up the counting of provisional ballots by streamlining the process of applying voter history for voters who went to the polls. With electronic poll books, this process of applying the voter history is done electronically using the memory card from the poll book device. This would allow ROV

starting provisional verification as much as three days earlier, which would in turn enable reporting final provisional results that much sooner.

One-time Cost: \$2,500,000
Ongoing Cost: \$150,000

↑ Increase Election Officers Pay

Recommended Action: Allocate ongoing funding to increase the stipend paid to citizens who serve at the polls as Election Officers by \$20 and increase the bonus stipend paid for bilingual skills in targeted languages by \$5 to assist the Registrar of Voters in recruiting skilled and enthusiastic Election Officers

Service Impact: This request would assist in the recruitment of Election Officers by increasing the financial incentive for citizens who serve at the polls and giving an additional bonus for individuals who can provide bilingual assistance in one of eight legally required languages: Chinese, Spanish, Tagalog, Vietnamese, Hindi, Japanese, Khmer, and Korean.

Ongoing Cost: \$139,000

↓ Transfer Services to ISD to Provide On-Site IT Application and Business Process Management Support

Recommended Action: Delete 1.0 FTE Information Systems Manager II position and 1.0 FTE Information Technology Program Manager position in ROV and add the positions to the Information Services Department (ISD).



Service Impact: Registrar of Voters has software applications that require IT support beyond the technical and/or staff resources currently available to them. Centrally managed on-site support will minimize the impact of special projects to business continuity, and focus on business strategies, process improvements, and the implementation of enabling IT business solutions.

Positions Deleted: 2.0 FTE
Ongoing Savings: \$367,038

↑ Enhance Call Centers to Assist ROV and Voters

Recommended Action: Allocate ongoing funding to implement computer software to assist Registrar of Voters in logging and tracking calls from voters and Election Officers to promote greater transparency and provide measurable data for customer service, voter education, and process improvements

Service Impact: A call center software program customized for election-specific uses would enable the Registrar of Voters (ROV) to more effectively track and document calls received on its 299-VOTE voter hotline and 299-POLL Election Officer hotline before, during, and after Election Day.

This software can be customized to fit the needs of an election office, including the ability to import data from the election management system, such as polling place information, pre-program data and route calls internally.

Ongoing Cost: \$85,000

↑ Implement An Asset Tracking System

Recommended Action: Allocate one-time funding to implement an asset tracking system utilizing radio frequency identification (RFID) scanners to improve the tracking of election materials as they are delivered to and returned from polling places

Service Impact: The Registrar of Voters (ROV) currently utilizes barcode scanning to track various election materials that are issued for use at polling places, including ballot boxes, supply bags, and voting machines. The barcodes must be scanned by handheld scanners held directly in front of the barcode label by

operators. Replacing barcodes with RFID tags would allow the items to be read at a greater distance by an antenna set in a fixed position that does not require an operator. This would streamline several processes within ROV, particularly on Election Night, because rather than require an operator to scan the barcode on each item individually, staff could wheel a large container with multiple items that could be read by the antenna simultaneously.

One-time Cost: \$150,000

↑ Purchase Additional Ballot Scanners

Recommended Action: Allocate one-time funding to purchase four additional central count ballot scanners compatible with the County's current voting system to increase the speed of ballot counting on Election Night.

Service Impact: The purchase of the additional ballot scanners will increase the Registrar of Voters ability to report results by one to two hours faster on Election Night. The additional scanners will also be used to count Vote by Mail and provisional ballots after Election Day.

One-time Cost: \$299,750

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

CC	Cost Center Name	FY 2014 Actuals	FY 2015 Approved	FY 2016 Base Budget	FY 2016 Recommended	Amount Chg From 2015 Approved	% Chg From 2015 Approved
5600	Registrar Of Voters Fund 0001	\$ 8,761,188	\$ 9,021,138	\$ 11,150,729	\$ 14,770,305	\$ 5,749,167	63.7%
5605	Registrar Gen Elections Fund 0001	3,682,629	4,180,690	4,320,731	4,459,731	279,041	6.7%
5610	Registrar Spec Elections Fund 0001	833,644	782,231	782,062	782,062	(169)	0.0%
5615	Electronic Voting Sys Fund 0001	675,876	716,907	779,244	780,054	63,147	8.8%
Total Net Expenditures		\$ 13,953,337	\$ 14,700,966	\$ 17,032,766	\$ 20,792,152	\$ 6,091,186	41.4%

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

CC	Cost Center Name	FY 2014 Actuals	FY 2015 Approved	FY 2016 Base Budget	FY 2016 Recommended	Amount Chg From 2015 Approved	% Chg From 2015 Approved
5600	Registrar Of Voters Fund 0001	\$ 8,761,188	\$ 9,021,138	\$ 11,150,729	\$ 14,770,305	\$ 5,749,167	63.7%
5605	Registrar Gen Elections Fund 0001	3,682,629	4,180,690	4,320,731	4,459,731	279,041	6.7%
5610	Registrar Spec Elections Fund 0001	833,644	782,231	782,062	782,062	(169)	0.0%
5615	Electronic Voting Sys Fund 0001	675,876	716,907	779,244	780,054	63,147	8.8%
Total Gross Expenditures		\$ 13,953,337	\$ 14,700,966	\$ 17,032,766	\$ 20,792,152	\$ 6,091,186	41.4%

Registrar of Voters— Budget Unit 140 Expenditures by Object

Object	FY 2014 Actuals	FY 2015 Approved	FY 2016 Base Budget	FY 2016 Recommended	Amount Chg From 2015 Approved	% Chg From 2015 Approved
Salary and Benefits	\$ 7,556,146	\$ 8,228,484	\$ 10,283,202	\$ 9,916,164	\$ 1,687,680	20.5%
Services And Supplies	6,172,136	6,472,482	6,749,564	7,976,238	1,503,756	23.2%
Fixed Assets	225,054	—	—	2,899,750	2,899,750	n/a
Total Net Expenditures	\$ 13,953,337	\$ 14,700,966	\$ 17,032,766	\$ 20,792,152	\$ 6,091,186	41.4%



Registrar of Voters— Budget Unit 140 Revenues by Cost Center

CC	Cost Center Name	FY 2014 Actuals	FY 2015 Approved	FY 2016 Base Budget	FY 2016 Recommended	Amount Chg From 2015 Approved	% Chg From 2015 Approved
5600	Registrar Of Voters Fund 0001	\$ 591,230	\$ 165,674	\$ 165,674	\$ 165,674	—	—
5605	Registrar Gen Elections Fund 0001	1,895,075	4,276,833	4,276,833	4,276,833	—	—
5610	Registrar Spec Elections Fund 0001	3,002,486	—	—	—	—	—
5615	Electronic Voting Sys Fund 0001	20,000	30,000	30,000	30,000	—	—
Total Revenues		\$ 5,508,792	\$ 4,472,507	\$ 4,472,507	\$ 4,472,507	—	—

Registrar of Voters— Budget Unit 140 Revenues by Type

Type	FY 2014 Actuals	FY 2015 Approved	FY 2016 Base Budget	FY 2016 Recommended	Amount Chg From 2015 Approved	% Chg From 2015 Approved
Fines, Forfeitures, Penalties	\$ 19,685	\$ 10,000	\$ 10,000	\$ 10,000	—	—
Aid From Government Agencies - State	27,097	8,000	8,000	8,000	—	—
Aid From Government Agencies - Federal	20,000	30,000	30,000	30,000	—	—
Charges For Services	4,885,900	4,268,833	4,268,833	4,268,833	—	—
Other Financing Sources	556,109	155,674	155,674	155,674	—	—
Total Revenues	\$ 5,508,792	\$ 4,472,507	\$ 4,472,507	\$ 4,472,507	—	—

Registrar Of Voters Fund 0001 — Cost Center 5600 Major Changes to the Budget

	Positions	Appropriations	Revenues
0001-General Fund (Fund Number 0001)			
Current Level Budget			
FY 2015 Approved Budget	43.0	\$ 9,021,138	\$ 165,674
Board Approved Adjustments During FY 2015	11.0	1,430,645	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	402,700	—
IntraCounty Adjustments	—	134,158	—
Other Adjustments	—	162,088	—
Subtotal (Current Level Budget)	54.0	\$ 11,150,729	\$ 165,674
Recommended Changes for FY 2016			
IntraCounty Adjustments	—	\$ 801,864	—
Decision Packages			
Implement Electronic Poll Books	—	2,650,000	—
Transfer Services to ISD to Provide On-Site IT Support	-2.0	(367,038)	—



Registrar Of Voters Fund 0001 — Cost Center 5600
Major Changes to the Budget

	Positions	Appropriations	Revenues
Enhance Call Centers to Assist ROV and Voters	—	85,000	—
Implement an Asset Tracking System	—	150,000	—
Purchase Additional Ballot Scanners	—	299,750	—
Information Technology			
Capital			
Subtotal (Recommended Changes)	-2.0	\$ 3,619,576	\$ —
Recommended Budget	52.0	\$ 14,770,305	\$ 165,674

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

	Positions	Appropriations	Revenues
0001-General Fund (Fund Number 0001)			
Current Level Budget			
FY 2015 Approved Budget	—	\$ 4,180,690	\$ 4,276,833
Board Approved Adjustments During FY 2015	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
IntraCounty Adjustments	—	140,041	—
Other Adjustments	—	—	—
Subtotal (Current Level Budget)	—	\$ 4,320,731	\$ 4,276,833
Recommended Changes for FY 2016			
IntraCounty Adjustments	—	\$ —	\$ —
Decision Packages			
Increase Election Officers Pay	—	139,000	—
Information Technology			
Capital			
Subtotal (Recommended Changes)	—	\$ 139,000	\$ —
Recommended Budget	—	\$ 4,459,731	\$ 4,276,833

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

	Positions	Appropriations	Revenues
0001-General Fund (Fund Number 0001)			
Current Level Budget			
FY 2015 Approved Budget	—	\$ 782,231	\$ —
Board Approved Adjustments During FY 2015	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
IntraCounty Adjustments	—	(169)	—
Other Adjustments	—	—	—
Subtotal (Current Level Budget)	—	\$ 782,062	\$ —



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

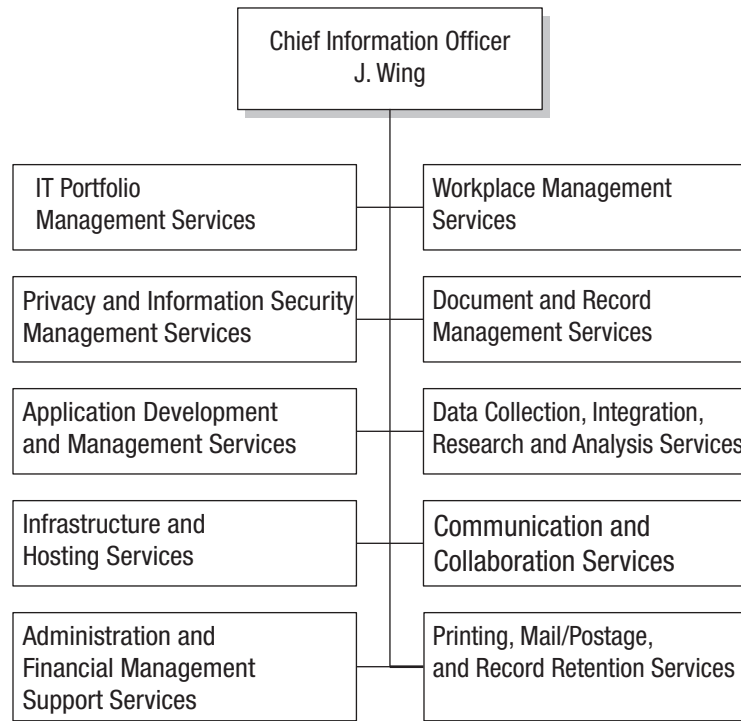
	Positions	Appropriations	Revenues
Recommended Changes for FY 2016			
IntraCounty Adjustments	— \$	— \$	—
Decision Packages			
Information Technology			
Capital			
Subtotal (Recommended Changes)	— \$	— \$	—
Recommended Budget	— \$	782,062 \$	—

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

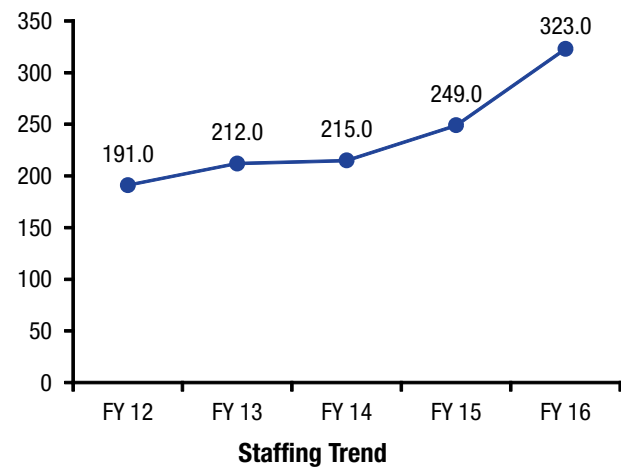
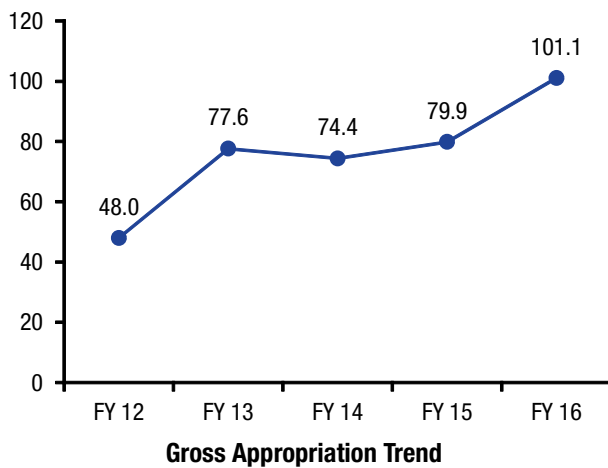
	Positions	Appropriations	Revenues
0001-General Fund (Fund Number 0001)			
Current Level Budget			
FY 2015 Approved Budget	6.0 \$	716,907 \$	30,000
Board Approved Adjustments During FY 2015	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	59,877	—
IntraCounty Adjustments	—	3,052	—
Other Adjustments	—	(592)	—
Subtotal (Current Level Budget)	6.0 \$	779,244 \$	30,000
Recommended Changes for FY 2016			
IntraCounty Adjustments	— \$	810 \$	—
Decision Packages			
Information Technology			
Capital			
Subtotal (Recommended Changes)	— \$	810 \$	—
Recommended Budget	6.0 \$	780,054 \$	30,000



Information Services Department

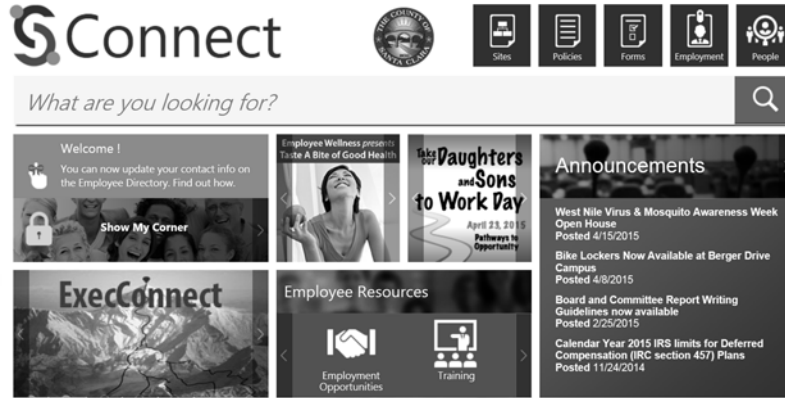


Section 1: Finance and Government



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) and Information Services Department (ISD)

"The mission of the County is to plan for the needs of a dynamic community, provide quality services, and promote a healthy, safe and prosperous community for all. To do this, Information Technology (IT) must align itself to the business strategies and needs of all County agencies and departments. The County's IT Transformation Initiative (ITTI) promises to deliver IT innovation that will be foundational in making the County vision a reality."
 Message from County Executive Jeff Smith, County's ITTI web portal.

It is the responsibility of the CIO's Office to support the County vision to better serve its constituents and the employees who make a quality, service-driven government organization by:

- Aligning technology with business strategies and IT needs
- Ensuring compliance to IT security regulations and protection of County data and systems
- Identifying cost savings through economies of scale and providing financial transparency
- Training a workforce that can support and sustain innovation to advance the County
- Providing the Right IT Services at the Right Time for the Right Cost

The Chief Information Officer (CIO) leads the County Information Services Department (ISD), with direct reports that include the Chief Healthcare Technology Officer (CHTO) who oversees all County Health & Hospital System (HHS) applications and infrastructure. The County CIO supports all County departments, sets direction for information technology (IT) Standards and Security, and is responsible for the IT Transformation Initiative (ITTI), which included major Countywide projects such as:

- O365 Project implementation
- Mobile Application development and Mobile Device Management
- Privacy and Security risk assessments and compliancy
- SccLearn, the centralized Learning Management System
- Web Applications and Content Management
- E-forms and workflow automation
- Connect, the County's employee portal including Enterprise Search capabilities

The major services offered by ISD reflect an increased emphasis on the business needs of County agencies and departments. Every ISD Service offering includes the following IT Professional Service components:

- **Project Management** - to manage the effort, resources, costs associated with work efforts

- **Business Analysis** - to understand the need or problem to resolve
- **Process Analysis** - to determine what needs to be streamlined in the Business process
- **Design and Planning** - to determine a solution and approach
- **Requirements and Procurement** - to develop and assist in the procurement of the solution
- **Development, Testing, Implementation** - to setup, test, secure and implement the solution
- **Maintain, Support and Enhance** - to maintain (upgrade, backup/restore), administrate, support and enhance test and production environments
- Countywide network and wireless infrastructure
- Telecommunication systems and cabling
- Cell Phone, Voice and Data Plan management
- Directory Services and Customer (end-user) Access, and Identity management
- Hosted Office Productivity Services, including email, collaboration, web/video conferencing, instant messaging, shared drives and office productivity solutions (Word, Excel, etc.)
- Managed Device services for workstations, laptops, Windows-based devices
- Mobile Device and Application Management services for tablets and smartphones

While these components are embedded in each Service offering, each can be provided separately, to fill specific department needs.

IT Portfolio Management Services

This service offering provides for facilitation, coordination, communication, management and support of the County IT Governance Committees and Centers of Excellence to establish strategy, subject matter expertise review, project initiation and prioritization and the development and publishing of the County IT Portfolio, standards, policies, procedures and guidelines. The Portfolio Management groups also facilitates and manages CIO Office IT Professional Services contracts with 7 vendors, serving as the business liaison to oversee vendor engagements, as requested, on behalf of County Departments. In addition, the group is developing a community of practice across the County to develop standards and common methodologies, to enable standardization and initiate best practices.

Workplace Management Services

This service provides provisioning, maintenance and support of eligible End User Devices, including network connectivity. The devices eligible for support coverage include standalone devices such as desktops, laptops, smartphones, tablets, network workgroup printers, as well as desktop individual printers, scanners, or other peripherals attached to a County device. Major components are:

- Help desk and first and second line technical support through the TechLink Center (TLC)

Privacy and Information Security Management Services

The IT Security group provides oversight of the County's IT and HIPAA Security Program, incident response planning and management, coordination of department Information Security risk assessments and remediation plans to ensure compliance with Board-approved policies, HIPAA, and other regulations. Information Security's main categories of service include:

- Risk assessment and risk treatment
- Security policy
- Organization of information security
- Human resource security
- Physical and environmental security
- Communications and operations management
- Access control
- Information systems acquisition, development and maintenance
- Information security incident management
- Business continuity management
- Compliance

Each of these areas includes a series of control objectives defining what is to be achieved along with implementation guidance for proper control maturity.



This program has recently been staffed to advance the IS program, and to assist in developing the Privacy portion of the overall program.

Document and Record Management Services

The Document and Record Management (DRM) Service provides a common platform that is integrated to enhance information exchange, collaboration and workflow within departments and across the organization. The following major areas are part of the DRM service:

- Document Management (Document Lifecycle, Management Sites and Repositories)
- Document Imaging (scanning, Optical Character Recognition (OCR), indexing, workflow & searching)
- Records Lifecycle Management
- Electronic Forms (e-forms design, development and support, business process automation with automated workflow processes)

Application Development and Management Services

Application Development and Management services provide for the maintenance and support of various business applications, including:

- Countywide Applications such as PeopleSoft, SAP, Kronos, Worker's Compensation and Integrated Workplace Management Systems (or Archibus)
- Departmental Applications including Adult Criminal Justice, Juvenile Records, Tax and 911 Dispatch applications
- Web, Mobile and GIS (Geographical Information Service) applications
- Software as a Service (SaaS) for externally hosted applications

Communication and Collaboration Services

Communication and collaboration tools include County's Public and employee portals, as well as departmental websites including:

- Website Design and Domain Registration
- Web Content Management Application (CMA) Training
- Team Collaboration and Project Sites

Data Collection, Integration, Research and Analysis Services

These services include data management, analytics and reporting for business intelligence to enable decision-making, such as AB109.

Infrastructure and Hosting Services

Services provided support the IT Infrastructure, including servers, databases, storage, backup and recovery solutions to provide a high level of data protection, in an enterprise class computing environment with 24x7 operations, fast response time, and uninterrupted service. Specific services include:

- UNIX and Windows Hosting
- Data Center Environment Management
- Network Management
- Database Management and Support
- Backup, Restore and Disaster Recovery
- Identity Management
- Voice and Telecommunications Infrastructure

Printing, Mail/Postage, Messenger and Record Retention Services

- Provides printing and design services; Print-on-Demand reproductions; Quick Copy Services; High-speed document folder/insert capabilities
- Provides internal and external mail delivery to County departments
- Administers and maintains County records warehouse

Administrative and Financial Management Services

This internal support area facilitates and enhances customer service delivery by providing:

- Financial analysis, procurement, accounting, budget, and billing for IT Services
- Personnel support, space management, travel and training, timekeeping and departmental communications

Current and Emerging Issues

Privacy and Information Security

In late 2013, County Administration began exploring best practices regarding privacy and security. An increasing number of laws and regulations require the establishment of policies and procedures that govern how personal information is managed with the expectation that staff will be trained and educated about these policies. In late 2014, the Board took steps toward the establishment of a Countywide Privacy and Security Program.

Santa Clara County has increased its web presence and digitization of sensitive information through the deployment of EPIC at the Valley Medical Center, contract engagements with cloud service providers, and expansion of use of web sites and social networking sites. The demands from the public, other government entities and business partners to have access to digital information is increasing. Mobile device usage has increased exponentially over the past 5 years as has electronic data creation. ISD's ability to secure sensitive data and maintain privacy is paramount.

At midyear, the Board approved additional resources to help implement a comprehensive information security program. These resources will work to develop protocols for incorporating necessary information security standards into the business requirements for implementation of various complex information systems and advanced equipment that utilize new technologies to store and access information. While the need to provide information and access to the public and business partners continues to increase, the County's responsibility to protect and manage personally identifiable information also increases.

Risk Associated with Single Points of Failure

The retirements and transitions of many experienced IT Managers has revealed an urgent need for continuity planning. Without a coordinated effort to implement County standards and commonly accepted best practices, provide backup support through cross training, and ensure departmental applications keeps pace with County and industry technology demands, the ability of individual departments to meet their primary business objectives is at risk. The historical practice of a single IT Expert is outdated and risky, as:

- Growth in technology usage for everyday business functions means the workload is typically too great for a single position
- Technology disciplines have grown in number and complexity. The notion of an IT Generalist has been replaced by specialists with specific areas of expertise such as software developers, IT project managers, Enterprise contracting and software licensing specialists, systems administrators, etc.
- Use of shared resources gives individual departments access to expertise they would not be able to justify on a full time basis

Onsite Application and Business Process Support Services: The Information Services Department is planning to implement a site-based service delivery model that will provide departments with:

- Increased coordination, communication and access to resources and talent
- More flexibility to meet immediate needs
- A broader knowledge base to solve problems and provide backup support

Service Management Model

The Customer Service Division (CSD) of ISD has been heavily involved in the IT Transformation Initiative currently underway in Santa Clara County. In 2014, the number of contacts handled by the CSD Service Desk grew by 19%, while at the same time CSD was challenged to provide manpower and expertise to many departments during the Office 365 implementation project. To meet this challenge, CSD has replaced the siloed support model of the past (where separate groups did similar work using different methods) with a flexible IT support staffing model which utilizes a unified team to adjust quickly to demand shifts. This approach builds bench strength through cross training and improves productivity by tapping latent talent. This team has increased first contact resolution to 65% of calls.

IT Asset Management

IT Asset Management (ITAM) continues to be a high priority. Since software vendors now routinely conduct compliance audits, the County must be able to respond proactively with accurate inventories and internal

compliance measures to reduce financial risk. Hardware lifecycle management is also critical as County citizens and employees depend increasingly on technology to perform everyday tasks and business functions. Better long-range financial planning will help to ensure funding is in place when equipment reaches obsolescence. In FY 2015, four positions were added to begin implementation of formal IT Asset Management processes. Several staff members attended ITAM training in September 2014 and a consulting engagement will soon begin to help staff develop an IT Asset Management roadmap.

Public Safety and Justice

Legacy Technology Modernization and Replacement: The Adult and Juvenile Criminal systems are the last two critical applications running on the mainframe environment at ISD. The IT staff providing support for these systems, much like the hardware they maintain, are retiring and replacements who are skilled in preserving this specialized technology are increasingly difficult to find. Meanwhile, the Superior Court has completed their Request for Proposals to replace six of their systems, with the Criminal Administration (currently hosted on the ISD mainframe) being one of the six. Coordination efforts are critical to prevent any negative impacts to the regional Law and Justice Business processes with the changes and implementations of new systems.

The CIO and ISD are working with the County Executive's Office, Law and Justice Agency Heads and the Court to collaborate on the implementation of systems, and to replace the County's legacy CJIC system while maintaining or enhancing existing levels of inter-departmental process integration. In addition, this team is working to improve technology that supports business operations in County criminal justice agencies, provide better access to existing information, and continue to develop technology to meet new business needs. This effort is critical and has been discussed with Executive Steering committees as part of the ongoing Public Safety and Justice Systems Program efforts. Funding was committed for FY2015 and is recommended to resource the second year of this effort, to procure and begin to implement new information systems and develop a new architecture for cross-agency information sharing and collaboration. These efforts have the potential to significantly streamline operations in many of the County justice agencies.

Public Safety Realignment: Data solutions are critical to the efficiency and effectiveness of the County's Public Safety Realignment (AB109) and Re-Entry services. Key are the needs to improve access to information consolidating and sharing data across all safety net agencies, including Criminal Justice, Health, Human Services and partner organization in the community. The success of re-entry programs depends upon the ability to measure and track outcomes across the spectrum of service for realignment individuals and other clients, and finally, to improve technology to enhance analysis and presentation of data in different formats and contexts to better support operational decision-making. ISD is working closely with the Office of Re-Entry Services and the Realignment Leadership Group to provide technical solutions to support these emerging needs.

Emergency Management Technology: There is a need to implement new technology that streamlines emergency management business processes, provides better access to emergency event information, and offers multiple channels to communicate timely and accurate emergency information to both first responders and the public. ISD supports several County and regional initiatives to improve information sharing between first responder agencies and enhance the technology available to support Emergency Operations in the event of a major disaster. These efforts are critical to ensure public and private organizations and individuals are informed and prepared to respond to emergency events.

Technology Business Management

Managing the business of technology is of increasing importance as the financial commitment grows in proportion to other operational expenses. Work continues to provide transparency to the cost of IT in the County. ISD is currently involved in an RFP process to procure a software tool that will automate many of the complex data collection, cost allocation and Order to Cash processes; and provide insight to consumers of technology to allow for better planning and more informed decision making. Operational data will also be more accessible allowing IT managers to track key metrics and identify problem areas in order to improve efficiency and quality of service delivery.

IT Career Compass

To ensure the County has the best IT resources, efforts are underway to refresh Job Series and Job Classifications to align better with industry standards

with appropriate compensation. As part of this effort areas pertaining recruitment, retention and recognition will be examined and recommendations to improve or enhance them will be made. In addition, training and mentoring plans and options will be developed. The goal is to establish clear definitions of job duties/responsibilities, performance requirements, career paths, and training options to help performance on the job and to prepare for upward mobility. Central IT Services will be determined and reflected in a refined IT organization to best provide IT as a Service that is customer-focused, operationally exceptional, and innovative.

Data Research, Analytics, Evaluation, and Reporting

Enterprise Data Oversight, Monitoring and Evaluation Strategy and Program: As County data management and analysis moves from siloed data sets to an integrated environment where data sharing between departments is essential to enable decision making, the development of an Enterprise Data Integration Program becomes a more critical need. Such a program would provide oversight, management, and assistance with prioritization and resourcing of data integration efforts, recommendations on policies, privacy and security compliance, and standardization of methodologies and technology tools to:

- Enable, facilitate, or expedite interdepartmental and Countywide program evaluation by addressing barriers to data sharing.
- Enable or improve provision of interdepartmental services to County residents by facilitating secure, legally-compliant sharing of data from within and outside the County.
- Increase awareness of and access management to existing data sets and reports.
- Explore the emerging role of Chief Data/Digital Officer position being established in industry to manage this large, complex and valuable service.

There are FY 2016 funding recommendations within the CEO's office regarding this emerging area, to establish an overall Program Director and one Analyst. They will lay the foundation for the Enterprise Data Oversight, Monitoring, and Evaluation Program which is essential to manage better the growing number of data integration projects throughout the County. A

collaborative effort is underway to provide a strategy to be reviewed by the County Executive, Board of Supervisors and other key stakeholders.

Learning Organization - sccLearn: The County's Learning Management System

The genesis of sccLearn began in a cross-boundary CLT team in 2010. sccLearn was rolled out in March of 2012, and capacity of the system has been building since that time. Management of the sccLearn application is a joint effort of ISD and ESA's Learning & Employee Development (LED) division.

Significant accomplishments in FY2015 include implementation of 200-plus online training courses; delivery of Healthcare Reform and Office 365 training via online and instructor-led courses; and the elimination of several manual and similar systems for 14 departmental training providers.

The CIO's office recently partnered with LED to offer County staff-tailored courses and workshops designed to maximize the power of newly introduced IT tools, as well as Microsoft Office training. Additional information is available in the ESA section of this document.

County Executive's Recommendation

Summary of County Executive's Recommendations

Description	Impact	Impact on Services	Position Impact	FY 2016 Ongoing Net Cost/(Savings)	FY 2016 One-Time Net Cost/(Savings)
On-Site IT Application and Business Process Management Support	◆	Create an On-Site Unit to provide application support for select Departments.	9.0	\$1,557,941	\$14,058
On-Site IT End User Support	◆	Create an On-Site Unit to provide end user device support for select Departments.	6.0	\$964,933	\$11,669
Augment Enterprise Program Management Staff for Human Resources and Finance Applications	↑	Increase IT application support for Human Resources and Finance Departments.	3.0	\$469,376	\$5,834
Augment Network Engineering Staff	↑	Expand staff resources to maintain County network infrastructure.	2.0	\$306,364	\$3,890
Augment Help Desk Technical Support Staff	↑	Address high Help Desk service request volume by adding additional staff resources.	2.0	\$282,503	\$3,890
Augment Development & Support Staff for Enterprise Content Management Applications	↑	Enable increased development and maintenance of electronic forms, as well as web and mobile applications.	9.0	\$1,340,661	\$17,503
Augment Finance and Administrative Staff	◆	Provide additional support resources for Financial operations in ISD.	1.0	\$141,820	\$1,945
Enhance IT Service on Demand Program with Additional Staff	↑	Provide staffing resource flexibility in ISD by creating term-limited entry level job opportunities.	8.0	—	—
Public Safety and Justice: Law & Justice System Road Map	↑	Provides staffing resources for Phase I launch of the PSJC Road Map project.	17.0	\$3,060,671	(\$726,485)
ISD Enterprise Storage Capacity Upgrade	↑	Provide expanded enterprise storage capacity for select Departments.	—	—	\$200,000
Storage Area Network (SAN) Upgrade	↑	Enable expanded SAN storage capacity for select Departments.	—	—	\$150,000
Augment Customer Service Division Vehicles	↑	Enable Customer Service Field Support staff to better serve remote customers.	—	—	\$70,200
Printing Services Equipment Replacement	●	Enable more reliable and efficient printing services.	—	—	\$147,673
Augment Resources for ISD AB109 Operations	●	Provide funding to address Data processing charges for IT support of AB109.	—	\$243,243	—
FY 2016 Information Technology Projects Information Services Department	↑		—	\$702,130	\$26,655,752
↑ — Enhanced ◆ — Modified ● — No Change ↓ — Reduced ☒ — Eliminated					



The following recommendations are for funding of resources in the Information Services Department (ISD) Internal Services Fund (ISF) 0074. All costs in the ISF are charged to customer operating departments, with the majority of charges allocated either to the General Fund or to Santa Clara Valley Medical Center.

◆ On-Site IT Application and Business Process Management Support

Recommended Action: Add 9.0 FTE in ISD to provide On-site IT Application and Business Process Support, and increase ongoing and one-time service and supplies expenditures to provide workplace resources for these positions.

Summary of Position Recommendations

Classification	FTE	Cost
Senior Business Information Technology Consultant	3.0	\$547,296
Information Systems Analyst II/I	2.0	\$319,662
Software Engineer III/II/I	1.0	\$137,837
Enterprise ITPS Manager	1.0	\$206,578
Senior Programming Analyst	1.0	\$174,239
Information Technology Project Manager	1.0	\$167,165
Total	9.0	\$1,552,777

This action relates to a reciprocal action in Registrar of Voters, and Planning & Development to delete a total of 4.0 FTE to offset 4.0 FTE of the recommended positions.

Service Impact: Registrar of Voters, Facilities & Fleet, and Planning & Development Departments have or are obtaining software applications that require IT support beyond the technical and/or staff resources currently available to them. Centrally managed on-site support will minimize the impact of special projects to business continuity, and focus on business strategies, process improvements, and the implementation of enabling IT business solutions.

Additionally, public facing Departments need technology to better serve the public by streamlining, automating and providing cost effective and efficient services. Dedicated ISD resources will provide the necessary expertise and collaboration to support their assigned departments' missions and reduce risk by avoiding single points of failure within the department.

Departments that subscribe to this service will have a dedicated Senior Business IT Consultant who is assigned to their location but reports to the new Department Product Services Manager, in the Information Services Department. The On-site Senior Business IT Consultant will be responsible for project management, ensuring adherence to Countywide IT business and security standards, business process improvements, strategic planning, supervision of application support staff, and will serve as the liaison between the Business and other ISD or 3rd party IT services. The Software Engineer and Senior Programming Analyst will focus on departments-specific applications and IT business needs, as required.

Parks and Recreation has expressed an intent to move to this service delivery model in the near future. Other departments have also shown interest in participating in this service.

Positions Added: 9.0
Ongoing Cost: \$1,557,941
One-Time Cost: \$14,058

◆ On-Site IT End User Support

Recommended Action: Add 6.0 FTE in ISD and increase ongoing and one-time service and supplies expenditures to manage and support end user devices to select Departments.

Summary of Position Recommendations

Classification	FTE	Cost
Information Systems Manager III	1.0	\$218,085
Information Systems Technician III/II/I	1.0	\$130,967
Information Systems Analyst II/I	3.0	\$438,305
Senior Programming Analyst	1.0	\$174,239
Total	6.0	\$961,596

This action relates to a reciprocal action in Facilities & Fleet to delete a total of 3.0 FTE to offset 3.0 FTE of the recommended positions.

Service Impact: Departments identified in this recommendation have an increasing need for IT support to effectively manage and support end user devices in a way that is consistent with Countywide practices and develops greater service accessibility for users while creating economies of scale for global IT services Countywide. ISD provides managed device services for workstations, laptops, and Windows-based devices to



select departments with this recommendation expanding capacity to provide services for these additional Departments.

Positions Added: 6.0
Ongoing Cost: \$964,933
One-Time Cost: \$11,669

↑ **Augment Enterprise Program Management Staff for Human Resources and Finance Applications**

Recommended Action: Add 2.0 FTE Software Engineer III/II/I, 1.0 FTE Senior Programming Analyst in ISD with an increase in ongoing and one-time service and supplies expenditures to provide increased Human Resources and Finance application support.

Service Impact: The critical nature of Employee Services Agency (ESA) Workers Comp and ESA Claims Liability, the strict time constraints on the Medical Examiner to respond and report findings, and the imperative to maintain business continuity and regulatory compliance in enterprise applications such as Kronos and PeopleSoft will receive an appropriate level of attention and support. This recommendation will replace unclassified and extra help positions with full time positions in the delivery of this service, increasing knowledge retention, enabling greater consistency of service and quality.

Positions Added: 3.0
Ongoing Cost: \$469,376
One-Time Cost: \$5,834

↑ **Augment Network Engineering Staff**

Recommended Action: Add 2.0 FTE Network Engineers to ISD with an increase in ongoing and one-time service and supplies expenditures to provide support for related network projects and maintaining the County's network infrastructure.

Service Impact: The workload for the Network Information Systems (NIS) Division has grown substantially due to the implementation of VOIP phone systems, call centers, Wi-Fi networks, additional security requirements, challenging remote locations, and the increase in cloud services. Current staffing is insufficient to provide day-to-day operational support, and still complete needed network infrastructure improve-

ments, large replacement projects, complex and after-hours testing, and changes in industry standards. Additional network engineers will allow for vital ongoing infrastructure upgrades and replacements, appropriate coverage of Countywide critical services, and security capabilities that will provide flexibility to meet business needs within the County.

Positions Added: 2.0
Ongoing Cost: \$306,364
One-Time Cost: \$3,890

↑ **Augment Help Desk Technical Support Staff**

Recommended Action: Add 2.0 FTE Information System Analyst II in ISD with an increase in ongoing and one-time service and supplies expenditures to provide increased Customer Services Division Help Desk support for various Departments.

Service Impact: Feedback from County Departments identified an overwhelming requirement for expanded desktop and device management with training.

Staff currently providing desktop support routinely receive nearly twice the industry standard number of service contacts per year. ISD will add the centralized management of Multi-functional devices (printer-scanner-copier-fax), to its workload. Positions added at midyear partially addressed these needs, but more support is required. Adding these positions is a more cost effective alternative than departments hiring their own staff, and prevents future problems that result from single points of failure and lack of adherence to standards causing security, support, and liability issues for both ISD and the departments.

Positions Added: 2.0
Ongoing Cost: \$282,503
One-Time Cost: \$3,890

↑ **Augment Development & Support Staff for Enterprise Content Management Applications**

Recommended Action: Add 9.0 FTE in ISD with an increase in ongoing and one-time service and supplies expenditures to provide increased development and support staff for applications for various Departments.

Summary of Position Recommendations

Classification	FTE	Cost
Quality Assurance Engineer	1.0	\$146,734
Information Systems Analyst II	1.0	\$139,237
Software Engineer III/II/I	3.0	\$413,511
Web Designer	1.0	\$121,029
Senior Programming Analyst	1.0	\$174,239
Systems Software Engineer II	1.0	\$160,815
Sr Systems Software Engineer	1.0	\$177,216
Total	9.0	\$1,332,781

Service Impact/Background: The demand for e-forms and workflow automation, as well as Web and Mobile applications development continues to grow as more County departments attempt to enhance their websites, utilize new modes of communication, collaborate, streamline and automate manual processes. Software Engineers and the Web Designer will address the current backlog. As the Enterprise Content Management (ECM) services staff adjusts to meet this demand, core software development functions must also be addressed to ensure a mature, efficient and highly productive environment:

Electronic Forms (e-forms) Development: Three Software Engineers can provide the needed support to handle the backlog and assist in advancing priorities that provide the greatest efficiencies. Some examples of recent work and time/effort saved include the Assessment Appeals Application and the Online Inmate Visitation Reservation System that have enhanced these Public Services.

Mobile App Development: With the popularity and positive increase of mobile devices, the County has a need to communicate with the public using a relevant approach. County residents expect County services to be available on mobile platforms. A Senior Programming Analyst position is needed to manage the ballooning demand. This primary focus of this position will be to manage the design, architecture, and development of the mobile environment ensuring adherence to best practices, uniform development standards and appropriate security protocols.

In addition, the Chief Information Officer (CIO) is coordinating a workshop with other California counties to explore the option of sharing code/resources for Web/Application development, data standards, and governance and to determine funding options. This

position would assist in this effort, and potentially garner external funding to support this joint effort across counties.

Quality Assurance (QA): Currently, 1.5 FTE provide QA to a team of 10 busy developers and a large collection of products already in production. The QA team may be asked to test up to 6 active projects at any given time, and the demand for development continues to grow. QA testing is needed for website development and web applications, custom applications, e-forms, mobile apps, and third party integrations. At least one Quality Assurance Engineer is needed to meet the demand for software testing. Without the additional resource, testing will be limited, leading to a higher risk of product failure, increasing rework efforts and diminishing productivity. To ensure proper software testing support for software development efforts, projects would need to be delayed until existing resources were available.

User Interface (UI): A Software Engineer III will focus on User Interface (UI) designs for both web and mobile applications and websites. Today, a single resource performs this role for over 20 project requests at a time. Therefore, projects are often delayed since solution development depends on UI design. ISD has tried unsuccessfully to leverage contractor positions, as qualified UI designers who also understand the County are difficult to find. Also, UI approaches vary, so use of different contractors presents a challenge in that different UI designs bring inconsistency to Countywide solutions. A permanent Software Engineer III would design wireframes and mock-ups, create graphics for both web applications and mobile applications, and coordinate with business analysts and developers. Without this position, the backlog of projects will continue to grow while straining the single resource who already regularly works overtime to meet projects deadlines, without any backup support. If service levels to departments diminish, departments could begin contracting out the work and then the County loses continuity of service, adherence to standards, and policy implementation oversight.

Technical Support for System Administration and to relieve Developers: As more Software as a Service (SaaS) applications are adopted, system administrators are required to monitor the applications and oversee various data interfaces. The Senior Systems Software Engineer and Systems Software Engineer will manage the growing Cloud environments for MS-Sharepoint

and MS Dynamics Customer Relationship Management Cloud solutions, and CA Service Desk application that now supports ISD and HHS for all requests and incidents. This work is currently falling on two engineers and the software developers. One Information Systems Analysts will also be required to offload software developers to handle:

- Growth in SharePoint Usage and Demand for Support and Training
- Growth in Saba (SCCLearn) Usage and Demand for Support and Training
- Record Retention Policy guidance and implementation for shared files

Currently these applications are heavily supported by time-limited unclassified and extra help employees. In the first half of FY 2015, the Customer Services Division utilized close to 5,000 extra help hours and continues to use more. These support functions are ongoing and require permanent staff who can be fully trained as subject matter experts. Use of temporary staff is inefficient and seldom allows for deeper investments that lead to full utilization of the more advanced features of products purchased by the County.

Positions Added: 9.0
Ongoing Cost: \$1,340,661
One-Time Cost: \$17,503

↑ Augment Finance and Administrative Staff

Recommended Action: Add 1.0 FTE Senior Accountant in the Finance and Administration Unit of the ISD with an increase in ongoing and one-time service and supplies expenditures to provide increased financial support for ISD Operations and ISF financial processes.

Service Impact: As the demands of technology in the County continue to grow, a simultaneous increase in purchasing, accounts payable and hiring actions is occurring. The increased workload in ISD's Finance and Administration Unit has been managed through extra help with 1,334 extra help hours utilized in the first half of FY 2015 to maintain normal operations such as financial reporting, cost plan consolidation and

analysis, review and processing of purchasing actions. These tasks are not one time in nature, but rather normal daily operations.

Positions Added: 1.0
Ongoing Cost: \$141,820
One-Time Cost: \$1,945

↑ Enhance IT Service on Demand Program with Additional Staff

Recommended Action: Add 8.0 unfunded, unclassified FTE in ISD to provide additional IT Service on Demand resources to support IT related projects and operations.

Summary of Position Recommendations

Classification	FTE	Cost
Web Designer-U	1.0	\$0
Web Technician-U	1.0	\$0
Network Engineer-U	1.0	\$0
Information Systems Analysis II-U	1.0	\$0
Information Systems Technician II-U	1.0	\$0
Systems Software Engineer II-U	2.0	\$0
Database Administrator-U	1.0	\$0
Total	8.0	\$0

Service Impact/Background: The purpose of the IT Service On Demand program is to expose a recently trained labor force to positions and duties within the County, while providing them with the training and experience needed to move into higher level and more difficult to fill permanent positions within the County.

The current job market in the Silicon Valley has created fierce competition for competent technical expertise. As such, the County struggles to attract and retain highly qualified IT professionals. Extra help quotas discourage hiring of entry level individuals on a time limited basis. The 8 requested IT on Demand positions, specifically focus on recruiting entry level candidates who have recently completed a technical training program or Information Technology degree.

Like other existing IT On-Demand positions, while employees hired into these positions will be time-limited to 18 months, the positions themselves will remain on an ongoing basis. These positions will be

alternately staffed to provide maximum flexibility to provide ISD with the necessary skill sets to address short term and critical immediate manpower needs.

Positions Added: 8.0

Public Safety and Justice: Law & Justice System Road Map

Recommended Action: Add 17.0 FTE in ISD with an increase in ongoing and one-time service and supplies expenditures to provide administration and support for the implementation of the Public Safety and Justice: Law & Justice Road Map Project.

Summary of Position Recommendations

Classification	FTE	Cost
Program Management		
PSJ Program Director	1.0	\$289,170
IT Planner/Architect	1.0	\$193,504
Management Analyst	1.0	\$137,389
Senior Business IT Consultant	1.0	\$194,340
County Justice Information Center - Message Broker		
Software Engineer III	2.0	\$311,416
Senior Systems Software Engineer	1.0	\$188,679
Senior Database Administrator	1.0	\$178,816
Senior Business IT Consultant	1.0	\$194,340
Jail Management System		
Information Tech Project Manager	1.0	\$167,165
Software Engineer III	1.0	\$155,708
Adult Probation & Pre-Trial		
Software Engineer III	1.0	\$155,708
Senior Business IT Consultant	1.0	\$194,340
Sheriff Records Management System and Jail Management System		
Software Engineer III	1.0	\$155,708
Senior Business IT Consultant	1.0	\$194,340
Referral Tracking & Drug Testing		
Senior Business IT Consultant	1.0	\$194,340
Software Engineer III	1.0	\$155,708
Total	17.0	\$2,771,501

Salaries will be charged to the one-time project fund initially. When a module is deployed and fully operational, the salaries will become part of ongoing service rates to appropriate Public Safety and Justice Departments.

Background/Service Impact: The Public Safety and Justice Systems Program (PSJSP) is a multi-year program, consisting of various related technology

projects and represents a significant commitment of staff resources and funding due to the size and breadth of the project. The technology suite available once all the systems are implemented will include:

- Data Exchange/Message Broker information sharing technology
- Data Warehouse, Business Intelligence and Analytics components
- Security modules to control and monitor information and system access
- Enterprise content management software to facilitate shared data and reduce duplicate data entry
- Extensive interfaces between the local Court's new case management system and existing and future County case management system
- Sheriff Records Management System
- Jail Management System
- Adult and Juvenile Probation Case Management system(s)
- Drug Testing
- Referral Tracking - Resource Re-entry Program
- Digital Evidence
- Public Defender's Case Management System

Each of the above components represents a significant change in the technical direction and strategy for County justice agencies. Agencies that currently rely on CJIC for basic operational functions will transition to new systems that will provide enhanced functional components and a more flexible and robust technology infrastructure. Additional staff is required to support the new technology components and products as each new system will require specific technical expertise to implement, support, and maintain system components.

While it is anticipated that existing staff supporting the CJIC system will transition to the new technologies, a large gap in skillsets will need to be filled. Also, additional staff is required to support the much broader array of information systems since multiple components will replace one integrated system (CJIC), requiring increased management and coordination efforts to ensure minimal overall impact to the Public Safety and Justice community.

The Law & Justice Information Systems Roadmap (LJSR) for Santa Clara County involves the processes and information-sharing needs from the following agencies: Superior Court; District Attorney; Public Defender; Alternate Defender; Pretrial Services; Adult Probation; Sheriffs Office; and local, State and Federal law enforcement agencies (LEAs).

Within the community, many different technology and systems are in use. At the center is the Criminal Justice Information Control (CJIC) system, a County mainframe application that tracks local adult criminal histories and provides the operational framework for criminal case processing. With over 4,000 users, CJIC is integrated into every aspect of the County's day-to-day law and justice operations. CJIC annually processes more than 88,000 criminal court cases and over 70,000 formal bookings.

The project is focusing on planning for the Law and Justice Community's shared needs in an integrated manner, specifically addressing the following:

- Anticipated Business Improvements
 - Opportunities to share information and collaborate between agencies
 - Cost savings by implementing quick win projects
 - Cost and technical system assessments and recommendations
- Project Goals - The project was chartered in FY 2011 with the following goals:
 - Develop and implement strategies to increase information sharing and business analytics across a variety of technical platforms
 - Develop solutions to current and future resource, economic and technological challenges
 - Develop an architecture plan for an integrated Law and Justice System, currently CJIC
 - Develop a plan, and implement where possible, other technology and process changes that will reduce costs and streamline operations
 - Develop a strategy to provide increased flexibility to accommodate new access/integration requirements while maintaining system response time and security
- Specific Objectives
 - Support technical integration and business collaboration in the most cost effective manner
 - Provide a foundation for ongoing improvements in law and justice technology in the County
 - Identify strategies and develop a comprehensive plan to address the increasing cost and decreasing availability of resources needed to keep CJIC in the mainframe environment
 - Enable management and operational reporting
 - Adapt to the changing external environment in a flexible and cost-effective manner
 - Provide a more effective and efficient manner of training law and justice personnel to minimize time away from critical tasks (such as LEA patrol)
 - Provide field officers faster access to criminal offender information
 - Reduce costs of information sharing
 - Adopt, where feasible, national technical standards to improve cross-agency data exchanges
 - Minimize disruptions in service levels

Positions Added: 17.0

Ongoing Cost: \$3,060,671

One-Time Savings: \$726,485

One-time Salary Savings of \$726,485 reflects time for recruitment and the delayed start of 4.0 FTE

↑ ISD Enterprise Storage Capacity Upgrade

Recommended Action: Allocate one-time appropriations utilizing ISD Internal Service fund balance to provide resources for fixed asset purchase of storage hardware.

Service Impact/Background: In order to sustain projected data backup growth, an upgrade to the ISD enterprise backup infrastructure is required to provide additional storage capacity. ISD Storage and Backup rates include a small depreciation factor. These funds are assigned for the purpose of equipment replacement/refresh. Adequate fund balance is available to manage this one-time purchase.

One-Time Cost: \$200,000

↑ Storage Area Network (SAN) Upgrade

Recommended Action: Allocate one-time appropriations utilizing ISD Internal Service fund balance to provide resources for fixed asset purchase of upgrade Storage Area Network (SAN) hardware.

Service Impact/Background: Due to increased demand for SAN storage space and its performance during the last several months, ISD's enterprise storage infrastructure requires additional disk capacity. ISD Storage and Backup rates include a small depreciation factor. These funds are assigned for the purpose of equipment replacement/refresh. Adequate fund balance is available to manage this one-time purchase.

One-Time Cost: \$150,000

● Augment Customer Service Division Vehicles

Recommended Action: Allocate one-time funding for fixed asset purchase of 3 vehicles for the Customer Service Division Field Support Team.

Service Impact/Background: Due to the expanding number of departments and locations served by the Customer Service Division (CSD), 3 additional vehicles are required. This will allow CSD team members to be dispatched on an as needed basis to various locations and to address issues of increased travel times and single visits service calls to satellite locations of newly acquired department customers. Adequate fund balance is available to manage this one-time purchase.

One-Time Cost: \$70,200

● Printing Services Equipment Replacement

Recommended Action: Allocate one-time funding for fixed asset purchases relating to the replacement of printing services equipment.

Service Impact/Background: The following fixed assets have reached the end of their useful life and are in need of replacement to maintain printing service operations and efficiency levels.

- Digipath Scanning System - This asset is an antiquated 32-bit scanning system that is no longer supported within the industry. This asset will be replaced with the current industry standard 64-bit Free Flow system.
- HP DesignJet Plotter - This asset is nearing its anticipated end-of-life and supplies are increasing difficult to acquire.
- Xerox 5690 - This asset is beyond its anticipated end-of-life and Xerox will not provide maintenance on this copier.

One-Time Cost: \$147,673

↑ Augment Resources for ISD AB109 Operations

Recommended Action: Augment ongoing funding of \$234,234 to support Inter-County Data Processing Services, PC Software, and other office expenses to support the AB109 Program Data Collection and Sharing services.

Service Impact/Background: In FY 2013, ISD was allocated funding to add two positions and one-time contract services to support a comprehensive data warehouse solution that will pull data from disparate agency systems and provide a centralized repository for cross-agency reporting. In FY 2014, an additional three positions were funded to expand the scope of this project to include additional departments and expanded Countywide Criminal Justice Information Control (CJIC) system information. Additionally, these positions will provide support for a future interim and ongoing referral tracking system. No ongoing funding was provided for inter-county data processing services and other office expenses to support staff. Over the past two years, ISD leveraged salary savings from vacant positions to support the inter-county data processing needs. All positions will be filled by March 2015 preventing ISD from using salary savings to cover these anticipated ongoing needs.

Ongoing Cost: \$243,243

FY 2016 Technology Projects

The following recommendations require General Fund resources. Projects are recommended for funding in either the Information Services Department or in a specific operating department, depending on the nature of the project itself.

↑ FY 2016 Information Technology Projects Information Services Department

FY 2016 Information Technology Project recommendations are critical to ensuring that IT infrastructure is refreshed and expanded to handle growing needs and that legacy systems are replaced with new systems and capabilities. The projects will improve the efficiencies of service areas across and within departments and will further the goals of standardization, consolidation, and reducing the cost of business.

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.

Project Evaluation Process: The FY 2016 General Fund requests for IT projects were reviewed and prioritized by the CIO and the CIO Project Management Office (PMO), as well as various Centers of Excellence (Public Safety and Justice, Enterprise Content Management or HHS Information Technology) where applicable. Project funding requests were evaluated by their alignment with the County IT Transformation goals, as articulated in the Information Technology Three-Year Plan, Fiscal Year 2015-2017.

Project requests were evaluated in part by how projects would:

- Optimize technology to eliminate duplicative functions, and take advantage of economies of scale resulting in shifting the cost of delivering IT services and infrastructure to value-added IT Business Solutions.
- Use IT commodity services that can be shared across the County or within large groups with minimal risk; can be implemented quickly; and enable self-service and automation.
- Reduce or eliminate infrastructure costs (hardware and software) through use of hosted solutions or other means.
- Align with business needs.
- Provide service and quality improvement metrics.
- Create efficiencies and quality outcomes as a result of consolidation and sharing of IT services and resources.

All project requests were reviewed by the Executive Business and IT Steering (BITS) committee and will be tracked by the CIO Project Management Office.

Vision Element Alignment: The criteria for evaluating project funding requests have their foundation in the County vision elements:

- Customer Focus
- Employee Empowerment and Engagement
- Performance Measures
- Reduce Cost of Services
- Consolidate where Necessary
- Build Bench Strength
- Use Latent Talent and Resources

FY 2016 Technology Projects Information Services Department

Description	Ongoing Allocation	One-time Allocation
Modernization - Public Safety & Justice		
County Document & Evidence Exchange System (CDEES)	\$200,000	\$1,500,000
File Location Business Rule	—	\$24,090
Document Management System OCR Server	\$4,130	\$27,062
Modernization - Countywide		
eSignatures	—	\$650,000
IT Enterprise IT Asset Management	\$20,000	\$275,000
Phase III Microsoft Identity Management, ADFS Ext,RMS	—	\$530,000
Project Portfolio Management (PPM) Tool	\$120,000	\$250,000
Modernization - FGOCC		
Workers Comp Liability Insurance Claims System	—	\$134,000
IT Financial Management (SaaS) for ISD ISF	\$180,000	\$100,000
TCAS System Functional Improvements	—	\$800,000
PRIMS Park Ranger Information Management System	\$15,000	\$100,000
Inventory System County Archives & Clerk Record	—	\$70,000
Modernization - Health & Hospital (General Fund)		
Custody Health Services EHR	—	\$2,500,000
Public Health Information Exchange (HIE)	—	\$250,000
Public Health Open Data Portal	—	\$150,000
Infrastructure - Countywide		
Websense Internet Monitoring Upgrade & Replace	\$100,000	\$400,000
Upgrade of TCAS Production & Development Servers	—	\$350,000
ISD Data Center Network Upgrade	—	\$350,000
Replace Existing Employee & Guest WiFi Network Hardware	\$38,000	\$310,000
"Bring-Your-Own-Device" for the Public	—	\$25,000
EOC Intelligence Situational Status Capabilities	—	\$125,000
Professional Services		
Project Management & Business Analysis Professional Services	—	\$350,000
Feasibility Study - BOS Chambers Control Room	\$25,000	\$50,000
FileMaker/MS Access App Assessment Roadmap	—	\$350,000

FY 2016 Technology Projects Information Services Department

Description	Ongoing Allocation	One-time Allocation
Image Conversion Project - Phase I	—	\$75,000
Law and Justice System Roadmap – Program Management		
County Justice Information Center (New CJIC)	—	\$10,132,500
Records Management System Replacement	—	\$3,829,000
Program Management and Administration	—	\$750,000
Mainframe Re-hosting	—	\$549,100
Referral Tracking & Drug Testing	—	\$1,650,000
Total Allocation	\$702,130	\$26,655,752

Modernization - Public Safety & Justice

County Document & Evidence Exchange System (CDEES):

The Digital Evidence Project has been renamed to the County Document and Evidence Exchange System (CDEES). The primary goal of this project is to automate and standardize the collection, storage, access and distribution processes for digital evidence in the County. This project is a key component in the County's Public Safety and Justice Systems Program that will enhance the current level of integration, collaboration and data sharing among criminal justice agencies, and improve the administration of justice in the County.

One-time Cost: \$1,500,000

Ongoing Cost: \$200,000

File Location Business Rule: This project adds File Location Change as Business Rule trigger in the District Attorney Case Management System (CiberLaw). Business Rule functions that can be defined by system administrators currently exist in the system, where executed results can be defined as email, event creation, document creation and case status updates.

One-time Cost: \$24,090

Document Management System OCR Server: The ability for attorneys and staff to conduct text content searches within a specific document, a set of documents or system wide is essential to work processes as the department shifts from its reliance on paper case files to digitized case files. Implement EMC ApplicationX-



tender OCR Server and XPlore Server to enable OCR/Text search functions with existing District Attorney Document Management System.

One-time Cost: \$27,062
Ongoing Cost: \$4,130

Modernization - Countywide

eSignatures: In alignment with the Board's initiative to move towards a more paperless County government, the eSignatures Project is designed to implement digital signatures for County documents that currently require a wet signature. This project would meet California State's digital signature regulations and Government code section 16.5 for both public facing and internal employee facing documents.

One-time Cost: \$650,000

Enterprise IT Asset Management: ISD has taken on the responsibility for managing desktop/laptop assets and associated peripherals across supported departments. Managing these assets in a functional and cost efficient manner requires a software system. This system will manage such assets from the flow of shipments in and out of inventory through to deployment to end users and the ongoing management and control of the installed hardware base.

One-time Cost: \$275,000
Ongoing Cost: \$20,000

Phase III Microsoft Identity Management, ADFS Ext,RMS: Microsoft Identity Management (Practice of identifying specific users and what security groups that user may access) will simplify identity lifecycle management through automated workflows, business rules and easy integration with heterogeneous platforms across the data center and cloud. Assign permissions for individuals and groups (who has access to what files) across multiple systems. Active Directory Federation Services (ADFS) is a standards-based service that allows the secure sharing of identity information between trusted business partners (known as a federation) across an extranet. Rights Management Services (RMS) is an information protection technology

that works with Active Directory RMS-enabled applications to help safeguard digital information from unauthorized use such as copying, forwarding, etc.

One-time Cost: \$530,000

Project Portfolio Management (PPM) Tool: Centralized Project Portfolio Management software will facilitate the Project Management Office (PMO) in the County at ISD, Health and Hospital System, Social Services Agency and others to assess and track projects. A PPM application is essential to change the project management processes and work culture to commit resources to approved projects. The CIO-PMO will piggy back on an active RFP from the HHS-IS PMO. Because HHS-IS had some funding set aside in FY2015, this PPM tool project is listed under HHS for FY2016. In subsequent years, the PPM tool project may move under the CIO-PMO.

One-time Cost: \$250,000
Ongoing Cost: \$120,000

Modernization - FGO

Workers Comp Liability Insurance Claims System: This three-phase project will identify and implement a single system application for the replacement of the existing Workers' Compensation (WC) and the Liability Insurance (LI) claims systems.

- FY 2016: Project Feasibility/Assessment Study.
- FY 2017: Issue and finalization of the RFP and select the system application.
- FY 2017-2018: Implementation of the selected system application.

One-time Cost: \$134,000

IT Financial Management (SaaS) for ISD ISF: ISD requires increased functionality to allow for the efficient management, tracking, and controlling of costs within the ISF of service delivery, and ensuring the accuracy of billing/charging for the services. This project will secure a system and implement it for use.

One-time Cost: \$100,000
Ongoing Cost: \$180,000

TCAS System Functional Improvements: This project will develop additional TCAS system functionality necessary to support the business requirements of the Tax Collector and Controller's Office.

One-time Cost: \$800,000

PRIMS Park Ranger Information Management System: The PRIMS is designed to provide Law Enforcement Park Ranger staff with a fully integrated database which will allow them to produce, track and manage a wide variety of law enforcement reports, including: field identification, incident, traffic, penal code & vehicle code violations. PRIMS will allow staff to access the database from a mobile location (via laptop, iPad, etc.) and to share information quickly, efficiently and securely. Lastly, the PRIMS will allow the department to analyze law enforcement data, track enforcement needs and deploy Ranger staff effectively.

One-time Cost: \$100,000
Ongoing Cost: \$15,000

Inventory System County Archives & Clerk Record: With over 15 million records in the custody of the County Clerk-Recorder, an improved inventory system is required to manage and secure these records, which include books, film, artifacts, and photo collections. This project will identify a technology solution to help track, locate, and secure these items.

One-time Cost: \$70,000

Modernization - Health & Hospital (General Fund)

Custody Health Services EHR: This project extends Healthlink to Custody Health Services to ensure consistent patient care, and ease support and integration with other Healthlink modules.

One-time Cost: \$2,500,000

Public Health Information Exchange (HIE): Electronic data exchange via an HIE will improve accuracy, data integrity and facilitate the automation of data exchange with entities that must send data to the local health department. An HIE Hub for Public Health specific data is needed to more efficiently obtain mandated reporting data and Meaningful Use (MU) data from countywide data sources. These funds will be used to develop

requirements and work with other similar initiatives to determine if a common platform can be used to meet multiple department needs.

One-time Cost: \$250,000

Public Health Open Data Portal: Public Health Open Data Portal RFQ & RFP Public Health seeks a solution that includes an easy to use dashboard to track health and social determinant data, track progress made on the strategic plan and performance improvement activities as well as an easy to use mapping interface.

One-time Cost: \$150,000

Infrastructure - Countywide

Websense Internet Monitoring Upgrade and Replace: Websense infrastructure is used to monitor and report on employee use of the Internet Countywide. This is an important capability that is used by department managers and ESA Employee Relations to identify and report on potential misuse. The current infrastructure has been less useful as Internet traffic has become increasingly SSL encrypted. Encryption makes identification of sites and pages viewed or visited difficult or, at times, impossible. There is a need to upgrade the system hardware to support decryption of traffic to enable full analysis of sites visited and pages viewed. Decryption is also need to identify and block malware based attacks. Costs are estimates and may require update.

One-time Cost: \$400,000
Ongoing Cost: \$100,000

Upgrade of TCAS Production & Development Servers: The primary application for the Office of the Tax Collector is the Tax Collection and Apportionment System (TCAS). This system performs the billing and collection of nearly \$5 billion in property tax revenue annually, which is the major source of funding for the County and many other jurisdictions. TCAS supports users in the Office of the Tax Collector, the Treasurer/Controller's Office, and the Assessor's Office, as well as property owners in Santa Clara County. The system is currently running on hardware that was purchased in 2008 and is at end-of-

life. CPU, storage and physical memory are all below standard and significantly impact the processing time for nightly reporting.

One-time Cost: \$350,000

ISD Data Center Network Upgrade: Certain components of the Berger Complex data center core network infrastructure are nearing their end of useful life. This project will also create additional number of network ports available for new server installations.

One-time Cost: \$350,000

Replace Existing Employee & Guest WiFi Network Hardware: The WiFi network controllers and WiFi access point inventory for the County employee and guest WiFi networks require expansion and upgrade to current technology. Approximately 70 of the older generation of wireless access points do not support new WiFi protocols and must be replaced. This includes the DA's funding request to replace the obsolete WiFi network in the Crime Lab and merge that network and it's management with the ISD supported County WiFi network.

One-time Cost: \$310,000
Ongoing Cost: \$38,000

"Bring-Your-Own-Device" for the Public: Based on Supervisor Wasserman's vision to "...modernize our operations and make County governments more accessible" (2014 State of the County Address), This project will expand Clerk of the Board's current self-service area to allow customers and the public to use their own devices to search County records and access the Office's self-service offerings.

One-time Cost: \$25,000

EOC Intelligence Situational Status Capabilities: Currently in an emergency, Emergency Operations Center (EOC) use laptops to log in and out of more than 10 federal, California, and local systems including Homeland Security, CALEOC, critical transportation supply chain corridors, water systems, emergency fuel tracking, etc. This new EOC information/intelligence display will provide simultaneously view information from these multiple agencies from their laptops or on a large wall-mounted LED monitors. The integrated information display will be used for life-safety advance planning for

extended operational periods, situational awareness, and resource coordination with local municipalities, State Regional Emergency Operations Center (REOC), the State Operations Center (SOC), and Federal Emergency Management Agency (FEMA). This informational platform also will track preliminary and initial damage estimates. Both estimates drive state and federal recovery funding.

One-time Cost: \$125,000

Professional Services

Project Management & Business Analysis Professional Services: Utilize contract IT Professional Services to evaluate the IT needs of several County departments, conduct needs assessments and business analyses for burning platforms (failing critical systems), and modernization areas where key applications are difficult to support due to aging technology. IT Professional Services may be needed to manage projects during feasibility phases, and implementation of enterprise-level applications.

One-time Cost: \$350,000

Feasibility Study - BOS Chambers Control Room: project will initiate an IT feasibility study project to assess the equipment that are current in use in the Board Chambers' control room. Many of the broadcasting and audiovisual components are aging and may need to be upgraded or replaced within the next 12 to 24 months.

One-time Cost: \$50,000

Filemaker/MS Access App Assessment Roadmap: Many of the County departments have created and use File Maker Pro or MS-Access applications to support operations. These support activities are typically conducted by non-IT personnel and/or contractors. During periods of transition, departments look to ISD for technical or temporary support, yet ISD does not have File Maker support staff. This project will determine how best to bridge this support gap.

One-time Cost: \$350,000

Image Conversion Project - Phase I: Currently, the Clerk-Recorder's Office's Document Management System houses digital images of records dating back to 1981. It is a goal of this project to digitize records dating back to 1848 (these records are currently on films and books)

and have these digital images imported and indexed into the County's Document Management System. This project will span multiple years and estimates 4-5 million records will need to be converted.

One-time Cost: \$75,000

Modernization - Public Safety & Justice

County Justice Information Center (New CJIC): Develop a County Justice Information Center that will support data sharing between criminal justice agencies, shared services and reporting such as prisoner movement lists for Court appearances, business intelligence across agency and department data and criminal history archives.

One-time Cost: \$10,132,500

Records Management System Replacement: The Sheriff's Office uses a legacy in-house developed Incident and Activity Reporting System to track law enforcement activities and to support billing of contract cities. The legacy system has reached end-of-life and is unsupported in both the application front-end (Customized Access 2003) and backend database (Oracle). This project will procure a Commercial-Off-The-Shelf (COTS) Records Management System (RMS) to replace the legacy system and provide additional much-needed functionality to the Sheriff's Office. This project is a key component in the County's Public Safety and Justice Systems Program that will enhance the current level of integration, collaboration and data sharing among criminal justice agencies, and improve the administration of justice in the County.

One-time Cost: \$3,829,000

Program Management and Administration: Provide program and project management, business analysis, technical leadership and support and administrative services to the Public Safety & Justice Systems Program (PSJSP) and all projects falling within the program including:

- New County Justice Information Center
- Department of Correction Jail Management System
- Countywide Digital Evidence Management
- Countywide Notification System
- Countywide Public Safety Realignment Systems

- Sheriff's Department Records Management System
- Public Defender's Office Case Management System
- Mainframe Re-Hosting
- CJIC and JRS application migration

One-time Cost: \$750,000

Mainframe Re-hosting: The County needs to replace our aging mainframe infrastructure. It is too expensive to continue to maintain this technology in-house, so we are looking at the option of re-hosting the mainframe applications with a third party vendor. This project includes issuing an RFP for mainframe re-hosting, selecting a vendor, and contracting with the vendor to move our applications from Santa Clara County's mainframe to a third party mainframe. There will be ongoing costs to support the applications on the vendor platform but they will be significantly less than supporting an in-house mainframe.

One-time Cost: \$549,100

Referral Tracking & Drug Testing: The Reentry Resource Center (RRC) needs a tracking system to provide information regarding service referrals and delivery provided to re-entry clients within Santa Clara County. Currently, each agency or department, whether County or Non-County, provides services to these clients, then stores service and case data in their own departmental systems. There is a need to more clearly understand the referrals that are made between agencies, so that service and outcome data can be effectively measured and assessed. A centralized referral tracking system managed by the RRC will enhance the County's ability to coordinate services between agencies, more easily measure outcomes, accurately track service delivery, and more effectively allocate resources to support the success of Re-Entry initiatives. The centralized referral tracking system will be linked to the interim RRC Encounter program database that is used as the portal for client entering RRC. The behavioral health case management system or the RRC Encounter database will be re-engineered to work seamlessly with the tracking system.

One-time Cost: \$1,650,000



Information Services— Budget Unit 145 Net Expenditures by Cost Center

CC	Cost Center Name	FY 2014 Actuals	FY 2015 Approved	FY 2016 Base Budget	FY 2016 Recommended	Amount Chg From 2015 Approved	% Chg From 2015 Approved
014501	Information Services Fund 0001	27,712,622	22,447,563	4,859,665	31,190,301	8,742,738	38.9%
014502	Messenger Driver - Records Ret Fund 0001	500,485	534,521	669,065	606,479	71,958	13.5%
014574	Information Services Fund 0074	45,172,916	53,408,673	57,473,805	65,329,983	11,921,310	22.3%
014577	Printing Operations Fund 0077	1,922,259	1,849,207	2,241,318	2,392,619	543,412	29.4%
Total Net Expenditures \$		75,308,283 \$	78,239,964 \$	65,243,853 \$	99,519,382 \$	21,279,418	27.2%

Information Services— Budget Unit 145 Gross Expenditures by Cost Center

CC	Cost Center Name	FY 2014 Actuals	FY 2015 Approved	FY 2016 Base Budget	FY 2016 Recommended	Amount Chg From 2015 Approved	% Chg From 2015 Approved
014501	Information Services Fund 0001	27,712,622	22,447,563	4,859,665	31,190,301	8,742,738	38.9%
014502	Messenger Driver - Records Ret Fund 0001	1,905,578	1,982,791	2,147,775	2,085,189	102,398	5.2%
014574	Information Services Fund 0074	45,317,978	53,582,788	57,556,932	65,413,110	11,830,322	22.1%
014577	Printing Operations Fund 0077	1,922,259	1,849,207	2,241,318	2,392,619	543,412	29.4%
Total Gross Expenditures \$		76,858,438 \$	79,862,349 \$	66,805,690 \$	101,081,219 \$	21,218,870	26.6%

Information Services— Budget Unit 145 Expenditures by Object

Object	FY 2014 Actuals	FY 2015 Approved	FY 2016 Base Budget	FY 2016 Recommended	Amount Chg From 2015 Approved	% Chg From 2015 Approved
Salary and Benefits	\$ 30,939,119	\$ 37,515,039	\$ 41,429,144	\$ 48,990,947	\$ 11,475,908	30.6%
Services And Supplies	43,230,952	41,788,860	25,120,750	51,266,603	9,477,743	22.7%
Fixed Assets	2,167,969	—	255,796	823,669	823,669	n/a
Operating/Equity Transfers	520,399	558,450	—	—	(558,450)	-100.0%
Total Gross Expenditures \$	76,858,438 \$	79,862,349 \$	66,805,690 \$	101,081,219 \$	21,218,870	26.6%
Expenditure Transfers	(1,550,155)	(1,622,385)	(1,561,837)	(1,561,837)	60,548	-3.7%
Total Net Expenditures \$	75,308,283 \$	78,239,964 \$	65,243,853 \$	99,519,382 \$	21,279,418	27.2%



Information Services— Budget Unit 145 Revenues by Cost Center

CC	Cost Center Name	FY 2014 Actuals	FY 2015 Approved	FY 2016 Base Budget	FY 2016 Recommended	Amount Chg From 2015 Approved	% Chg From 2015 Approved
014501	Information Services Fund 0001	\$ 5,511,956	\$ 799,114	\$ 895,768	\$ 1,130,002	\$ 330,888	41.4%
014574	Information Services Fund 0074	44,717,568	52,992,159	57,394,609	64,417,801	11,425,642	21.6%
014577	Printing Operations Fund 0077	1,811,195	2,023,660	2,138,111	2,138,111	114,451	5.7%
Total Revenues		\$ 52,040,719	\$ 55,814,933	\$ 60,428,488	\$ 67,685,914	\$ 11,870,981	21.3%

Information Services— Budget Unit 145 Revenues by Type

Type	FY 2014 Actuals	FY 2015 Approved	FY 2016 Base Budget	FY 2016 Recommended	Amount Chg From 2015 Approved	% Chg From 2015 Approved
Revenue From Other Government Agencies	\$ 147,141	\$ —	\$ —	\$ —	—	—
Revenue From Use Of Money/Property	52,065	39,346	39,346	39,346	—	—
Aid From Government Agencies - Federal	257,389	466	466	466	—	—
Charges For Services	45,722,251	54,939,607	59,338,609	66,404,295	11,464,688	20.9%
Other Financing Sources	5,861,873	835,514	1,050,067	1,241,807	406,293	48.6%
Total Revenues	\$ 52,040,719	\$ 55,814,933	\$ 60,428,488	\$ 67,685,914	\$ 11,870,981	21.3%

Information Services Fund 0001 — Cost Center 014501 Major Changes to the Budget

	Positions	Appropriations	Revenues
0001-General Fund (Fund Number 0001)			
Current Level Budget			
FY 2015 Approved Budget	5.0	\$ 22,447,563	\$ 799,114
Board Approved Adjustments During FY 2015	—	190,188	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	102,211	—
IntraCounty Adjustments	—	(10,521,847)	164,596
Other Adjustments	—	(7,358,450)	(67,942)
Subtotal (Current Level Budget)	5.0	\$ 4,859,665	\$ 895,768
Recommended Changes for FY 2016			
IntraCounty Adjustments	—	\$ 2,493,802	\$ 234,234
Decision Packages			
Augment Resources for ISD AB109 Operations	—	234,234	—
Information Technology			



Information Services Fund 0001 — Cost Center 014501 Major Changes to the Budget

	Positions	Appropriations	Revenues
County Document & Evidence Exchange System (CDEES)	—	1,700,000	—
eSignatures	—	650,000	—
IT Enterprise IT Asset Management	—	295,000	—
Image Conversion Project - Phase I	—	75,000	—
Filemaker/MS Access App Assessment Roadmap	—	350,000	—
Feasibility Study Project - BOS Chambers Control Room	—	75,000	—
Project Management & Business Analysis Professional Services	—	350,000	—
Bring-Your-Own-Device for the Public	—	25,000	—
ISD Data Center Network Upgrade	—	350,000	—
Upgrade of TCAS Production & Development Servers	—	350,000	—
Websense Internet Monitoring Upgrade & Replace	—	500,000	—
Inventory System County Archives & Clerk Record	—	70,000	—
PRIMS Park Ranger Information Management System	—	115,000	—
IT Financial Management (SaaS) for ISD ISF	—	280,000	—
Workers Comp Liability Insurance Claims System	—	134,000	—
Phase III Microsoft ID Management, ADFS Ext, vRMS,	—	530,000	—
EOC Intelligence Situational Status Capabilities	—	125,000	—
Replace Employee & Guest WiFi Network Hardware	—	348,000	—
Project Portfolio Management (PPM) Tool	—	370,000	—
County Justice Information Center (New CJIC)	—	10,132,500	—
Records Management System Replacement	—	3,829,000	—
Program Management & Administration	—	750,000	—
Mainframe Re-hosting	—	549,100	—
Referral Tracking & Drug Testing	—	1,650,000	—
Capital			
Subtotal (Recommended Changes)	—	\$ 26,330,636	\$ 234,234
Recommended Budget	5.0	\$ 31,190,301	\$ 1,130,002

Messenger Driver - Records Ret Fund 0001 — Cost Center 014502 Major Changes to the Budget

	Positions	Appropriations	Revenues
0001-General Fund (Fund Number 0001)			
Current Level Budget			
FY 2015 Approved Budget	5.0	\$ 534,521	\$ —
Board Approved Adjustments During FY 2015	—	30	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	27,606	—
IntraCounty Adjustments	—	114,493	—
Other Adjustments	—	(7,585)	—
Subtotal (Current Level Budget)	5.0	\$ 669,065	\$ —
Recommended Changes for FY 2016			
IntraCounty Adjustments	—	\$ (62,586)	\$ —



Messenger Driver - Records Ret Fund 0001 — Cost Center 014502
Major Changes to the Budget

	Positions	Appropriations	Revenues
Decision Packages			
Information Technology			
Capital			
Subtotal (Recommended Changes)	—	\$ (62,586)	\$ —
Recommended Budget	5.0	\$ 606,479	\$ —

Information Services Fund 0074 — Cost Center 014574
Major Changes to the Budget

	Positions	Appropriations	Revenues
0074 - Data Processing ISF (Fund Number 0074)			
Current Level Budget			
FY 2015 Approved Budget	229.0	\$ 53,408,673	\$ 52,992,159
Board Approved Adjustments During FY 2015	19.0	1,289,111	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	1,965,004	—
IntraCounty Adjustments	—	1,430,617	4,609,691
Other Adjustments	—	(619,600)	(207,241)
Subtotal (Current Level Budget)	248.0	\$ 57,473,805	\$ 57,394,609
Recommended Changes for FY 2016			
IntraCounty Adjustments	—	\$ —	\$ 7,056,656
Decision Packages			
Onsite IT Application and Business Proc Mgmt Support	9.0	1,551,405	—
Augment EPS Management Staff for HR & Fin Applications	3.0	475,210	—
Augment Development & Support Staff for ECM Applications	9.0	1,358,164	525
Augment Network Engineering Staff	2.0	310,254	186
Augment Help Desk Technical Support	2.0	286,392	220
Augment Finance & Administration Staff	1.0	143,765	10,043
On-Site IT End User Support	6.0	976,602	(44,438)
Augment Customer Service Division Vehicles	—	70,200	—
Enhance IT Service on Demand Program with Additional Staff	8.0	—	—
Public Safety and Justice: Law & Justice System Rd Map	16.0	2,334,186	—
ISD Enterprise Storage Capacity Upgrade	—	200,000	—
Storage Area Network (SAN) Upgrade	—	150,000	—
Information Technology			
Capital			
Subtotal (Recommended Changes)	56.0	\$ 7,856,178	\$ 7,023,192
Recommended Budget	304.0	\$ 65,329,983	\$ 64,417,801

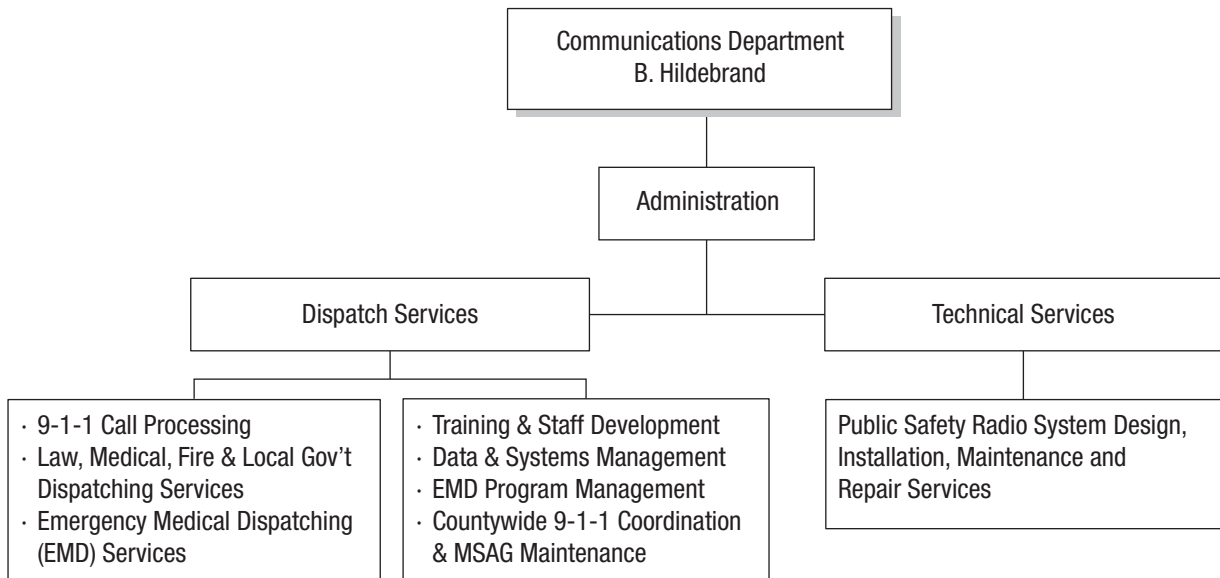


Printing Operations Fund 0077 — Cost Center 014577
Major Changes to the Budget

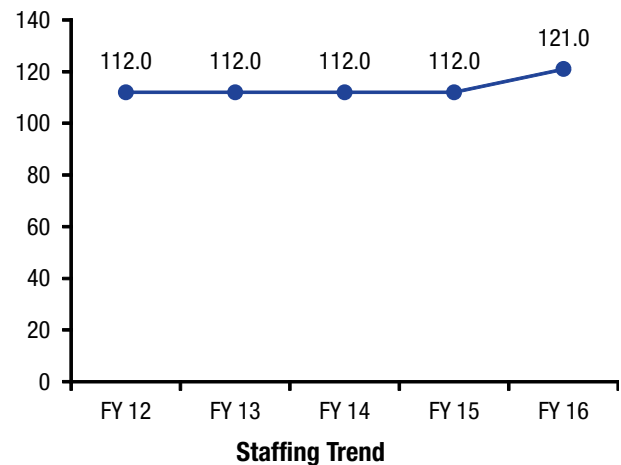
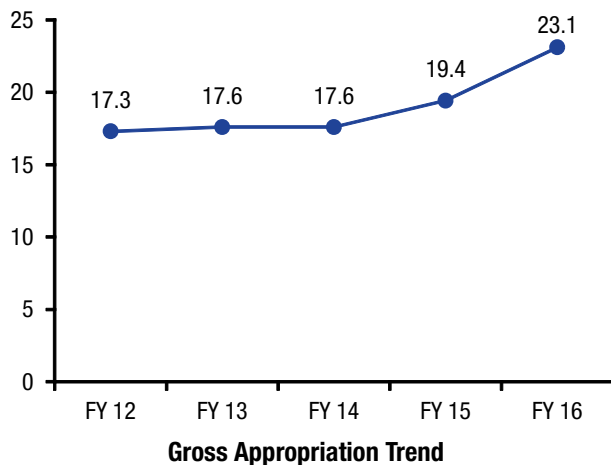
	Positions	Appropriations	Revenues
0077-Printing Services ISF (Fund Number 0077)			
Current Level Budget			
FY 2015 Approved Budget	10.0	\$ 1,849,207	\$ 2,023,660
Board Approved Adjustments During FY 2015	-1.0	19,497	20,000
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	78,992	—
IntraCounty Adjustments	—	282,877	94,451
Other Adjustments	—	10,745	—
Subtotal (Current Level Budget)	9.0	\$ 2,241,318	\$ 2,138,111
Recommended Changes for FY 2016			
IntraCounty Adjustments	—	\$ 3,628	\$ —
Decision Packages			
Printing Services Equipment Replacement	—	147,673	—
Information Technology			
Capital			
Subtotal (Recommended Changes)	—	\$ 151,301	\$ —
Recommended Budget	9.0	\$ 2,392,619	\$ 2,138,111



County Communications



Section 1: Finance and Government



Public Purpose

- Protection of the Public
- Safety of Emergency Personnel
- Protection of Property



Description of Major Services

County Communications consists of two major divisions, Dispatching/Administration and Technical Services, providing the following services:

Dispatch Services

- 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.
- Coordinated emergency radio dispatching services for Sheriff, County Fire, Emergency Medical Services, and various other local government agencies.
- Emergency Medical Dispatch (EMD) services, which include appropriate physician-approved medical instruction to 9-1-1 callers while paramedics are en route to the scene of a medical emergency.
- Support services including staff development and training, data/systems management, 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 master street address guide (MSAG) database of telephone/number/address information, on behalf of all 9-1-1 centers in Santa Clara County.

Technical Services

- Communications engineering design, project management and technical consultation to meet the public safety voice communication needs of other county agencies/departments and local government entities.
- 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 a wide variety of hand-held and vehicle radios for other county agencies/departments and local government entities.

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 to report emergencies, 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 Internet, telematics (On-Star), text messaging, email, video, and photo feeds. It is likely that dispatchers will receive multiple reports from various sources for each incident, and will need to quickly review, assess and extract the pertinent information needed to dispatch the appropriate emergency responders.

The increased demands on dispatching that are expected with NG 9-1-1 system implementation will continue the trend in public safety dispatching over the

past 15 years, with the need for processing more information from various sources, for different kinds of emergencies, and involving even more complicated protocols.

New multi-media information will 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.

It is anticipated that restructuring of the emergency medical dispatching (EMD) program as a result of the Patient Protection and Affordable Care Act also will have a workload impact by increasing the time and assessment knowledge needed to determine the appropriate level of medical emergency response.

County Executive's Recommendation

Summary of County Executive's Recommendations

Description	Impact	Impact on Services	Position Impact	FY 2016 Ongoing Net Cost/(Savings)	FY 2016 One-Time Net Cost/(Savings)
Add Resources to Communications Dispatcher Operations	↑	Increase resources to support the Communications Dispatching Operations	6.0	\$773,796	\$386,898
Establish County Share Radio System Infrastructure Cost Reserve	↑	Allocate fund for share radio system infrastructure costs	—	—	\$1,984,567
↑ — Enhanced ◆ — Modified ● — No Change ↓ — Reduced ☒ — Eliminated					

↑ Add Resources to Communications Dispatcher Operations

Recommended Action Add 6.0 FTE Communications Dispatcher I/II/III alternately staffed positions to the Communications Dispatching Operations.

Service Impact: The addition of 6.0 FTE positions to the Communications Dispatching Operations will provide additional support for processing medical calls for services and to provide emergency medical dispatching (EMD) services.

For FY 2016, the Department is requesting to have the new positions to be funded for half-year. The Department anticipates that the lengthy hiring process for dispatchers would delay filling positions until midyear.

Background: County Communications Department provides emergency call answering and dispatching services in four areas.

1. Law Enforcement: 9-1-1/ emergency call answering and law enforcement call handling for areas served by the Sheriff (county unincorporated areas, Cupertino, Los Altos Hills, Saratoga).
2. Fire:



- a. 9-1-1 transfer/ emergency call answering for areas served by Santa Clara County Fire Department (county unincorporated areas, Campbell, Cupertino, Los Altos, Los Altos Hills, Los Gatos, Monte Sereno, and Saratoga);
 - b. Emergency fire dispatching services for fire related activities;
 - c. Emergency fire dispatching for medical related activities.
3. Medical:
- a. Countywide medical dispatching services for the County's advanced life support (ALS) ambulance transport provider;
 - b. 9-1-1 transfer/emergency medical call processing for calls from areas served by Santa Clara County Fire Department (county unincorporated areas, Campbell, Cupertino, Los Altos, Los Altos Hills, Los Gatos, Monte Sereno, Saratoga);
 - c. Emergency medical dispatching (EMD) services for callers in areas served by Santa Clara County Fire Department (county unincorporated areas, Campbell, Cupertino, Los Altos, Los Altos Hills, Los Gatos, Monte Sereno, Saratoga), and in Gilroy, Milpitas, Morgan Hill and unincorporated south Santa Clara County. EMD services involve determining the nature and urgency of the medical emergency and providing the appropriate response, including over-the-telephone medical instruction when needed.
4. Local Government: Call handling and dispatching services for various non-public safety County departments and agencies and other local government entities.

Dispatcher work stations within the medical service area include one Medical Supervisor position and four dispatcher console positions. Twenty-four hour staffing of the medical dispatch unit currently requires three full-time dispatch console positions during each day, swing and grave yard shift. The Med-1 position primarily maintains radio communications with all County Ambulance transport and related support units, dispatches calls for service, and processes resource unit status updates. The Med-2 position primarily provides call-taking/EMD backup of the Med-3 position (approximately 50% of function), coordinates move-up redistribution of ALS ambulances to ensure resources

are deployed to minimize ambulance response times, and performs some radio dispatch duties. The Med-3 position serves as the primary emergency medical call answering and EMD service position.

9-1-1 and 10-digit emergency number calls for service have been steadily increasing over the last three years from approximately 1,047 to 1,208 calls per day, or an increase of about 160 calls per day on average.

Calls for service are received either directly from the public or transferred from another 9-1-1 center. In some cases, the call itself is not transferred and only the call information is relayed. The largest increase in call volume has occurred in medical dispatching, which has increased approximately 30.8% (493 to 644) or about 152 more calls per day from calendar year 2012 to 2014.

It is anticipated that the Patient Protection and Affordable Care Act will lead to increased complexity of medical dispatch service delivery as the Emergency Medical Services (EMS) Agency restructures its EMS Systems and EMD Programs, requiring more time for dispatchers to screen calls and to perform triage assessment to determine whether ALS paramedic ambulance transport is needed or other less urgent medical response can be provided.

A fully equipped and operating Med-4 workstation console is available for the proposed service expansion. The console position presently is used for dispatcher upgrade training, during two one-hour shift schedule overlap periods, and during large event/peak workload periods as needed to provide additional call-taking and EMD service support.

Historically, Dispatch Operations staff have been able to absorb occasional increased call volumes for short periods. However, this steady increase in daily call volume activity, coupled with a steady increase in the time required to provide medical call screening and pre-arrival medical instruction, has been detrimental to our dispatchers ability to consistently maintain desired levels of service in the other non-medical dispatch service areas that have had to assist with the added medical call handling demands. It is therefore

important to augment staffing in this area to ensure adequate service response and to maintain the service requirements expected by the EMS Agency.

Positions Added: 6.0 FTE

Ongoing Cost: \$773,796

One-Time Savings: \$386,898

Salary savings reflecting time for recruitment

↑ Establish County Share Radio System Infrastructure Cost Reserve

Recommended Action Allocate three one-time funds to support the County's cost share of the phased implementation of the Silicon Valley Regional Communications System (SVRCS), contingent upon approval of an MOU with the Silicon Valley Regional Interoperability Authority (SVRIA) and full funding and participation by all jurisdictions.

Service Impact: Public safety law enforcement, fire protection, and medical service providers operating within Santa Clara County lack voice and data interoperability due to their historic use of disparate voice (VHF, UHF, UHF T-Band, 700, and 800 MHz radio frequencies) and data systems. The funds will enable the acquisition of SVRCS systems infrastructure to improve communication.

Background: To address service, interoperability and other related issues, the County and other local municipalities, special districts and related public safety agencies in May 2001, established the Silicon Valley Regional Interoperability Projects, a Joint Funding Authority (JFA), to identify and begin efforts to address voice and data interoperable needs through the phased completion of several key projects. On November 18, 2009, this group formalized their relationship and commitment with the establishment of the Silicon Valley Regional Interoperability Authority, a Joint Powers Authority (JPA), as many projects had progressed from ideas/concepts into realities and physical assets.

Santa Clara County is a member of the Silicon Valley Regional Interoperability Authority (SVRIA). The SVRIA's governing board consists of nine elected officials, which include Supervisor Mike Wasserman and Sheriff Laurie Smith, who serve as the County's two voting representatives.

SVRIA's largest regional project currently under phased implementation is the Silicon Valley Regional Communications System or SVRCS. This modern 700 MHz frequency band interoperable digital trunk radio communication system operates much like cellular systems capable of supporting county-wide communication coverage as well as localized coverage within three (west, central and south) cell areas.

This project will be implemented in stages due to an immediate need to address two failing local radio communications systems and lack of sufficient funding to embark on the full system build-out.

The SVRCS system provides for improved audio quality, performance and efficient use of shared voice (radio) communication frequency channels, which as currently designed when fully built out, will support up to 60 simultaneous (talk group) conversations, with a potential future system capacity expansion up to 90 simultaneous conversations, if required.

The completion of the SVRCS is a regional priority due to the known deficiencies in today's legacy public safety radio systems from both an operational capability view and from a lack of sufficient interoperability view. The region recognizes that the lack of sufficient public safety communication systems capabilities and the lack of interoperability would have a negative impact on the ability of first responders across all public safety disciplines to communicate and coordinate any response to a large scale crisis or incident such as an act of terrorism, a natural disaster or even an incident similar to the recent Los Angeles area manhunt which crossed multiple jurisdictions.

Fiscal Impact: Total infrastructure purchase and installation costs to complete implementation of the SVRCS shared interoperable radio communication system is currently estimated at \$28,868,460. Proposed distribution of this amount is between 12 municipalities, the County, Valley Transportation Authority, South Santa Clara County Fire Protection District, and community colleges based on the total number of user radios registered for use on the SVRCS system. The City of San Jose, the County and VTA are the three largest users of the systems (collectively, 66.62%), whose commitment to participation in funding the final build out of the SVRCS is critical to its eventual success. Expenditure of County funds will be expressly contingent on the establishment of MOU Agreements

between the SVRIA and Municipalities, Special Districts and SJSU, including the City of San Jose, VTA and the County as the largest users of the SVRCS system, and full funding by all aforementioned participants.

Costs are based on a multiyear payment plan, with annual payments due in September of each fiscal year. Costs for the entire system are being distributed to system users based on their total radio count and percentage of total radios registered within the SVRCS system.

Once the system has been completed, and the total radio count has been finalized, ongoing operational and maintenance cost for all SVRIA JPA owned assets and managed systems, including the SVRCS radio

communication system, to be funded by the County is estimated to be approximately \$780,838 based on the current user count percentage (20.62%). Such amounts will need to be added to the base expenditure and reimbursement budget beginning in FY 2018.

The one-time cost of \$1,984,567 is the maximum expected cost for FY 16. There will be additional large one-time costs for FY 17 and FY 18 depending upon the outcome of funding negotiations with the partner jurisdictions.

One-Time Cost: \$1,984,567

Communications Department— Budget Unit 190 Net Expenditures by Cost Center

CC	Cost Center Name	FY 2014 Actuals	FY 2015 Approved	FY 2016 Base Budget	FY 2016 Recommended	Amount Chg From 2015 Approved	% Chg From 2015 Approved
2550	Communications Dispatching/Admin Fund 0001	\$ 15,597,285	\$ 13,249,399	\$ 14,363,481	\$ 16,751,257	\$ 3,501,858	26.4%
019002	Communications Tech Svcs Div Fund 0001	783,721	163,863	134,394	136,632	(27,231)	-16.6%
Total Net Expenditures		\$ 16,381,007	\$ 13,413,262	\$ 14,497,875	\$ 16,887,888	\$ 3,474,626	25.9%

Communications Department— Budget Unit 190 Gross Expenditures by Cost Center

CC	Cost Center Name	FY 2014 Actuals	FY 2015 Approved	FY 2016 Base Budget	FY 2016 Recommended	Amount Chg From 2015 Approved	% Chg From 2015 Approved
2550	Communications Dispatching/Admin Fund 0001	\$ 23,457,632	\$ 17,299,533	\$ 18,536,018	\$ 20,923,794	\$ 3,624,261	21.0%
019002	Communications Tech Svcs Div Fund 0001	2,084,939	2,129,586	2,173,951	2,176,189	46,603	2.2%
Total Gross Expenditures		\$ 25,542,571	\$ 19,429,119	\$ 20,709,969	\$ 23,099,982	\$ 3,670,863	18.9%



Communications Department— Budget Unit 190 Expenditures by Object

Object	FY 2014 Actuals	FY 2015 Approved	FY 2016 Base Budget	FY 2016 Recommended	Amount Chg From 2015 Approved	% Chg From 2015 Approved
Salary and Benefits	\$ 13,879,062	\$ 15,466,080	\$ 16,957,708	\$ 17,344,606	\$ 1,878,526	12.1%
Services And Supplies	11,663,509	3,963,039	3,752,261	5,755,376	1,792,337	45.2%
Total Gross Expenditures	\$ 25,542,571	\$ 19,429,119	\$ 20,709,969	\$ 23,099,982	\$ 3,670,863	18.9%
Expenditure Transfers	(9,161,564)	(6,015,857)	(6,212,094)	(6,212,094)	(196,237)	3.3%
Total Net Expenditures	\$ 16,381,007	\$ 13,413,262	\$ 14,497,875	\$ 16,887,888	\$ 3,474,626	25.9%

Communications Department— Budget Unit 190 Revenues by Cost Center

CC	Cost Center Name	FY 2014 Actuals	FY 2015 Approved	FY 2016 Base Budget	FY 2016 Recommended	Amount Chg From 2015 Approved	% Chg From 2015 Approved
2550	Communications Dispatching/Admin Fund 0001	\$ 5,885,429	\$ 1,723,927	\$ 1,723,927	\$ 1,723,927	—	—
019002	Communications Tech Svcs Div Fund 0001	104,766	149,849	149,849	149,849	—	—
	Total Revenues	\$ 5,990,195	\$ 1,873,776	\$ 1,873,776	\$ 1,873,776	—	—

Communications Department— Budget Unit 190 Revenues by Type

Type	FY 2014 Actuals	FY 2015 Approved	FY 2016 Base Budget	FY 2016 Recommended	Amount Chg From 2015 Approved	% Chg From 2015 Approved
Aid From Government Agencies - State	\$ 10,089	\$ 10,000	\$ 10,000	\$ 10,000	—	—
Charges For Services	1,870,600	1,863,476	1,863,476	1,863,476	—	—
Other Financing Sources	4,109,506	300	300	300	—	—
Total Revenues	\$ 5,990,195	\$ 1,873,776	\$ 1,873,776	\$ 1,873,776	—	—

Communications Dispatching/Admin Fund 0001 — Cost Center 2550 Major Changes to the Budget

	Positions	Appropriations	Revenues
0001-General Fund (Fund Number 0001)			
Current Level Budget			
FY 2015 Approved Budget	99.0	\$ 13,249,399	\$ 1,723,927
Board Approved Adjustments During FY 2015	3.0	(87,574)	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	1.0	1,237,441	—



Communications Dispatching/Admin Fund 0001 — Cost Center 2550
Major Changes to the Budget

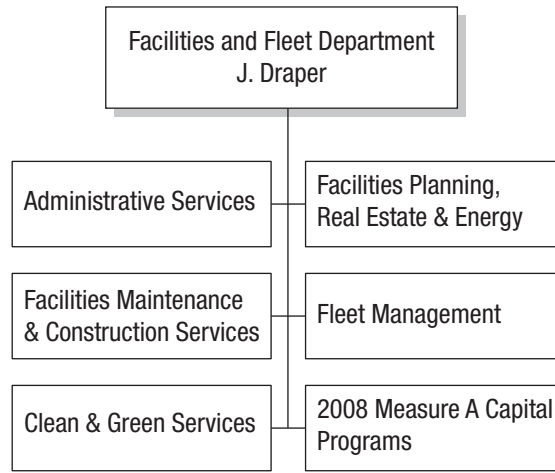
	Positions	Appropriations	Revenues
IntraCounty Adjustments	—	232,642	—
Other Adjustments	—	(268,427)	—
Subtotal (Current Level Budget)	103.0	\$ 14,363,481	\$ 1,723,927
Recommended Changes for FY 2016			
IntraCounty Adjustments	—	\$ 16,311	\$ —
Decision Packages			
Add Six Communications Dispatcher III/II Positions	6.0	386,898	—
County Share of SVRIA SVRCS Radio System Infrastructure Cost	—	1,984,567	—
Information Technology			
Capital			
Subtotal (Recommended Changes)	6.0	\$ 2,387,776	\$ —
Recommended Budget	109.0	\$ 16,751,257	\$ 1,723,927

Communications Tech Svcs Div Fund 0001 — Cost Center 019002
Major Changes to the Budget

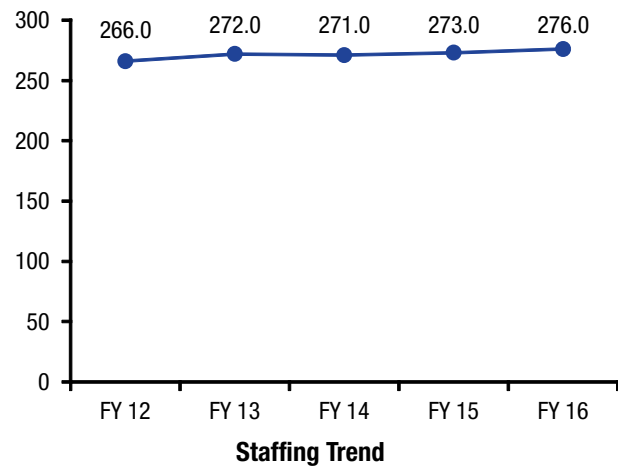
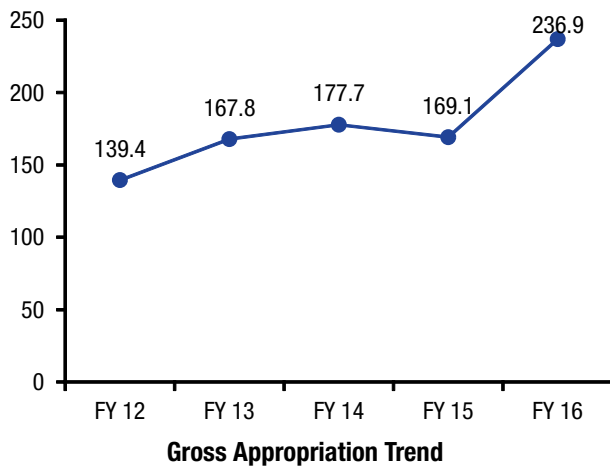
	Positions	Appropriations	Revenues
0001-General Fund (Fund Number 0001)			
Current Level Budget			
FY 2015 Approved Budget	13.0	\$ 163,863	\$ 149,849
Board Approved Adjustments During FY 2015	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	-1.0	(13,266)	—
IntraCounty Adjustments	—	(17,254)	—
Other Adjustments	—	1,051	—
Subtotal (Current Level Budget)	12.0	\$ 134,394	\$ 149,849
Recommended Changes for FY 2016			
IntraCounty Adjustments	—	\$ 2,238	\$ —
Decision Packages			
Information Technology			
Capital			
Subtotal (Recommended Changes)	—	\$ 2,238	\$ —
Recommended Budget	12.0	\$ 136,632	\$ 149,849



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 Management, 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**



The Fuel Cell system installed at the Elmwood Correctional Facility is an 800 kilowatt system that generates 7 million kilowatt-hours of clean electricity each year, while saving the County an estimated \$2.5 million over the 20 year Power Purchase Agreement under which it was installed.

Description of Major Services

The Facilities and Fleet Department (FAF) manages the 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 Planning, Real Estate, Utilities, and Energy Management

The functions of this group span strategic facility planning, real estate services, utilities management and conservation, and renewable energy program development. This group manages a portfolio of 260 facilities providing roughly 6.5 million square feet of space for public service. The facilities includes 200 County-owned facilities with a current replacement value of roughly \$1.7 billion, 60 acquisition leases at a cost of \$40 million per year, and 53 revenue leases that result in nearly \$2 million of revenue annually. This group also supports the County Executive's Administrative Space and Capital Committees and manages the cafeteria, vending machines, and the Civic Center Garage concession agreements. Funding for this group is provided through a variety of sources including the General Fund, County enterprise funds, and reimbursements from local, State and Federal agencies.

Facilities Maintenance & Construction Services

The Facilities Maintenance and Construction Division is responsible for facility construction, renovation, repair, building systems replacement, along with maintaining some 200 County-owned properties with nearly 5 million square feet of building space. Construction projects are funded through the annual budget process, lease revenue bonds, or general obligation bonds. Building maintenance services are funded as part of the annual budget process and are provided through the partnership of the FAF building operations group and contractors selected through a rigorous and transparent public procurement process.

Clean & Green Services

The Clean and Green Group is responsible for janitorial services, gardening services, minor maintenance, waste management and diversion, and water conservation. The scope of this group's work includes 1.5 million square feet of space cleaning and all of the grounds at County facility campuses, including the Santa Clara Valley Medical Center.

Fleet Management

Fleet Management manages and provides fuel for 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, requiring full cost recovery for services provided and the replacement of fleet assets through a depreciation rate applied to 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.

Administration

FAF Administration provides leadership, resource management, and planning for the entire department. Staff members within this group include contract

management, fiscal services, human resource management, labor relations, intra-government relations, and the Emergency Operations Logistics of the County Emergency Operations Center. FAF Administration also supports the newly formed Operational Area Council within the Infrastructure Committee.

2008 Measure A Capital Program Management

This group is responsible for the management of the Santa Clara Valley Medical Center Seismic Safety Program and the construction of the Downtown San Jose Health Center. This group of engineers and architects manages a portfolio of construction and renovation projects valued at nearly \$1 billion.

Current and Emerging Issues

Just Culture

The Facilities and Fleet Department's Just Culture efforts began in November 2014 with the Just Culture Executive, Manager, and Supervisor training session. FAF has assigned a team of two employees to conduct the necessary training sessions across the various locations and divisions. The Individual Behavior trainings will be conducted over 11 sessions through the end of spring 2015. Although it is not mandatory to attend, all employees are strongly encouraged to attend, and the training sessions have been conveniently scheduled immediately following mandatory staff safety training.

In response to the Countywide survey and specific feedback for FAF, the Department Director and managers are actively engaging staff in open communication efforts. By meeting with each trade to seek out areas of improvement, staff's ideas have been incorporated into the budget recommendations for the upcoming fiscal year.

While many efforts are underway to incorporate elements of Just Culture, FAF has a specific focus on communication between management and the workforce. As a Department, staff represents roughly 65 percent of our operating budget. This highly skilled and dedicated workforce provides service in the field every

day, and thereby provides the greatest opportunity to suggest improvements that lead to increased safety and enhanced levels of service at the lowest cost.

Facilities Planning

The Division of Asset and Economic Development in the Office of the County Executive and the Facilities and Fleet Department are collaborating to tackle two major facility master planning and reuse efforts involving the County Civic Center and the County Fairgrounds. This is discussed in more detail in the Office of the County Executive's section of the Recommended Budget. Other efforts include:

- **Future Master Planning:** The County will need to dedicate resources for strategic long-range comprehensive planning for departments' facilities instead of reacting to unplanned needs. These resources would work on an ongoing basis with the Office of the County Executive to match departments' needs to the County's real estate holdings and work space, and to maximize the development or use of the County's portfolio of property.
- **Jail Needs:** FAF is working with the County Executive's Office, the Office of the Sheriff, the Department of Correction, and Custody Health on the completed comprehensive jail facility needs assessment. The results of this study are being used to develop a



proposal for State funding that could provide a substantial portion of the funding necessary for facility improvements. Recommendations from this study are being incorporated into the Five-Year Capital Improvement Plan.

Utilities and Energy Management

- **Water:** Water companies are increasing water rates to encourage conservation, as well as to cover maintenance costs. FAF is expecting an 11 percent increase in water costs next fiscal year, a trend likely to continue. It will be important to resource water conservation projects to control costs and minimize water usage.
- **Electricity:** PG&E is expected to continue to add tariffs to the utility rates to fund their infrastructure modernization projects. FAF is expecting a 10 percent increase in the cost of electricity next fiscal year based on past tariffs and future forecasted changes in this sector. Thus, it continues to be important to resource energy conservation, maintenance, and renewable energy generation projects.
- **Renewable Energy:** FAF has been in the process of pursuing 11.5 megawatts of renewable solar power that will directly feed the grid and result in credits for the cost of electricity to operate County facilities. Community outreach and consideration for environmental impact studies are underway. The estimated cost savings to the County is estimated to be approximately \$35 million over 25 years.

Real Estate

- **Leased Property:** It continues to be increasingly difficult to find commercial properties to lease within areas where there are concentrations of the public seeking County services. Thus, lease costs will likely continue to increase for County departments, particularly in the north County area as long as the Silicon Valley has economic success.
- **Supportive Housing:** FAF continues to work with the County Executive's Office, the Director of Homeless Systems, and the Office of Asset and Economic Development to address the goal to implement affordable housing solutions. In the meantime, the County is experiencing increased levels of homeless encampments at vacant and occupied County-owned property.

Facilities Maintenance & Repair

- **Maintenance Program:** The average County building is nearly 40 years old and the estimated backlog roughly \$600 million. The Board's policy for investing in the maintenance and repair of its own infrastructure is 2 percent of the current replacement value of the facilities. For the past 10 years, the County has been investing in the maintenance of its facilities at a rate of slightly above 1 percent. As part of the FY 2016 Recommended Budget, the County is taking steps to begin to address both deferred maintenance and ongoing maintenance needs by increasing the budget for backlog projects, increasing expenditures to maintain fire-life safety systems, and allocating two percent of the value of new facilities coming on line in FY 2016 to support the added maintenance and repair requirements. The FY 2016 new positions will manage projects that provide for new construction, renovations, and energy efficiency and conservation projects. These projects provide for new and modern building systems and energy/resource efficient workspace for County employees and visitors to County facilities.
- **Workforce:** With the improvement in the local economy, engineers, architects, building trades, and qualified managers are more difficult to recruit and retain. In addition, building trades in general are attracting fewer people into those careers because of comparatively low wages in this area. Thus, FAF's strategy is to try and hire enough qualified staff to perform preventive maintenance, minor repairs, and address facility casualties, while outsourcing major repairs and sizeable unplanned work.

Construction

With the uptick in the economy, the cost of construction is going up. Both wage increases and the cost of materials are driving these changes. As a result, County project budgets will be impacted.

2008 Measure A Program

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. While the new Downtown San Jose Clinic is on track to be completed at the end of this calendar year, the new Bed Building project has suffered further delays and is now expected to be completed sometime in late 2016.



Fleet Management

The Compressed Natural Gas (CNG) station will come online this fiscal year and the Department continues to incorporate CNG vehicle purchases into the annual fleet vehicle purchase recommendation. In FY2015, FAF negotiated an agreement for the provision of electric vehicle charging infrastructure. This provides the County the means to more aggressively install

charging stations at County facilities. Thus, the annual Fleet vehicle purchase recommendations will start including more electric vehicles.

Emergency Preparedness

FAF is working to develop a debris management contract to support the Operational Area in the event of a catastrophic earthquake that could generate as much as an estimated 55 million tons of debris.

County Executive's Recommendation

Summary of County Executive's Recommendations

Description	Impact	Impact on Services	Position Impact	FY 2016 Ongoing Net Cost/(Savings)	FY 2016 One-Time Net Cost/(Savings)
Increase Building Operations Expenses	↑	These resources will help the Department to support fire life safety equipment inspections and repairs, larger repairs, smoke control system testing, and repairs and maintenance at new facilities.	—	\$1,000,000	\$715,000
Increase Utility Expenses	●	These resources help the Department to meet County departments' demand for utility services.	—	\$799,815	—
Add Custodial Services Manager	↑	This position will provide direct support and guidance to FAF Janitor Supervisors, allowing Supervisors more time to be in the field to work with staff on service level expectations.	1.0	\$128,496	(\$21,416)
Add Capital Project Manager	↑	This position will help to support new project management needs in the General Fund and for Valley Medical Center.	1.0	—	—
Add Unclassified Capital Project Manager for Energy Projects	↑	This position will help to support new energy and water conservation-related project management needs.	1.0	—	—
Add 11 Vehicles	↑	These resources will help the Department to provide a higher level of customer service to their client departments.	—	\$103,846	\$255,000
Add Unclassified Associate Management Analyst B	↑	This position will provide direct administrative support to Capital and Maintenance Project Managers to more efficiently complete these projects.	1.0	\$112,018	(\$18,670)
↑ — Enhanced ◆ — Modified ● — No Change ↓ — Reduced ☒ — Eliminated					



Summary of County Executive's Recommendations

Description	Impact	Impact on Services	Position Impact	FY 2016 Ongoing Net Cost/(Savings)	FY 2016 One-Time Net Cost/(Savings)
Establish Reserve for Property Lease Expenses for New Positions	◆	This will help to provide leased space to house new positions in various departments.	—	\$1,050,000	—
Public Safety Realignment Program (AB 109) - Reduce Facilities Maintenance	◆	This change better reflects current service levels given the reduced resources needed for the Re-entry Resource Center.	—	(\$247,467)	—
Delete 3 IT Positions to be Transferred to ISD	◆	This transfer of resources will help the County to eliminate duplicative efforts across the County and reduce risk from single points of failure.	(3.0)	(\$479,107)	—
Add FY 2017 Vehicle Purchase Appropriation-Fund 73	↑	These resources will allow the vehicles to be put into service earlier and will have a positive impact to depreciation revenue, helping Fleet's cash flow.	—	—	—
Remove Vehicle from Behavioral Health Department-Fund 70	◆	This removes a vehicle that is no longer needed due to a grant that is expiring.	—	\$3,933	—

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

↑ Increase Building Operations Expenses

Recommended Action: Allocate \$1,000,000 in ongoing funding and \$715,000 in one-time funding to support fire life safety equipment inspections, fire life safety equipment repairs, larger repairs previously handled as Backlog Projects in prior years, smoke control system testing, repairs and maintenance at new facilities, and to account for construction material and labor cost inflation.

Service Impact: Additional resources are necessary to support annual State-mandated fire alarm, fire control, and fire door inspections. State Fire Code changes over the past two years have increased the level of items needing to be inspected. These inspections continue to result in higher than expected failure rates, meaning multiple fire life safety devices need to be replaced.

These resources are also necessary to support larger repairs that were previously handled as Deferred Maintenance Fund 50 Backlog Projects. As the Department's flexibility regarding the use of Backlog Project Funds has changed to include only those Board-Identified projects, several larger unplanned projects that could have been Fund 50 candidates in the past were paid for directly out of FAF's Fiscal Year (FY) 2015

Operating Budget. These projects included items such as facility generator repairs, HVAC work at a repeater station, and installation of a water softener system. This trend is expected to continue in FY 2016.

Additional funding is necessary to account for inspection and testing of the smoke control system at the Main Jail Complex in FY 2016. Fire Code requires this system to be inspected and tested on an annual basis, and it is estimated that the costs will be similar to that of the fire alarm, fire control, and fire door inspections.

Resources will be used for repairs and maintenance at facilities planned to come on line and into service during FY 2016. These expenses were calculated at 2% of the facility's Current Replacement Value, in line with Board Policy 4.11's maintenance service objective. These facilities include the new Downtown Health Center, the Animal Control Surgical modular and break room, and the South Bascom Property for outpatient surgery.

Resources are also necessary to account for inflation in the costs of building materials and contract services. There has been no adjustment for inflation on these items since FY 2013, and an adjustment is needed. The



Engineering News Records Current Construction Cost Index is currently 3.1% for 2015, and based on overall economic growth projections, it is unlikely that figure would decrease in FY 2016.

Ongoing Cost: \$1,000,000
One-time Cost: \$715,000

● Increase Utility Expenses

Recommended Action: Allocate \$799,815 in ongoing funding to account for changing electrical, water, natural gas, and waste expenses.

Service Impact: There is no impact to existing service levels, but the recommended budget changes are needed to meet County departments' estimated demand for utility services (i.e., electricity, natural gas, water, sewer, and garbage collection) during FY 2016. The adjustments bring the budget into line with recent expenditure trends, and also account for the net effect of rate increases, square footage changes, and energy program savings. The cost of water reflects an increase of 11 percent, and electricity is expected to increase approximately 10 percent across the County portfolio of accounts due to PG&E tariffs. Natural gas assumptions are based on the Association of Bay Area Government and the Department of General Service forecasts. The County's Waste Hauler contract follows the City of San Jose waste hauler contract rates, and the City experienced a five percent increase recently for these services.

Ongoing Cost: \$799,815

↑ Add Custodial Services Manager

Recommended Action: Add a Custodial Services Manager position to support the Clean and Green (C&G) operating division including Janitor Supervisors, Utility Workers, and Janitors.

Service Impact: The Custodial Services Manager position will provide direct support and guidance to FAF Janitor Supervisors, allowing Supervisors more time to be in the field to work with staff on service level expectations, methods and techniques to address janitorial maintenance tasks, and training on injury and illness prevention. FAF is working to centralize inventory management to reduce costs, and the

Custodial Services Manager position will develop and manage a plan for inventory based on the needs of the organization.

In Fiscal Year 2011, the Superintendent of Custodial and Grounds position was eliminated to achieve the FAF assigned budget reduction. Subsequently, Clean and Green was assigned to the Climate Change and Sustainability Program Manager. When this Manager retired in September 2014, Clean and Green was divided among two Work Center Managers for daily operations, with support from the FAF Deputy Director and other administrative staff to manage recruitments, long-term absences, and labor/management issues. Adding a Custodial Services Manager position will consolidate the management of Clean and Green and provide the Clean and Green staff an appropriate level of needed daily support and focus.

Positions Added: 1.0 FTE
Ongoing Cost: \$128,496
One-time Savings: \$21,416
Salary savings reflecting time for recruitment

↑ Add Capital Project Manager

Recommended Action: Add a Capital Project Manager II position to support ongoing capital improvement projects.

Service Impact: The Capital Project Manager II position will provide oversight of projects to ensure compliance with all County policies including prevailing wage, certified payroll accounting, insurance, safety, and environmental hazard mitigation. This position is responsible for determining project needs, and developing the scope of work and budget and cost estimates.

FAF has carefully reviewed all active capital projects and planned completion dates. The Board of Supervisor's support for reinvestment in County facilities and increased funding for projects has created demand for project management beyond current resources. Due to the nature of capital improvement projects, a core team of coded County employees is necessary for knowledge of County facilities and compliance with policy. Adding a Capital Project Manager II position will address new

project management needs planned for Fiscal Years (FY) 2016 and 2017 at the Valley Medical Center campus in addition to the General Fund project needs.

Positions Added: 1.0 FTE
Ongoing Net Cost: \$0
Ongoing Cost: \$153,753
Ongoing Reimbursement from Fund 50 Capital Projects: \$153,753

↑ Add Unclassified Capital Project Manager for Energy Projects

Recommended Action: Add an Unclassified Capital Project Manager II position to support energy conservation and energy efficiency capital improvement projects.

Service Impact: Adding an Unclassified Capital Project Manager II position will provide oversight of projects to ensure compliance with all County policies including prevailing wage, certified payroll accounting, insurance, safety, and environmental hazard mitigation. This position will help to determine site-specific project needs, and will develop the scope of work, budget, and cost estimates.

The Utilities Group is currently faced with a project management backlog of approximately \$5 million in energy efficiency projects and nearly \$40 million in pending renewable energy projects. The Utilities Group has depended on Capital Program Project Managers to manage its energy and water conservation-related projects, but a recent surge of projects has exceeded the current staff's capacity. The addition of this position will allow the Utilities Group to address this challenge, and afford current Utilities staff to focus on ongoing management operations and mid- to long-term related planning. The position is needed to support projects anticipated over the next 12-18 months, which include implementing Energy Service Company (ESCO) Service Agreement recommendations, site development work for the Renewables for Revenue project, battery energy storage, and supporting on-site inspection and construction management for various projects.

Positions Added: 1.0 FTE
Ongoing Net Cost: \$0
Ongoing Cost: \$153,753
Ongoing Reimbursement from Fund 50 Capital Projects: \$153,753

↑ Add 11 Vehicles

Recommended Action: Allocate \$255,000 in one-time funding for the acquisition of vehicles to support work centers and for pool vehicles and \$103,846 in ongoing funding for ongoing maintenance and fuel costs.

Service Impact: Five minivans are needed to support four work centers at different locations within San Jose. The minivans will be used by electronic technicians who do not have a need for a full-sized vehicle to carry supplies.

Four full-sized vans are needed to support four work centers at different locations within San Jose. The full-sized vans will be used by tradespeople who have a need for a full-sized vehicle to carry supplies.

These vehicles will provide FAF staff greater capability to respond to service calls in different work locations in a more timely manner. This will therefore provide an enhanced service level for client departments.

Two sedans for the Charcot vehicle pool are needed for Capital projects staff to visit job sites, Fiscal staff to perform the Controller's Run and other assorted tasks, and Administrative staff to attend meetings at various other locations throughout the County. As the number of FAF staff located at the Charcot facility, including Capital, Fiscal, and Administrative personnel, has increased, the current vehicle pool is proving to be inadequate. This has forced staff to use vehicles that are not meant for the above uses, such as full-sized work vans and pickup trucks. These new vehicles will provide greater ability for FAF staff to visit projects and attend meetings throughout the County, thereby providing a higher level of customer service to their client departments.

Past budget reductions required FAF to eliminate approximately 40 service vehicles to meet cost reduction targets, and as a result, FAF staff has been doubling up on vehicles across shifts. This practice has led to operating inefficiencies, such as added travel time

required to drop staff off at different job locations and tradespeople using vehicles not specifically outfitted for their specific trade.

Ongoing Cost: \$103,846

One-time Cost: \$255,000

The above amounts reflect General Fund costs, thereby providing reimbursement to Fleet Fund 70.

↑ Add Unclassified Associate Management Analyst B

Recommended Action: Add an Unclassified Associate Management Analyst B position to provide analysis and support to the Capital Projects project management team in the execution of pre-design, design, and construction projects.

Service Impact: The position will provide direct support to Capital and Maintenance Project Managers to maintain professional service agreements, insurance certificates for vendors, and will coordinate construction project record drawings files and project files. All of this administrative support allows the Project Managers to focus on their work, minimizing errors and non-compliant business practices. This position will provide analysis and support through the acquisition and use of complex contract tools, including Professional Service Agreements for architect-engineering services, service agreements for associated consulting services, all types of public works contracts, and related contracts for goods and other services.

An unclassified position is requested to allow for the peak and unusual level of work in Capital programs, as well as to identify a candidate with significant (5 years or more) experience in construction and architect-engineering services management, knowledge of public works contracting processes, and experience with SAP.

Positions Added: 1.0 FTE

Ongoing Cost: \$112,018

One-time Savings: \$18,670

Salary savings reflecting time for recruitment

◆ Establish Reserve for Property Lease Expenses for New Positions

Recommended Action: Allocate ongoing funding of \$1,050,000 for leases to accommodate employees added by recent budget actions and those added as a result of the Recommended Budget.

Service Impact: As part of the Recommended Budget, 208 positions are recommended to be added throughout the County organization. Given the addition of positions added as part of the FY 2015 mid-year budget review and positions added over the last year, departments are reaching a point where they will need more space to accommodate their employees. This lease reserve will set aside funding for leases to support the growing County organization.

Ongoing Cost: \$1,050,000

◆ Public Safety Realignment Program (AB 109) - Reduce Facilities Maintenance

Recommended Action: Reduce ongoing funding for Re-entry Resource Center maintenance by \$247,467.

Service Impact: As part of the FY 2013 Final Budget, \$658,214 in ongoing AB 109 resources were allocated to Facilities and Fleet to cover the projected utility rates, non-routine building maintenance and repair, and parking enforcement activities on and around the Re-entry Resource Center. An additional \$109,253 was added in FY 2014. This funding enabled County staff housed at the Re-entry Resource Center to experience a continuity of business operations, and thereby provide clients with needed services and programs.

The AB 109 Program conducted a thorough review of operating expense usage and determined it can reduce the allocation. Over the course of the last two years, not all resources were expended resulting in funding returning to AB 109 Fund Balance. FAF staff has carefully reviewed prior year expenses and anticipated expenses and is recommending a reduction of \$7,250 in Administration Support, a reduction of \$108,253 in utility costs, and a reduction of \$131,964 in non-routine building maintenance. Most of the anticipated costs for the Re-entry Resource Center requires significant capital improvements such as the HVAC System Replacement Project for the West Wing of the facility. An amount of \$520,000 will remain to continue the ongoing maintenance costs of the Reentry Resource Center.

Ongoing Savings: \$247,467

Savings will be offset by a reduced Transfer-in from the AB 109 Fund.

◆ Delete 3 IT Positions to be Transferred to ISD

Recommended Action: Delete 1.0 FTE Information Systems Analyst II position, 1.0 FTE Information Systems Technician III position, and 1.0 FTE Information Systems Manager III position.

Service Impact: Departments have an increasing need for the Information Services Department (ISD) to manage and support end-user devices. ISD provides managed device services for workstations, laptops, and Windows-based devices to select departments, allowing departments to focus on their primary mission, rather than invest time and effort to keep up with software upgrades, security patches, and hardware refresh cycles. This proposal is led by ISD and deletes positions in various operating departments to add them in ISD and roll out support to the operating departments.

These positions are being deleted from FAF and added to ISD to continue to support cloud-based services provided to County departments. ISD will continue to consolidate field support services in order to eliminate duplicative efforts across the County and reduce risk from single points of failure within individual departments. County departments will benefit from improved support that results from consistent standards, maintenance schedules, and improved security profile.

Positions Deleted: 3.0 FTE
Ongoing Net Savings: \$479,107
Ongoing Savings: \$516,607
Reduction in Ongoing Reimbursement from Procurement: \$37,500

↑ Add FY 2017 Vehicle Purchase Appropriation - Fund 73

Recommended Action: Allocate \$3,500,000 in one-time funding to allow for the timely purchase of FY 2017 replacement vehicles.

Service Impact: The Administration is working to identify a level of ongoing appropriation for annual vehicle replacement purchases within the annual budget process. Funding the next fiscal year's vehicle purchase will allow FAF to develop specifications and competitively solicit vehicles in the first quarter of

FY 2016, guaranteeing original equipment manufacturer time lines that would put vehicles into service in the first quarter of FY 2017. This approval will eliminate delivery delays that result in loss of depreciation revenue that has a negative impact on the FAF Fleet cash flow. Finally, the approved purchase would allow the FAF Fleet Internal Service Fund to develop accurate rates for FY 2017, thereby reducing the risks to over or under-charge County departments.

Purchase authority allows the County to plan the replacement vehicle in-service dates which prevents delays to operating departments that depend on reliable fleet vehicles to provide service. At this time, approximately 65 percent of County departments have mandate requirements to provide services that require transportation in order to do so. While it is not required by law to own and maintain the County fleet, FAF has demonstrated the cost effectiveness of doing so for all operating departments.

There is a \$3,500,000 one-time impact to the General Fund as a result of this action. The anticipated purchase price of 210 FY 2017 vehicles is currently expected to be \$6,730,500. However, the accumulated depreciation contribution and purchases for Non-General Fund Departments lower the need to \$3,500,000. The General Fund contribution is expected to drop in ensuing years as vehicle purchase continue to be made in a timely manner.

One-time Net Cost: \$0
One-time Cost: \$3,500,000

The one-time cost is completely offset by a transfer in from the General Fund.

◆ Remove Vehicle from Behavioral Health Department- Fund 70

Recommended Action: Reduce revenue to Fund 70 by \$3,933 on an ongoing basis to reflect vehicle that the Behavioral Health Department no longer needs.

Service Impact: The SAMHSA Treatment for Homeless Program is funded by a grant that is due to expire August 31, 2015. This action will eliminate revenue for a vehicle no longer needs as this grant program is expiring.

Ongoing Cost: \$3,933

Fiscal Year 2016 Capital Budget

In accordance with Board Policy 4.10 regarding Capital Outlay, Capital Programs initiated the Fiscal Year 2016 Capital Budget in September 2014 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 Chief Operating Officer. The Administrative Capital Committee met again in early 2015 to establish funding priorities. These priorities will be agendized for the Finance and Government Operations Committee meeting on May 14, 2015.

County Executive's Recommendation

The County Executive is recommending a one-time General Fund allocation of \$52,852,765 for FY 2016 capital projects. The County Executive also is recommending that the Capital Hold account be reduced by \$500,000 and that the Backlog Hold account be reduced by \$1,000,000, which will help to provide additional funding for Backlog Maintenance projects.

FY 2016 Recommended Capital Projects

New General-Funded Projects	Amount
FY 2016 Backlog Maintenance	\$7,500,000
FY 2017 Capital Planning	\$250,000
FY 2017 Capital Plan Cost Estimate	\$50,000
FY 2016 Energy Conservation	\$500,000
Outpatient Surgery Center	\$20,000,000
Design of New Jail Facility	\$8,000,000
Main Jail North Cell Hardening	\$11,580,000
Elmwood M-1 Sundeck and Renovations	\$3,000,000
Civic Center Master Plan	\$1,000,000
2500 Senter Road Demolition	\$913,635
Crime Lab Door Remodel	\$119,850
Elmwood Kitchen Exhaust System	\$325,000
Board Chambers Control Room Feasibility Study	\$90,000
Administrative Booking Lobby Hardening	\$300,000
Elmwood W4C Medical Exam Room	\$110,000
Medical Examiner Coroner Office Renovation	\$164,280
Information Services Department Office Space Design	\$450,000
Reduce Capital Hold Account	(\$250,000)
Reduce Backlog Hold Account	(\$1,250,000)
Total of FY 2016 Recommended Capital Projects	\$52,852,765

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 it will be presented at the Finance and Government Operations Committee on May 14, 2015, while there is a list of only \$49 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.

An additional \$2.5 million is recommended to be invested in Backlog Projects during FY 2016 to make some additional progress on deferred maintenance projects.

The following list of Backlog projects and cost estimates are preliminary. However, if during FY 2016, equipment or structures fail unexpectedly, such failures may take precedence over the projects on this list.

FY 2016 General Fund – Backlog/Deferred Maintenance Projects

Project Description	Budget
Designs to Repair 70 West Hedding East Wing HVAC Controls	\$2,500,000
Upgrade Timpany Center Fire Alarm Panel	\$600,000
Install Emergency Comm Button and ADA Signs for West Wing Elevator	\$20,000
Repair James Ranch Kitchen HVAC	\$50,000
Remove Equipment from East Wing Stairways	\$350,000
Install Seismic Gas Valves and Flexible Connections at East and West Wings	\$10,000
Replace Main Jail North Intake Ceiling Tile	\$35,000
Facility Condition Assessment FY 2016	\$150,000
Repaint and Recarpet Juvenile Hall Fourth Floor	\$200,000
Perform Various Code Compliance Repairs	\$50,000
Total	\$7,500,000



FY 2016 General Fund – Backlog/Deferred Maintenance Projects

Project Description	Budget
Clean 55 Younger Ducts	\$120,000
Improve James Ranch Dorm (5128) Shower Wall and Floor Finishes	\$20,000
Update James Ranch Pool ADA Compliant	\$50,000
Install ADA Entrance Signs at County Facilities	\$15,000
Repave Charcot Parking Lot	\$275,000
Perform Ground Fault Testing of Breakers	\$20,000
Modernize Parking Garage Elevator Controls	\$600,000
Repaint Sheriff Dept 4th Floor	\$100,000
Clean East Valley Clinic /Mental Health HVAC Ducts	\$25,000
Storm/Sanitary Pit Repairs in Basement and TB Clinic	\$100,000
Repaint South County Main Bldg K Interior	\$50,000
Replace Roof - James Ranch Training Room	\$50,000
Repairs to Juvenile Hall Exercise Field Phase 1	\$400,000
Repaint and Recarpet Juvenile Hall Court Waiting Room	\$45,000
Replace Roof - Elmwood M8	\$200,000
Replace Roof - Elmwood M2	\$150,000
Replace Roof - Elmwood W4	\$200,000
Recarpet East Wing-Hedding 8th Floor Phase 1	\$100,000
Repaint West Wing-Hedding 6th Floor	\$100,000
Recarpet West Wing-Hedding 6th Floor	\$200,000
Replace MEC Receiving Floor	\$15,000
Recarpet East Wing-Hedding 6th Floor Phase 1	\$150,000
Repair MJN 6th Floor Dorm B & C Wood Doors	\$550,000
Total	\$7,500,000

FY 2017 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 legislative files to both the Board and the Finance and Government Operations Committee, and prepare Five-Year Capital Planning documents. This project allocates funds for reimbursement of staff time.

This allocation also allows the Department some flexibility to respond to assessments and other studies that need to be done during the year to prepare future capital projects.

One-time Cost: \$250,000

FY 2017 Capital Plan Cost Estimating

This recommendation provides one-time funding to develop cost estimates for projects considered during the Capital Budget Plan.

Funding is necessary to develop cost estimates for the various capital projects to ascertain the total cost of projects so that sufficient funds will be available for respective projects.

One-time Cost: \$50,000

FY 2016 Energy Conservation

The Facilities and Fleet Department has identified energy conservation projects totaling several million dollars with return on investment periods of less than seven years, which justify investment not only for energy conservation, but also for addressing some deferred maintenance issues.

Capital funding of \$500,000 is recommended to focus on the design of new energy conservation projects that will be identified by investment grade audits. This will provide information necessary to consider the development of viable energy and water conservation projects prior to implementation.

One-time Cost: \$500,000

Outpatient Surgery Center

This recommendation provides one-time funding for the renovation of the building at 2450 South Bascom Avenue in San Jose for construction of an outpatient surgery center facility. The outpatient surgery center facility is needed to reserve the primary use of the hospital's main operating room for inpatient surgical procedures. The new facility is expected to result in improved efficiencies and increased admissions, while lowering costs and increasing revenues. Changes in the healthcare marketplace may contribute to a greater need for County delivery of outpatient surgery services to the community in the near future. Outpatient surgical procedures performed in an outpatient surgery center will result in improved access, patient

experiences, and lower costs. The migration of the outpatient surgical procedures from the inpatient setting to outpatient surgery center would also allow Santa Clara Valley Medical Center (SCVMC) to increase market share in several specific inpatient surgical service lines such as the orthopedic joint replacement, neurosurgery, and cardiothoracic surgery.

One-time Cost: \$20,000,000

Design of New Jail Facility

This recommendation provides one-time funding for the design of the new jail facility, for which the County is currently planning to compete for State funding. The Board will have an opportunity to review the grant application and make a decision on the grant funding in August 2015. If the County is successful in receiving State funding, the design funding will allow the County to start design efforts to keep the project on track. This dedicated funding is also consistent with the County match required by the State's grant.

One-time Cost: \$8,000,000

Main Jail North Cell Hardening

This recommendation will fund the project to harden Main Jail North 4A, 5A, 5B, and 5C housing units. This will provide more maximum-security beds in Main Jail North while also replacing the windows in certain cells. The plan will increase maximum security housing by 192 beds, which is very important as the population changes and given the impacts of Public Safety Realignment. This conversion will help the County to better manage the populations at the jails and to fulfill the security needs of the current population. For many years, there has not been adequate space to house maximum-security level inmates. The January 2015 MGT Jail Needs Assessment calls for the replacement of Main Jail South, which contains medium and high security level beds. This issue is complicated by the lack of high-level security housing at the Main Jail North facility.

As part of the Recommended Budget, correctional deputy positions will be added to provide additional staffing for Main Jail North 4A, 5A, 5B, and 5C housing units. Additional staff is necessary given the subdivision of the housing units into 3 separate pods, creating the need for 4 additional posts.

Additional funding of approximately \$1,500,000 will be needed as part of the FY 2017 Capital Budget to complete the last pod, and is not included in the FY 2016 Capital Budget as work cannot be completed this fiscal year.

One-time Cost: \$11,580,000

Elmwood M-1 Sundeck and Renovations

This recommendation provides funding to construct Elmwood M-1 Sundeck and renovations necessary to ready it for operation, including ADA improvements. This will help to reduce the shortage of medium-security inmate beds and will also help to provide much needed special housing beds, which are in high demand. Special housing beds are used for inmates who require a wheelchair, cane, or other medical assistive device that would be unsafe to allow in the general population. The January 2015 MGT Jail Needs Assessment recommends the addition of more medical special housing beds.

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

Civic Center Master Plan

This recommendation is necessary to continue efforts to move forward with the Civic Center Master Plan. During FY 2016, it will be necessary to negotiate a master development agreement to develop new and/or replacement facilities at the 55-acre Civic Center site and accomplish additional technical studies. More specifically, these studies and analyses will include environmental impacts, site planning, geotechnical, legal, and traffic.

Over half the building stock at the Civic Center is more than 40 years old, and many of those buildings are in need of significant upgrades. Despite some of the Civic Center site's constraints, the size of the site and its proximity to Downtown San Jose, shopping, and access to transit provides a good opportunity for the County to create a sustainable, mixed-use, transit-oriented development that will reshape the function and feel of the Civic Center as well as benefit the surrounding neighborhoods.

One-time Cost: \$1,000,000

2500 Senter Road Demolition

This recommendation will fund the development of plans and specifications for the demolition of the existing buildings at 2500 Senter Road. The old church

buildings have been vacant and have become a nuisance and liability to the County as homeless encampments continue to occupy the facility. To reduce this unlawful encampment, which has caused irreversible harm to the facility, the County continues to allocate funds to vacate the facility and to secure the facility. Demolition of the facility and the provision for an asphalt cover over the land mitigates risk to the County while reducing maintenance costs and preparing the site for a future supportive housing project.

One-time Cost: \$913,635

Crime Lab Door Remodel

This recommendation will provide construction funding for a new dedicated exterior door leading into the Crime Lab Evidence Receiving Lobby. This door will be controlled by the Property Evidence Technicians, who are familiar with the law enforcement agency personnel with whom they typically interact. This would allow the interior corridor that leads to the Evidence Receiving Lobby to be kept closed so that other building visitors cannot access it. Currently, the single door location impacts the operations in that materials, including evidence being brought into the Crime Lab, conflicts with use by general deliveries.

One-time Cost: \$119,850

Elmwood Kitchen Exhaust System

This recommendation will replace the Elmwood kitchen exhaust system, which does not have the capacity to properly exhaust all the steam generated by certain cooking processes. The supplemental exhaust system will be designed to support this surge in steam during the cooking of certain foods. The new exhaust system will provide Elmwood Food Services with better safety and health conditions, and will improve visibility within the room and cause less wear on the room finishes. It will also allow the Department greater flexibility to prepare various types of meals without having excess steam that has been a detriment with certain types of foods cooked.

One-time Cost: \$325,000

Board Chambers Control Room Feasibility Study

This recommendation will fund a feasibility study for the Board Chambers control room. Currently, the control room is not equipped to support the added

equipment utilized during Board and Committee meetings. It is believed that the room is too cramped and too hot, which causes the equipment to malfunction during meetings. The feasibility study will need to be coordinated with the Information Services Department given the technology that they maintain in the control room.

One-time Cost: \$90,000

Administrative Booking Lobby Hardening

This recommendation will fund the design and construction of a protective wall system to separate staff booking tasks from the public within the current Department of Correction Administrative Booking Unit Lobby. The nature of the tasks are high-risk and require a safety barrier. The protective wall system would consist of a bullet-resistant rated assembly along with electronically controlled door locks. Currently, there is an insufficient barrier to properly separate the public from the staff thus providing access risk. This project only mitigates the most immediate safety needs and a follow-on design and construction project would be needed in the future to reconfigure the staff interior space for a more efficient operation.

One-time Cost: \$300,000

Elmwood W4C Medical Exam Room

This recommendation will create a medical examination room at Elmwood in Unit W4C by converting an interview room and restroom into a medical examination room. This will allow high security female inmates to remain in their housing unit to receive medical care, which is preferred, since moving high security inmates through the facility is hazardous to staff, other inmates, and high security inmates requiring medical care.

One-time Cost: \$110,000

Medical Examiner-Coroner Office Renovation

This recommendation proposes to renovate office space for the Medical Examiner-Coroner (MEC). Presently, the Forensic Technicians and Medical Examiner-Coroner Investigators are in cramped work areas. Given changes in operations, there are other areas that can be reconfigured to provide sufficient space for existing staff. For the Forensic Technicians' Office, these renovations will allow for the installation of a fourth work station with a desktop and a fifth work station for

processing toxicology. For the MEC Investigators' Office, these renovations will allow each investigator to have his/her own work space and create a processing work station that can accommodate more than one person.

One-time Cost: \$164,280

Information Services Department Office Space Design

This recommendation proposes to allocate design funding for Information Services Department (ISD) office space. Over the past few years and as the Information Services Department has been asked to expand services for the County organization, their staff has grown significantly and they have outgrown their

space. This design funding will allow Capital staff to work with ISD to design options to better accommodate their growing staff.

One-time Cost: \$450,000

Capital Hold and Backlog Hold Accounts Reduction

This recommendation proposes to reduce the Capital Hold account by \$250,000 and the Backlog Hold account by \$1,250,000. Utilizing these reserve funds will allow the Department to perform additional Backlog Maintenance projects in FY 2016.

One-time Savings: \$1,500,000

Facilities Department— Budget Unit 263 Net Expenditures by Cost Center

CC	Cost Center Name	FY 2014 Actuals	FY 2015 Approved	FY 2016 Base Budget	FY 2016 Recommended	Amount Chg From 2015 Approved	% Chg From 2015 Approved
2309	FAC Utilities Fund 0001	\$ 14,924,196	\$ 14,617,647	\$ 14,683,672	\$ 15,375,919	\$ 758,272	5.2%
2315	Court Facility Payments Fund 0001	6,995,225	8,956,071	9,060,966	9,060,966	104,895	1.2%
026301	Facilities Admin Fund 0001	2,007,754	2,949,684	3,294,727	3,746,741	797,057	27.0%
026302	Capital Programs Division	64,143,415	49,742,816	(715)	105,707,025	55,964,209	112.5%
026303	Property Management Fund 0001	1,482,379	1,322,707	1,434,918	2,485,708	1,163,001	87.9%
026304	Building Operations-Fund 0001	20,683,932	22,900,217	24,825,734	26,686,884	3,786,667	16.5%
Total Net Expenditures		\$ 110,236,901	\$ 100,489,141	\$ 53,299,301	\$ 163,063,243	\$ 62,574,102	62.3%

Facilities Department— Budget Unit 263 Gross Expenditures by Cost Center

CC	Cost Center Name	FY 2014 Actuals	FY 2015 Approved	FY 2016 Base Budget	FY 2016 Recommended	Amount Chg From 2015 Approved	% Chg From 2015 Approved
2309	FAC Utilities Fund 0001	\$ 14,924,196	\$ 14,625,647	\$ 14,691,672	\$ 15,383,919	\$ 758,272	5.2%
2315	Court Facility Payments Fund 0001	6,995,225	8,956,071	9,060,966	9,060,966	104,895	1.2%
026301	Facilities Admin Fund 0001	3,191,828	3,939,020	4,284,063	4,698,577	759,557	19.3%
026302	Capital Programs Division	66,265,640	52,430,867	2,778,249	108,793,495	56,362,628	107.5%
026303	Property Management Fund 0001	38,788,512	41,329,520	41,827,439	42,878,229	1,548,709	3.7%
026304	Building Operations-Fund 0001	25,732,703	27,520,399	29,508,436	31,369,586	3,849,187	14.0%
Total Gross Expenditures		\$ 155,898,104	\$ 148,801,524	\$ 102,150,825	\$ 212,184,774	\$ 63,383,249	42.6%



Facilities Department— Budget Unit 263 Expenditures by Object

Object	FY 2014 Actuals	FY 2015 Approved	FY 2016 Base Budget	FY 2016 Recommended	Amount Chg From 2015 Approved	% Chg From 2015 Approved
Salary and Benefits	\$ 24,466,186	\$ 28,093,425	\$ 30,237,316	\$ 30,096,679	\$ 2,003,254	7.1%
Services And Supplies	65,207,156	69,543,458	70,368,509	73,532,564	3,989,106	5.7%
Fixed Assets	33,404,205	27,269,000	—	53,107,765	25,838,765	94.8%
Operating/Equity Transfers	32,820,557	23,895,641	1,545,000	54,397,765	30,502,124	127.6%
Reserves	—	—	—	1,050,000	1,050,000	n/a
Total Gross Expenditures	\$ 155,898,104	\$ 148,801,524	\$ 102,150,825	\$ 212,184,774	\$ 63,383,249	42.6%
Expenditure Transfers	(45,661,203)	(48,312,383)	(48,851,524)	(49,121,530)	(809,147)	1.7%
Total Net Expenditures	\$ 110,236,901	\$ 100,489,141	\$ 53,299,301	\$ 163,063,243	\$ 62,574,102	62.3%

Facilities Department— Budget Unit 263 Revenues by Cost Center

CC	Cost Center Name	FY 2014 Actuals	FY 2015 Approved	FY 2016 Base Budget	FY 2016 Recommended	Amount Chg From 2015 Approved	% Chg From 2015 Approved
2309	FAC Utilities Fund 0001	\$ 1,363,323	\$ 1,740,896	\$ 1,773,253	\$ 1,665,000	\$ (75,896)	-4.4%
026301	Facilities Admin Fund 0001	61,587	29,825	21,090	21,090	(8,735)	-29.3%
026302	Capital Programs Division	55,681,493	27,273,126	39,127	52,891,892	25,618,765	93.9%
026303	Property Management Fund 0001	3,076,200	2,832,879	1,964,953	1,964,953	(867,926)	-30.6%
026304	Building Operations-Fund 0001	564,584	540,786	539,214	400,000	(140,786)	-26.0%
	Total Revenues	\$ 60,747,188	\$ 32,417,512	\$ 4,337,637	\$ 56,942,935	\$ 24,525,422	75.7%

Facilities Department— Budget Unit 263 Revenues by Type

Type	FY 2014 Actuals	FY 2015 Approved	FY 2016 Base Budget	FY 2016 Recommended	Amount Chg From 2015 Approved	% Chg From 2015 Approved
Charges For Services	\$ 2,220,180	\$ 1,694,950	\$ 1,370,831	\$ 1,370,831	\$ (324,119)	-19.1%
Other Financing Sources	39,918,385	30,697,562	2,941,806	55,547,104	24,849,542	80.9%
Revenue From Use Of Money/Property	25,000	25,000	25,000	25,000	—	—
Revenue From Other Government Agencies	18,583,623	—	—	—	—	—
Total Revenues	\$ 60,747,188	\$ 32,417,512	\$ 4,337,637	\$ 56,942,935	\$ 24,525,422	75.7%



FAC Utilities Fund 0001 — Cost Center 2309
Major Changes to the Budget

	Positions	Appropriations	Revenues
0001-General Fund (Fund Number 0001)			
Current Level Budget			
FY 2015 Approved Budget	4.0	\$ 14,617,647	\$ 1,740,896
Board Approved Adjustments During FY 2015	—	—	(87,679)
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	-1.0	(56,737)	—
IntraCounty Adjustments	—	123,471	19,376
Other Adjustments	—	(709)	100,660
Subtotal (Current Level Budget)	3.0	\$ 14,683,672	\$ 1,773,253
Recommended Changes for FY 2016			
IntraCounty Adjustments	—	\$ 685	\$ (108,253)
Decision Packages			
Increase Utility Expenses	—	799,815	—
Public Safety Realignment Program (AB 109)-Reduce Facilities	—	(108,253)	—
Information Technology			
Capital			
Subtotal (Recommended Changes)	—	\$ 692,247	\$ (108,253)
Recommended Budget	3.0	\$ 15,375,919	\$ 1,665,000

Court Facility Payments Fund 0001 — Cost Center 2315
Major Changes to the Budget

	Positions	Appropriations	Revenues
0001-General Fund (Fund Number 0001)			
Current Level Budget			
FY 2015 Approved Budget	—	\$ 8,956,071	\$ —
Board Approved Adjustments During FY 2015	—	43,050	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
IntraCounty Adjustments	—	—	—
Other Adjustments	—	61,845	—
Subtotal (Current Level Budget)	—	\$ 9,060,966	\$ —
Recommended Changes for FY 2016			
IntraCounty Adjustments	—	\$ —	\$ —
Decision Packages			
Information Technology			
Capital			
Subtotal (Recommended Changes)	—	\$ —	\$ —
Recommended Budget	—	\$ 9,060,966	\$ —



Facilities Admin Fund 0001 — Cost Center 026301
Major Changes to the Budget

	Positions	Appropriations	Revenues
0001-General Fund (Fund Number 0001)			
Current Level Budget			
FY 2015 Approved Budget	27.0	\$ 2,949,684	\$ 29,825
Board Approved Adjustments During FY 2015	1.0	139,383	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	1.0	354,291	—
IntraCounty Adjustments	—	(153,704)	—
Other Adjustments	—	5,073	(8,735)
Subtotal (Current Level Budget)	29.0	\$ 3,294,727	\$ 21,090
Recommended Changes for FY 2016			
IntraCounty Adjustments	—	\$ 686,582	\$ —
Decision Packages			
Add 11 Vehicles	—	50,000	—
Add Associate Management Analyst B	1.0	93,348	—
Delete 3 IT Positions to be Transferred to ISD	-2.0	(377,916)	—
Information Technology			
Capital			
Subtotal (Recommended Changes)	-1.0	\$ 452,014	\$ —
Recommended Budget	28.0	\$ 3,746,741	\$ 21,090

Capital Programs Division — Cost Center 026302
Major Changes to the Budget

	Positions	Appropriations	Revenues
0001-General Fund (Fund Number 0001)			
Current Level Budget			
FY 2015 Approved Budget	13.0	\$ 22,473,816	\$ —
Board Approved Adjustments During FY 2015	—	(119,015)	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	-1.0	(73,227)	—
IntraCounty Adjustments	—	105,427	—
Other Adjustments	—	(22,387,716)	—
Subtotal (Current Level Budget)	12.0	\$ (715)	\$ —
Recommended Changes for FY 2016			
IntraCounty Adjustments	—	\$ 52,854,975	\$ —
Decision Packages			
Add Capital Project Manager	1.0	—	—
Add Unclassified Capital Project Manager for Energy Projects	1.0	—	—
Information Technology			
Capital			
Subtotal (Recommended Changes)	2.0	\$ 52,854,975	\$ —
Recommended Budget	14.0	\$ 52,854,260	\$ —



Capital Programs Division — Cost Center 026302
Major Changes to the Budget

	Positions	Appropriations	Revenues
0050-General Capital Improvements (Fund Number 0050)			
Current Level Budget			
FY 2015 Approved Budget	—	\$ 27,269,000	\$ 27,273,126
Board Approved Adjustments During FY 2015	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
IntraCounty Adjustments	—	—	—
Other Adjustments	—	(27,269,000)	(27,234,000)
Subtotal (Current Level Budget)	—	\$ —	\$ 39,127
Recommended Changes for FY 2016			
IntraCounty Adjustments	—	\$ —	\$ 52,852,765
Decision Packages			
Information Technology			
Capital			
FY2016, FAF recommended CIP	—	52,852,765	—
Subtotal (Recommended Changes)	—	\$ 52,852,765	\$ 52,852,765
Recommended Budget	—	\$ 52,852,765	\$ 52,891,892

Property Management Fund 0001 — Cost Center 026303
Major Changes to the Budget

	Positions	Appropriations	Revenues
0001-General Fund (Fund Number 0001)			
Current Level Budget			
FY 2015 Approved Budget	5.0	\$ 1,322,707	\$ 2,832,879
Board Approved Adjustments During FY 2015	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	51,344	—
IntraCounty Adjustments	—	102,283	—
Other Adjustments	—	(41,416)	(867,926)
Subtotal (Current Level Budget)	5.0	\$ 1,434,918	\$ 1,964,953
Recommended Changes for FY 2016			
IntraCounty Adjustments	—	\$ 790	\$ —
Decision Packages			
Establish Reserve for Property Lease Exp for New Positions	—	1,050,000	—
Information Technology			
Capital			
Subtotal (Recommended Changes)	—	\$ 1,050,790	\$ —
Recommended Budget	5.0	\$ 2,485,708	\$ 1,964,953



Building Operations-Fund 0001 — Cost Center 026304

Major Changes to the Budget

	Positions	Appropriations	Revenues
0001-General Fund (Fund Number 0001)			
Current Level Budget			
FY 2015 Approved Budget	172.0	\$ 22,900,217	\$ 540,786
Board Approved Adjustments During FY 2015	1.0	837,288	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	1.0	1,558,621	—
IntraCounty Adjustments	—	239,826	45,774
Other Adjustments	—	(710,218)	(47,346)
Subtotal (Current Level Budget)	174.0	\$ 24,825,734	\$ 539,214
Recommended Changes for FY 2016			
IntraCounty Adjustments	—	\$ 111,975	\$ (139,214)
Decision Packages			
Increase Building Operations Expenses	—	1,715,000	—
Add Custodial Services Manager	1.0	107,080	—
Public Safety Realignment Program (AB 109)-Reduce Facilities	—	(139,214)	—
Add 11 Vehicles	—	205,000	—
Delete 3 IT Positions to be Transferred to ISD	-1.0	(138,691)	—
Information Technology			
Capital			
Subtotal (Recommended Changes)	—	\$ 1,861,150	\$ (139,214)
Recommended Budget	174.0	\$ 26,686,884	\$ 400,000

Fleet Services— Budget Unit 135

Net Expenditures by Cost Center

CC	Cost Center Name	FY 2014 Actuals	FY 2015 Approved	FY 2016 Base Budget	FY 2016 Recommended	Amount Chg From 2015 Approved	% Chg From 2015 Approved
2320	Fleet Management Capital Fund 0073	\$ 4,042,158	\$ —	\$ —	\$ 3,500,000	\$ 3,500,000	n/a
2321	Fleet Operating Fund 0070	18,648,347	20,332,049	20,810,617	21,193,893	861,844	4.2%
Total Net Expenditures		\$ 22,690,505	\$ 20,332,049	\$ 20,810,617	\$ 24,693,893	\$ 4,361,844	21.5%



Fleet Services— Budget Unit 135 Gross Expenditures by Cost Center

CC	Cost Center Name	FY 2014 Actuals	FY 2015 Approved	FY 2016 Base Budget	FY 2016 Recommended	Amount Chg From 2015 Approved	% Chg From 2015 Approved
2320	Fleet Management Capital Fund 0073	\$ 4,049,378	\$ —	\$ —	\$ 3,500,000	\$ 3,500,000	n/a
2321	Fleet Operating Fund 0070	18,648,347	20,332,049	20,810,617	21,193,893	861,844	4.2%
Total Gross Expenditures		\$ 22,697,725	\$ 20,332,049	\$ 20,810,617	\$ 24,693,893	\$ 4,361,844	21.5%

Fleet Services— Budget Unit 135 Expenditures by Object

Object	FY 2014 Actuals	FY 2015 Approved	FY 2016 Base Budget	FY 2016 Recommended	Amount Chg From 2015 Approved	% Chg From 2015 Approved
Salary and Benefits	\$ 5,866,059	\$ 6,082,938	\$ 6,395,498	\$ 6,395,498	\$ 312,560	5.1%
Services And Supplies	11,406,779	11,839,583	12,039,992	12,423,268	583,685	4.9%
Fixed Assets	4,054,797	—	—	3,500,000	3,500,000	n/a
Operating/Equity Transfers	1,370,090	2,375,127	2,375,127	2,375,127	—	—
Reserves	—	34,401	—	—	(34,401)	-100.0%
Total Gross Expenditures	\$ 22,697,725	\$ 20,332,049	\$ 20,810,617	\$ 24,693,893	\$ 4,361,844	21.5%
Expenditure Transfers	(7,220)	—	—	—	—	—
Total Net Expenditures	\$ 22,690,505	\$ 20,332,049	\$ 20,810,617	\$ 24,693,893	\$ 4,361,844	21.5%

Fleet Services— Budget Unit 135 Revenues by Cost Center

CC	Cost Center Name	FY 2014 Actuals	FY 2015 Approved	FY 2016 Base Budget	FY 2016 Recommended	Amount Chg From 2015 Approved	% Chg From 2015 Approved
2320	Fleet Management Capital Fund 0073	\$ 3,600,717	\$ 2,425,127	\$ 2,425,127	\$ 5,925,127	\$ 3,500,000	144.3%
2321	Fleet Operating Fund 0070	17,417,682	19,763,669	21,169,776	21,269,689	1,506,020	7.6%
Total Revenues		\$ 21,018,399	\$ 22,188,796	\$ 23,594,903	\$ 27,194,816	\$ 5,006,020	22.6%



Fleet Services— Budget Unit 135

Revenues by Type

Type	FY 2014 Actuals	FY 2015 Approved	FY 2016 Base Budget	FY 2016 Recommended	Amount Chg From 2015 Approved	% Chg From 2015 Approved
Revenue From Use Of Money/Property	\$ 44,122	\$ 70,000	\$ 70,000	\$ 70,000	—	—
Other Financing Sources	2,416,388	3,160,127	3,160,127	6,660,127	3,500,000	110.8%
Revenue From Other Government Agencies	2,251,009	—	—	—	—	—
Aid From Government Agencies - Federal	7,100	—	—	—	—	—
Charges For Services	16,299,781	18,958,669	20,364,776	20,464,689	1,506,020	7.9%
Total Revenues	\$ 21,018,399	\$ 22,188,796	\$ 23,594,903	\$ 27,194,816	\$ 5,006,020	22.6%

Fleet Management Capital Fund 0073 — Cost Center 2320

Major Changes to the Budget

	Positions	Appropriations	Revenues
0073 - Garage ISF (Fund Number 0073)			
Current Level Budget			
FY 2015 Approved Budget	—	\$ —	\$ 2,425,127
Board Approved Adjustments During FY 2015	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
IntraCounty Adjustments	—	—	—
Other Adjustments	—	—	—
Subtotal (Current Level Budget)	—	\$ —	\$ 2,425,127
Recommended Changes for FY 2016			
IntraCounty Adjustments	—	\$ —	\$ 3,500,000
Decision Packages			
Add FY 2017 Vehicle Purchase Appropriation-Fund 73	—	3,500,000	—
Information Technology			
Capital			
Subtotal (Recommended Changes)	—	\$ 3,500,000	\$ 3,500,000
Recommended Budget	—	\$ 3,500,000	\$ 5,925,127

Fleet Operating Fund 0070 — Cost Center 2321

Major Changes to the Budget

	Positions	Appropriations	Revenues
0070-Fleet Operating Fund (Fund Number 0070)			
Current Level Budget			
FY 2015 Approved Budget	52.0	\$ 20,332,049	\$ 19,763,669
Board Approved Adjustments During FY 2015	—	175,451	6,222
Cost to Maintain Current Program Services			

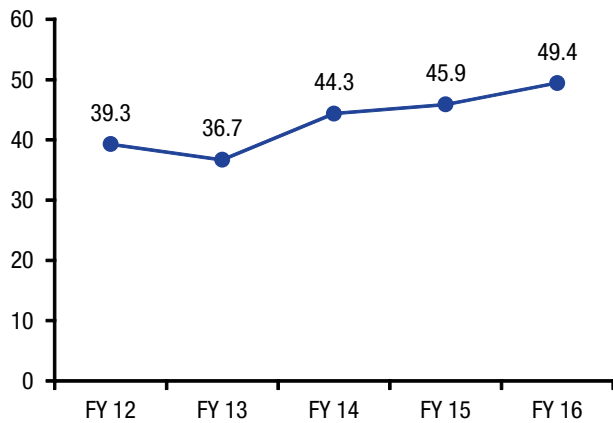
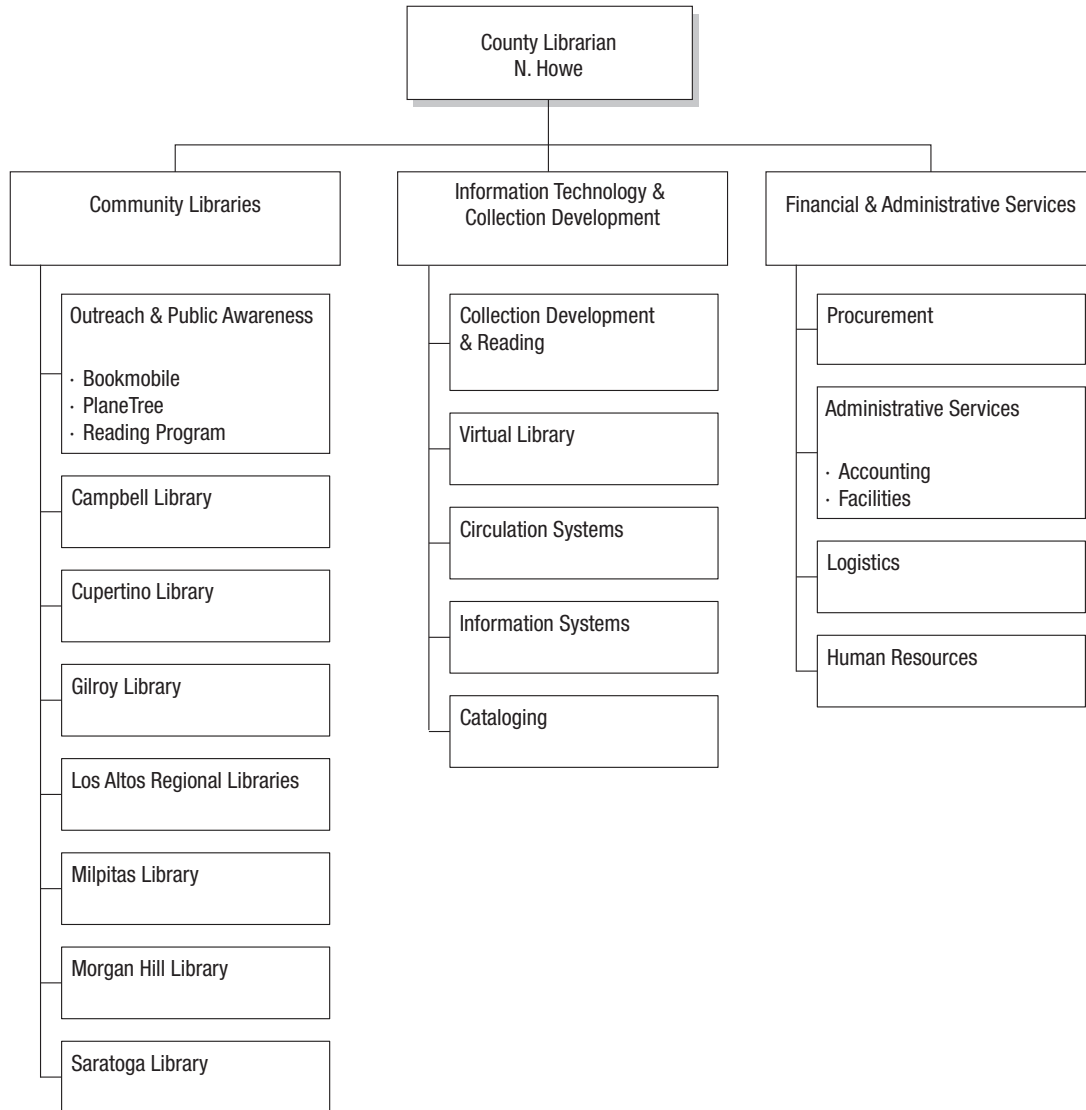


Fleet Operating Fund 0070 — Cost Center 2321
Major Changes to the Budget

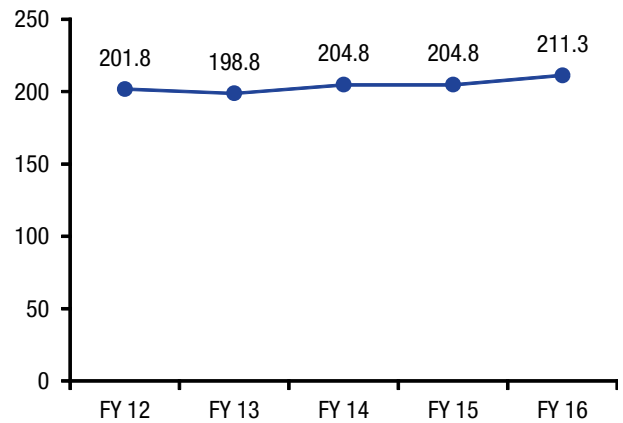
	Positions	Appropriations	Revenues
Salary and Benefit Adjustments	—	312,560	—
IntraCounty Adjustments	—	(9,443)	1,399,885
Other Adjustments	—	—	—
Subtotal (Current Level Budget)	52.0	\$ 20,810,617	\$ 21,169,776
Recommended Changes for FY 2016			
IntraCounty Adjustments	—	\$ 383,276	\$ 99,913
Decision Packages			
Information Technology			
Capital			
Subtotal (Recommended Changes)	—	\$ 383,276	\$ 99,913
Recommended Budget	52.0	\$ 21,193,893	\$ 21,269,689



County Library District



Gross Appropriation Trend



Staffing Trend



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.**



Description of Major Services

The Santa Clara County Library District (SCCLD) serves the residents of Campbell, Cupertino, Gilroy, Los Altos, Los Altos Hills, Milpitas, Monte Sereno, Morgan Hill, and Saratoga, and the unincorporated regions of the county. SCCLD is governed by a Joint Powers Authority (JPA) comprised of representatives of each of these nine cities and two representatives from the Santa Clara County Board of Supervisors. The County of Santa Clara serves as fiscal agent and all staff members are County of Santa Clara employees.

In 1914, the Santa Clara County Library District was first established as a one room library situated in an agricultural setting. Since, SCCLD has evolved over the years to meet community demand for high quality library services and resources. SCCLD recently celebrated its 100 year anniversary. Festivities commemorating this milestone were held from September to November. Fifty centennial programs and events were held District-wide and 18,000 people attended.

Over the last 100 years, the Santa Clara County Library District has continuously looked for ways to integrate new technology into its services and programs. Patrons can access dynamic content from the SCCLD web site for eReaders, MP3s and iPads, and they have access to

free online resources, music, audiobooks and 46,000 eBooks. Santa Clara County Library District introduced the Always Available eBook Classics collection, offering free access to more than 200 eBooks which can be downloaded onto electronic devices and kept forever.

SCCLD has seven community libraries located in Campbell, Cupertino, Gilroy, Los Altos, Milpitas, Morgan Hill, and Saratoga, a branch library in Los Altos, an online library and two bookmobiles. 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 Woodland Branch in Los Altos has been renovated. The Services and Support Center is located in Campbell and provides a number of support services for the Library District including the virtual library team, technical services, information technology, collection development, programming and outreach support, administration, and a central warehouse.

Three District-wide services include the Bookmobile, Reading Program, and PlaneTree Health Information Center. The Santa Clara County Library District extends the reach of library services to the homebound and

underserved population with its Bookmobile service by taking audiobooks, DVDs, CDs, and other materials to locations isolated by geography or other circumstances such as the rural South County, Mt. Hamilton, Santa Cruz mountains, Moffett Field, nursing homes, and migrant camps. The Reading Program, housed in the 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. The Reading Program classes are also offered at several locations in the community. The PlaneTree Health Information Center, housed in the Cupertino Library, 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

Digital Shift in Information Technology

The dramatic shift from print to digital formats has changed collection development, purchasing, ownership, and lending practices for public libraries. Virtual library visits now equal in-person visits. Not only does library staff need new technology skills but the public needs new skills to stay competitive in the job market and to navigate the surplus of information that is now on the Internet. The County Library District has added a variety of free technology training options for the public and a suite of subscription services that are available online 24/7. The County Library District continues to be a trusted source of information.

The Santa Clara County Library District remains committed to improving educational outcomes for lifelong learners by creating new engaging and collaborative spaces, offering robust collections of diverse materials, and utilizing new technology that enhances learning in the 21st Century.

Income Disparity

The Library District helps to close Silicon Valley's growing digital and income gaps by providing free programming, early literacy learning for children, tutors, homework help, and public access to computers. Free services help kids learn to read, succeed in school, and promote life-long learning for all ages regardless of income. The number of visits to libraries is projected to increase.

Education

Succeeding in today's complex world requires that individuals develop and improve their higher critical thinking and problem-solving skills. The Santa Clara County Library District and other public libraries are the only educational institutions that connect lifelong learners, from birth to golden age, to the resources they need to achieve their educational goals.

County Executive's Recommendation

Summary of County Executive's Recommendations

Description	Impact	Impact on Services	Position Impact	FY 2016 Ongoing Net Cost/(Savings)	FY 2016 One-Time Net Cost/(Savings)
Modify Staff Resources in Library Administration and Various Community Libraries	↑	Provides staff resources to support the Library Administration and various community libraries.	6.5	\$514,167	—
Purchase of Fixed Assets	↑	Improves automated materials handling equipment, self-vending 24 hour library unit pilot, mobile lab/device checkout pilot, network storage system, group work stations, network switch replacement, remote email access appliance, and ASA firewall replacement.	—	—	—

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

↑ Modify Staff Resources in Library Administration and Various Community Libraries

Recommended Action: Add resources to Library Administration and various community libraries.

Staffing Changes

Classification	Division	FTE	Cost
Management Analyst	Library Administration	1.0	\$130,558
Stock Clerk	Library Administration	0.5	\$40,210
Library Assistant II	Library Administration	1.0	\$108,782
Graphic Designer II	Library Administration	1.0	\$105,564
Library Assistant II	Library Administration	-0.5	(\$48,019)
Graphic Designer I	Library Administration	-0.5	(\$52,852)
Buyer I	Library Administration	-0.5	(\$47,617)
Library Page	Cupertino Library	0.5	\$29,805
Library Page	Cupertino Library	0.5	\$29,805
Library Page	Campbell Library	0.5	\$29,805
Library Page	Los Altos Library	0.5	\$29,805
Library Clerk II	Los Altos Library	1.0	\$78,204
Library Clerk II	Los Altos Library	-0.5	(\$39,103)
Library Page	Los Altos Library	0.5	\$29,805
Library Page	Saratoga Library	0.5	\$29,805
Library Page	Milpitas Library	0.5	\$29,805
Library Page	Milpitas Library	0.5	\$29,805
Total		6.5	\$514,167

Service Impact: The addition of 1.0 FTE Management Analyst position and 0.5 FTE Stock Clerk position will allow the Library to meet increasing demands of risk management, safety, labor relations, and logistics. The deletion of the 0.5 FTE Buyer I position is the result of shifting workloads to existing staff. In the Library's Virtual Services unit, the addition of 1.0 FTE Library Assistant position, and 1.0 FTE Graphic Designer position with the deletion of 0.5 FTE Library Assistant position, 0.5 FTE Graphic Designer position will allow the Library to meet the increasing demand of virtual library services.

The addition of 4.0 FTE Library Page positions and 1.0 FTE Library Clerk position with the deletion of 0.5 FTE Library Clerk position will allow the Library to meet expected increases in the check-in check-out, and holds of materials throughout the library system.

Net Positions Added: 6.5 FTE

Positions Added: 8.5 FTE

Positions Deleted: 2.0 FTE

Ongoing Cost: \$514,617

↑ Purchase of Fixed Assets

Recommended Action: Allocate one-time funding of \$3,349,279 for the purchase of fixed assets, offset by reduction in Technology Reserve.



Service Impact: The Below is the summary of the fixed asset purchases:

FY 2016 Fixed Assets

Item	Amount
Automated Materials Handling Equipment: Equipment will be replaced.	\$2,994,444
Self-Vending 24 Hour Library Unit Pilot: Provide the ability to loan materials or dispense holds to patrons 24 hours/day.	\$150,000
Mobile Lab/Device Check-Out Pilot: To support library outreach, purchase laptops and other peripherals to support a mobile lab and to pilot a vending machine to loan laptops.	\$120,081
Network Storage System: Add two network storage systems for library servers.	\$30,140

FY 2016 Fixed Assets

Item	Amount
Group Work Stations: All patrons to collaborate using large monitors and devices for multiple laptops to plug in and display.	\$16,600
Network Switch Replacement: Replace older network switches throughout the library system.	\$15,354
Remote Email Access Appliance Replacement: Upgrade existing remote email appliance that is nearing end-of-life.	\$11,900
ASA Firewall Replacement: Replace firewall at Library Services and Support Center that is nearing end-of-life.	\$10,760
Total Fixed Assets	\$3,349,279

One-time Cost: \$0

One-time cost of \$3,349,279 offset by Technology Reserve

County Library Headquarters— Budget Unit 610 Net Expenditures by Cost Center

CC	Cost Center Name	FY 2014 Actuals	FY 2015 Approved	FY 2016 Base Budget	FY 2016 Recommended	Amount Chg From 2015 Approved	% Chg From 2015 Approved
5556	Library Admin Fund 0025	\$ 18,656,729	\$ 20,070,519	\$ 24,323,783	\$ 21,221,763	\$ 1,151,244	5.7%
5559	Cupertino Library Fund 0025	3,401,029	3,762,521	4,060,116	4,126,551	364,030	9.7%
5560	Campbell Library Fund 0025	1,858,975	2,042,284	2,170,176	2,203,783	161,499	7.9%
5562	Los Altos Library Fund 0025	3,290,760	3,150,305	3,333,288	3,438,418	288,113	9.1%
5567	Saratoga Comm Library Fund 0025	2,025,717	2,244,912	2,391,430	2,425,037	180,125	8.0%
5571	Milpitas Comm Library Fund 0025	2,982,351	3,030,295	3,300,015	3,365,390	335,095	11.1%
5576	Morgan Hill Library Fund 0025	1,713,532	1,858,318	2,067,891	2,071,818	213,500	11.5%
5577	Gilroy Library Fund 0025	1,562,567	2,004,082	2,135,768	2,139,195	135,113	6.7%
5585	Technical Svcs Fund 0025	3,712,992	7,376,148	4,767,310	8,120,796	744,648	10.1%
5586	Literacy Program Fund 0025	280,325	317,501	319,548	320,079	2,578	0.8%
Total Net Expenditures		\$ 39,484,978	\$ 45,856,885	\$ 48,869,325	\$ 49,432,829	\$ 3,575,944	7.8%



County Library Headquarters— Budget Unit 610 Gross Expenditures by Cost Center

CC	Cost Center Name	FY 2014 Actuals	FY 2015 Approved	FY 2016 Base Budget	FY 2016 Recommended	Amount Chg From 2015 Approved	% Chg From 2015 Approved
5556	Library Admin Fund 0025	\$ 18,656,729	\$ 20,070,519	\$ 24,323,783	\$ 21,221,763	\$ 1,151,244	5.7%
5559	Cupertino Library Fund 0025	3,401,029	3,762,521	4,060,116	4,126,551	364,030	9.7%
5560	Campbell Library Fund 0025	1,858,975	2,042,284	2,170,176	2,203,783	161,499	7.9%
5562	Los Altos Library Fund 0025	3,290,760	3,150,305	3,333,288	3,438,418	288,113	9.1%
5567	Saratoga Comm Library Fund 0025	2,025,717	2,244,912	2,391,430	2,425,037	180,125	8.0%
5571	Milpitas Comm Library Fund 0025	2,982,351	3,030,295	3,300,015	3,365,390	335,095	11.1%
5576	Morgan Hill Library Fund 0025	1,713,532	1,858,318	2,067,891	2,071,818	213,500	11.5%
5577	Gilroy Library Fund 0025	1,562,567	2,004,082	2,135,768	2,139,195	135,113	6.7%
5585	Technical Svcs Fund 0025	3,712,992	7,376,148	4,767,310	8,120,796	744,648	10.1%
5586	Literacy Program Fund 0025	280,325	317,501	319,548	320,079	2,578	0.8%
Total Gross Expenditures		\$ 39,484,978	\$ 45,856,885	\$ 48,869,325	\$ 49,432,829	\$ 3,575,944	7.8%

County Library Headquarters— Budget Unit 610 Expenditures by Object

Object	FY 2014 Actuals	FY 2015 Approved	FY 2016 Base Budget	FY 2016 Recommended	Amount Chg From 2015 Approved	% Chg From 2015 Approved
Salary and Benefits	\$ 22,261,763	\$ 23,801,986	\$ 25,658,301	\$ 26,172,468	\$ 2,370,482	10.0%
Services And Supplies	11,370,579	11,237,453	13,245,619	13,294,956	2,057,503	18.3%
Fixed Assets	4,391,750	3,369,625	—	3,349,279	(20,346)	-0.6%
Reserves	1,460,885	7,447,821	9,965,405	6,616,126	(831,695)	-11.2%
Total Net Expenditures	\$ 39,484,978	\$ 45,856,885	\$ 48,869,325	\$ 49,432,829	\$ 3,575,944	7.8%

County Library Headquarters— Budget Unit 610 Revenues by Cost Center

CC	Cost Center Name	FY 2014 Actuals	FY 2015 Approved	FY 2016 Base Budget	FY 2016 Recommended	Amount Chg From 2015 Approved	% Chg From 2015 Approved
5556	Library Admin Fund 0025	\$ 37,012,699	\$ 34,599,153	\$ 38,705,237	\$ 38,705,237	\$ 4,106,084	11.9%
5586	Literacy Program Fund 0025	54,649	—	—	—	—	—
Total Revenues		\$ 37,067,348	\$ 34,599,153	\$ 38,705,237	\$ 38,705,237	\$ 4,106,084	11.9%



County Library Headquarters— Budget Unit 610

Revenues by Type

Type	FY 2014 Actuals	FY 2015 Approved	FY 2016 Base Budget	FY 2016 Recommended	Amount Chg From 2015 Approved	% Chg From 2015 Approved
Taxes - Current Property	\$ 26,768,426	\$ 25,818,000	\$ 29,949,622	\$ 29,949,622	\$ 4,131,622	16.0%
Taxes - Other Than Current Property	1,093,670	—	—	—	—	—
Fines, Forfeitures, Penalties	940,903	940,000	750,500	750,500	(189,500)	-20.2%
Revenue From Use Of Money/Property	85,738	100,000	100,000	100,000	—	—
Aid From Government Agencies - State	151,612	151,600	148,190	148,190	(3,410)	-2.2%
Charges For Services	946,080	1,001,553	1,039,519	1,039,519	37,966	3.8%
Aid From Government Agencies - Federal	20,927	30,000	30,000	30,000	—	—
Other Financing Sources	6,859,146	6,558,000	6,687,406	6,687,406	129,406	2.0%
Revenue From Other Government Agencies	200,848	—	—	—	—	—
Total Revenues	\$ 37,067,348	\$ 34,599,153	\$ 38,705,237	\$ 38,705,237	\$ 4,106,084	11.9%

Library Admin Fund 0025 — Cost Center 5556

Major Changes to the Budget

	Positions	Appropriations	Revenues
0025-County Library Fund (Fund Number 0025)			
Current Level Budget			
FY 2015 Approved Budget	29.8	\$ 20,070,519	\$ 34,599,153
Board Approved Adjustments During FY 2015	—	4,304	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	1.0	320,744	—
IntraCounty Adjustments	—	238,984	—
Other Adjustments	—	3,689,232	4,106,084
Subtotal (Current Level Budget)	30.8	\$ 24,323,783	\$ 38,705,237
Recommended Changes for FY 2016			
IntraCounty Adjustments	—	\$ 10,633	\$ —
Decision Packages			
Modify Staff Resources in Library and Various Com. Libraries	2.0	236,626	—
Purchase of Fixed Assets	—	(3,349,279)	—
Information Technology			
Capital			
Subtotal (Recommended Changes)	2.0	\$ (3,102,020)	\$ —
Recommended Budget	32.8	\$ 21,221,763	\$ 38,705,237



**Cupertino Library Fund 0025 — Cost Center 5559
Major Changes to the Budget**

	Positions	Appropriations	Revenues
0025-County Library Fund (Fund Number 0025)			
Current Level Budget			
FY 2015 Approved Budget	31.0	\$ 3,762,521	\$ —
Board Approved Adjustments During FY 2015	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	226,492	—
IntraCounty Adjustments	—	21,017	—
Other Adjustments	—	50,086	—
Subtotal (Current Level Budget)	31.0	\$ 4,060,116	\$ —
Recommended Changes for FY 2016			
IntraCounty Adjustments	—	\$ 6,825	\$ —
Decision Packages			
Modify Staff Resources in Library and Various Com. Libraries	1.0	59,610	—
Information Technology			
Capital			
Subtotal (Recommended Changes)	1.0	\$ 66,435	\$ —
Recommended Budget	32.0	\$ 4,126,551	\$ —

**Campbell Library Fund 0025 — Cost Center 5560
Major Changes to the Budget**

	Positions	Appropriations	Revenues
0025-County Library Fund (Fund Number 0025)			
Current Level Budget			
FY 2015 Approved Budget	16.5	\$ 2,042,284	\$ —
Board Approved Adjustments During FY 2015	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	106,724	—
IntraCounty Adjustments	—	11,341	—
Other Adjustments	—	9,827	—
Subtotal (Current Level Budget)	16.5	\$ 2,170,176	\$ —
Recommended Changes for FY 2016			
IntraCounty Adjustments	—	\$ 3,802	\$ —
Decision Packages			
Modify Staff Resources in Library and Various Com. Libraries	0.5	29,805	—
Information Technology			
Capital			
Subtotal (Recommended Changes)	0.5	\$ 33,607	\$ —
Recommended Budget	17.0	\$ 2,203,783	\$ —



Los Altos Library Fund 0025 — Cost Center 5562

Major Changes to the Budget

	Positions	Appropriations	Revenues
0025-County Library Fund (Fund Number 0025)			
Current Level Budget			
FY 2015 Approved Budget	27.0	\$ 3,150,305	\$ —
Board Approved Adjustments During FY 2015	—	(19,394)	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	118,999	—
IntraCounty Adjustments	—	17,119	—
Other Adjustments	—	66,259	—
Subtotal (Current Level Budget)	27.0	\$ 3,333,288	\$ —
Recommended Changes for FY 2016			
IntraCounty Adjustments	—	\$ 6,419	\$ —
Decision Packages			
Modify Staff Resources in Library and Various Com. Libraries	1.5	98,711	—
Information Technology			
Capital			
Subtotal (Recommended Changes)	1.5	\$ 105,130	\$ —
Recommended Budget	28.5	\$ 3,438,418	\$ —

Saratoga Comm Library Fund 0025 — Cost Center 5567

Major Changes to the Budget

	Positions	Appropriations	Revenues
0025-County Library Fund (Fund Number 0025)			
Current Level Budget			
FY 2015 Approved Budget	17.5	\$ 2,244,912	\$ —
Board Approved Adjustments During FY 2015	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	111,698	—
IntraCounty Adjustments	—	11,341	—
Other Adjustments	—	23,479	—
Subtotal (Current Level Budget)	17.5	\$ 2,391,430	\$ —
Recommended Changes for FY 2016			
IntraCounty Adjustments	—	\$ 3,802	\$ —
Decision Packages			
Modify Staff Resources in Library and Various Com. Libraries	0.5	29,805	—
Information Technology			
Capital			
Subtotal (Recommended Changes)	0.5	\$ 33,607	\$ —
Recommended Budget	18.0	\$ 2,425,037	\$ —



Milpitas Comm Library Fund 0025 — Cost Center 5571
Major Changes to the Budget

	Positions	Appropriations	Revenues
0025-County Library Fund (Fund Number 0025)			
Current Level Budget			
FY 2015 Approved Budget	25.5	\$ 3,030,295	\$ —
Board Approved Adjustments During FY 2015	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	154,313	—
IntraCounty Adjustments	—	17,207	—
Other Adjustments	—	98,200	—
Subtotal (Current Level Budget)	25.5	\$ 3,300,015	\$ —
Recommended Changes for FY 2016			
IntraCounty Adjustments	—	\$ 5,765	\$ —
Decision Packages			
Modify Staff Resources in Library and Various Com. Libraries	1.0	59,610	—
Information Technology			
Capital			
Subtotal (Recommended Changes)	1.0	\$ 65,375	\$ —
Recommended Budget	26.5	\$ 3,365,390	\$ —

Morgan Hill Library Fund 0025 — Cost Center 5576
Major Changes to the Budget

	Positions	Appropriations	Revenues
0025-County Library Fund (Fund Number 0025)			
Current Level Budget			
FY 2015 Approved Budget	14.5	\$ 1,858,318	\$ —
Board Approved Adjustments During FY 2015	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	96,700	—
IntraCounty Adjustments	—	14,456	—
Other Adjustments	—	98,417	—
Subtotal (Current Level Budget)	14.5	\$ 2,067,891	\$ —
Recommended Changes for FY 2016			
IntraCounty Adjustments	—	\$ 3,927	\$ —
Decision Packages			
Information Technology			
Capital			
Subtotal (Recommended Changes)	—	\$ 3,927	\$ —
Recommended Budget	14.5	\$ 2,071,818	\$ —



Gilroy Library Fund 0025 — Cost Center 5577
Major Changes to the Budget

	Positions	Appropriations	Revenues
0025-County Library Fund (Fund Number 0025)			
Current Level Budget			
FY 2015 Approved Budget	15.5	\$ 2,004,082	\$ —
Board Approved Adjustments During FY 2015	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	94,682	—
IntraCounty Adjustments	—	12,891	—
Other Adjustments	—	24,113	—
Subtotal (Current Level Budget)	15.5	\$ 2,135,768	\$ —
Recommended Changes for FY 2016			
IntraCounty Adjustments	—	\$ 3,427	\$ —
Decision Packages			
Information Technology			
Capital			
Subtotal (Recommended Changes)	—	\$ 3,427	\$ —
Recommended Budget	15.5	\$ 2,139,195	\$ —

Technical Svcs Fund 0025 — Cost Center 5585
Major Changes to the Budget

	Positions	Appropriations	Revenues
0025-County Library Fund (Fund Number 0025)			
Current Level Budget			
FY 2015 Approved Budget	25.0	\$ 7,376,148	\$ —
Board Approved Adjustments During FY 2015	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	-1.0	67,765	—
IntraCounty Adjustments	—	12,514	—
Other Adjustments	—	(2,689,117)	—
Subtotal (Current Level Budget)	24.0	\$ 4,767,310	\$ —
Recommended Changes for FY 2016			
IntraCounty Adjustments	—	\$ 4,207	\$ —
Decision Packages			
Purchase of Fixed Assets	—	3,349,279	—
Information Technology			
Capital			
Subtotal (Recommended Changes)	—	\$ 3,353,486	\$ —
Recommended Budget	24.0	\$ 8,120,796	\$ —

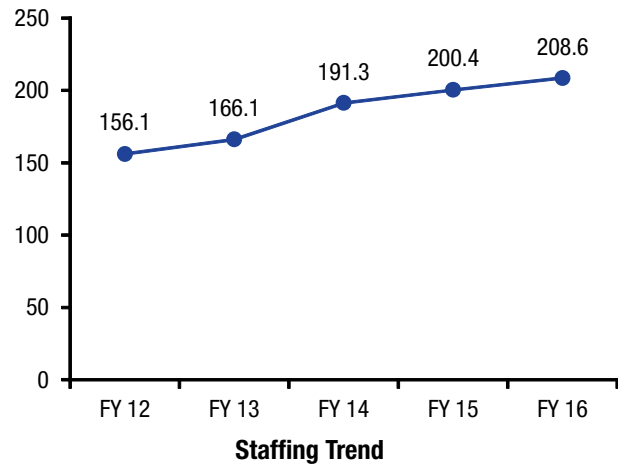
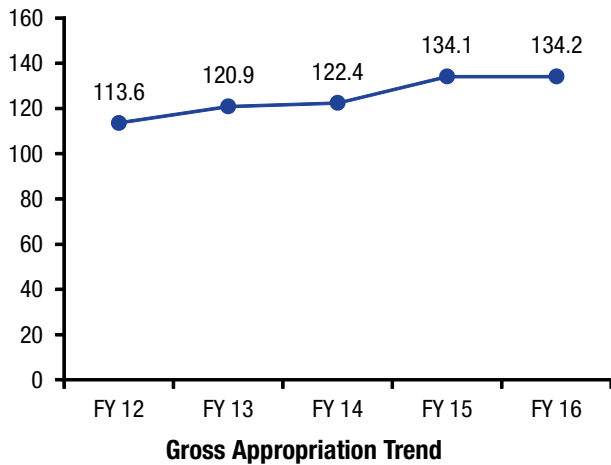
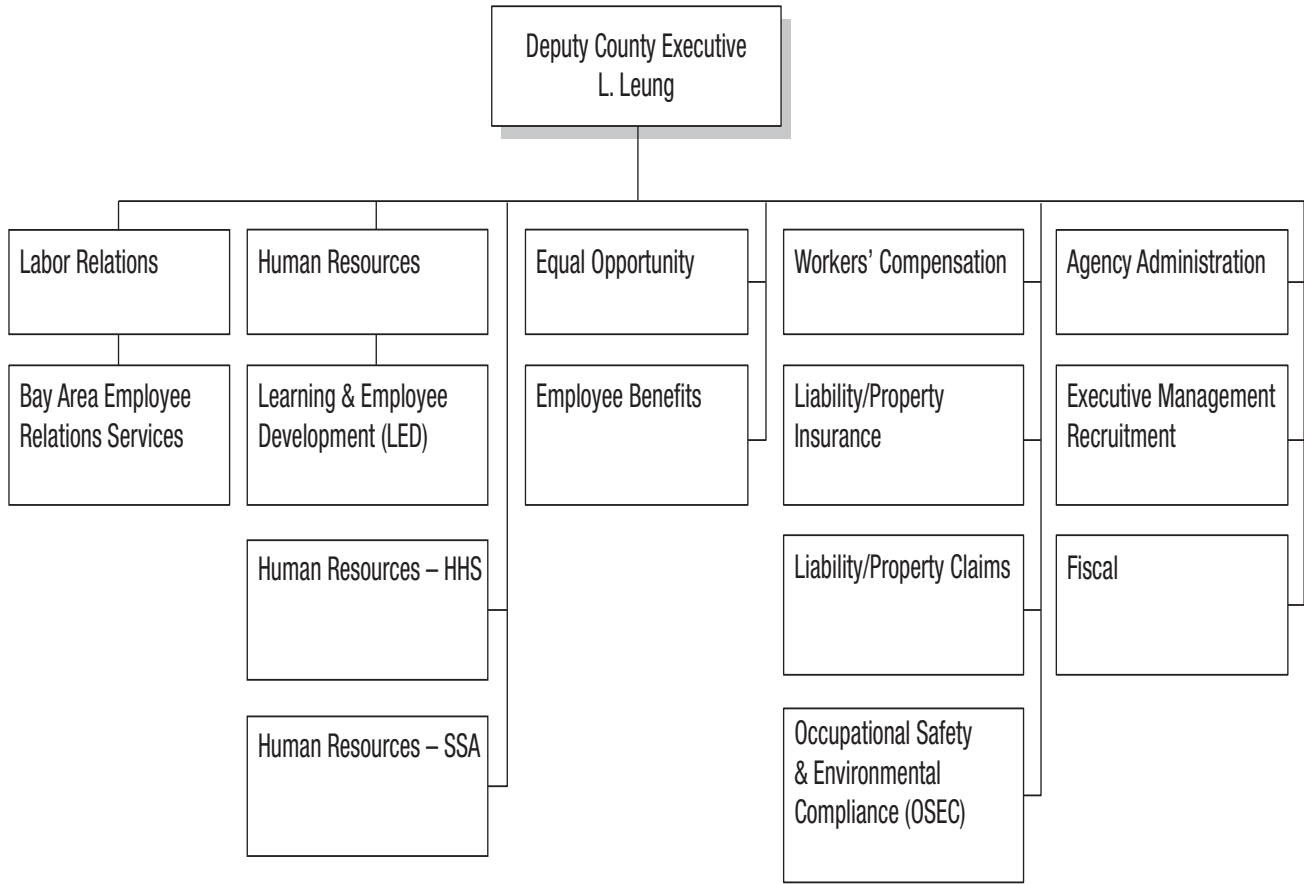


Literacy Program Fund 0025 — Cost Center 5586
Major Changes to the Budget

	Positions	Appropriations	Revenues
0025-County Library Fund (Fund Number 0025)			
Current Level Budget			
FY 2015 Approved Budget	2.5	\$ 317,501	\$ —
Board Approved Adjustments During FY 2015	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	(20)	—
IntraCounty Adjustments	—	1,565	—
Other Adjustments	—	502	—
Subtotal (Current Level Budget)	2.5	\$ 319,548	\$ —
Recommended Changes for FY 2016			
IntraCounty Adjustments	—	\$ 531	\$ —
Decision Packages			
Information Technology			
Capital			
Subtotal (Recommended Changes)	—	\$ 531	\$ —
Recommended Budget	2.5	\$ 320,079	\$ —



Employee Services Agency



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

The Employee Services Agency (ESA) brings together similar functions to provide a variety of services associated with the needs of the County workforce, ensure equal opportunity, develop and provide training to its workforce, represent the County effectively in labor negotiations, provide its workforce with a safe work environment, and minimize the impact of losses and claims to the County.

Human Resources

Human Resources (HR) 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 qualified 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; maintenance of the Countywide position classification

plan by conducting classification and reallocation studies; and reviewing position add/delete requests. The Department continues to develop training materials that are helpful for hiring managers to understand the various rules and practices of Human Resources. Some of the training materials are on the County website and training webinars will be developed.

The HR Office located at the Health and Hospital System (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, qualified and diverse workforce necessary to meet the needs of Santa Clara County. This office is the service center for approximately 6,800 HHS employees. Major areas include recruitment, reclassification, reasonable accommodation, and employee support.

The HR Office located at the Social Services Agency (SSA) serves all SSA departments and is responsible for 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-SSA Office works closely with HR-Hedding to recruit and retain qualified staff. Professional Development in the HR-SSA is responsible for management and supervisor training on human resources issues, management performance and appraisal, as well as mentoring. HR-SSA staff provides support and guidance to approximately 2,500 employees in SSA.

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 benefits. The Department analyzes employee benefit enrollment trends, and provides information and training to employees and retirees in order to maximize their understanding and 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 Clipper Card (formerly 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, include Vacation Donation, flexible spending accounts, unpaid leave of absence, and assistance to survivors of employees.

Learning and Employee Development

Learning and Employee Development (LED) 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. In collaboration with the County Executive's Office, LED implements the Just Culture Countywide organizational change initiative and executive development programs. 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 team building, change management, strategic planning, process improvement, as well as classes tailored to specific needs. LED also provides web-based training courses available 24/7 to County employees, covering a wide variety of business, wellness and computer software courses.

Learning and Employee Development administers the education reimbursement programs negotiated in the bargaining unit contracts. The programs pay out approximately \$1,100,000 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, 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 16,700 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 268 Santa Clara County Central Fire Protection District employees and about 17,000 In-Home Supportive Services (IHSS) Independent Providers. During FY 2014, there were negotiations with 20 bargaining units. Additionally, negotiations of successor agreements with 16 bargaining units will occur in FY 2015.

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 the County's supervisors and managers. The Department also monitors the implementation of extra help usage as well as performance appraisals.

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.

The Equal Opportunity Offices at HHS and SSA have been consolidated into a centralized department and report to the Equal Opportunity Director. These offices handle and investigate discrimination and harassment complaints of employees, employment applicants, and patients/clients. The offices also conduct training for the prevention of sexual harassment, discrimination, harassment and retaliation in the workplace,

Reasonable Accommodation, and conduct facilities assessments for compliance with the Americans with Disabilities Act. The SSA office also develops SSA's Annual Civil Rights Plan and conducts facilities assessments for compliance with the California Health and Human Services regulations.

Executive Recruitment Services

Executive Recruitment Services conducts and facilitates a myriad of administrative projects and analyses, and collects and presents data on Employee Services Agency issues that have Countywide impacts. Executive Recruitment Services conducts comprehensive job classification reviews as required by Merit Systems Rules and applicable mandates. In addition, it ensures that the job specifications are indicative of the required duties and the County is competitive in attracting potential executive leaders.

Executive Recruitment administers recruitment, examination, certification and hiring of new employees as required by County Charter, Merit Systems Rules, Executive Leadership Salary Ordinance, and approved Board Resolutions. Executive Recruitment facilitates these processes by functioning as ambassadors of change and introducing Center for Leadership and Transformation (CLT) tools and Just Culture philosophy at the start of each recruitment. By incorporating CLT and Just Culture, Executive Recruitment is able to develop and implement customized recruitment strategies. The Department continues to be highly committed to providing hiring authorities with excellent candidates in the shortest time period possible to ensure seamless and uninterrupted transitions of leadership. Additionally, Executive Recruitment combines CLT with its mission to assist potential County employees during the recruitment process by providing positive and constructive feedback and high-quality customer service.

Executive Recruitment continually conducts comprehensive research and complex analyses; provides reports, information and recommendations to executive managers on human resource issues affecting County agencies/departments and personnel. Executive Recruitment Services act as a One Stop Shop for County executive leaders and their personnel with regard to the diverse and multitude of ESA-related inquiries and questions.



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:

- Evaluates 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 Occupational 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
- Coordinates Union/Management Safety Committee and County Safety Coordinator activities
- Provides and manages 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 law enforcement agencies, Santa Clara Valley Health and Hospital System and Social Services Agency as demand for these services continues to increase. 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.

Recruitment continues to be a high priority for Human Resources as the anticipated number of retirements continues to grow. Positions are being added in response to State legislation and the needs of department operations. The improvement in the local economy and reduction in pension benefits present additional challenge for the County in competing with

the private sector for qualified candidates. It is especially true in recruiting for highly qualified and experienced professionals in healthcare disciplines required by the Affordable Care Act, as the County shifts to a more community-based health care system. Additionally, recruitment has been challenging in the Information System/Information Technology areas.

As part of its focus on continuous improvement, Human Resources has been working with the Merit System Rules Review Committee to review Merit System rules to modify the rules as necessary to improve the timeliness of recruitment and the quality of hires in a transparent, open, fair and competitive process. The Committee was established in September 2014 and consisted of representatives from unions, County executives and administrative personnel. The Committee has made several modification recommendations to the Personnel Board. Recommendations approved by the Personnel Board will be presented to the Board of Supervisors in June 2015. Human Resources will continue to work with unions to implement recommendations approved by the Board of Supervisors.

Recruitment and Classification are currently addressing the increased service demands. The Department will be elevating recruitment efforts, determining the competitive and appropriate compensation level corresponding to specific classifications, reducing the time line in updating job classifications to ensure that the employment standards and tasks reflect job functions. In addition, Recruitment and Classification continue to streamline and automate processes with replacement of obsolete computer equipment and system applications as needed, to improve the effectiveness of recruitment and classification services.

Labor Relations

Labor Relations is engaged in negotiating successor agreements with all bargaining units including Service Employee International Union (SEIU) Local 521, which represents eight bargaining units of County employees. The other bargaining units where contracts are due in FY2016 are Government Attorneys Association, Building Trades Council, and Committee of Interns and Residents. The negotiations with Valley Physicians Group, whose contract expired in 2014, is ongoing.

Equal Opportunity

The Equal Opportunity Department will be implementing a new case management system that will incorporate prior case records from all three Equal Opportunity Office locations into one centralized database to maximize data integrity and minimize data redundancy. Sustaining the centralization of all Equal Opportunity and Reasonable Accommodation data will aid in maintaining data that is as accurate and consistent as possible and enhance data reliability.

To comply with Assembly Bill 2053, as of January 1, 2015, Equal Opportunity Department must incorporate a new "Anti-Bullying", or "Anti-Abusive Conduct" component into its Sexual Harassment Prevention training for Managers, Supervisors, and Leads. This additional component will provide managers with the definition of "Bullying" and "Abusive Conduct", include instructions to managers on what to do if a problem is discovered, provide guidance on how to prevent or address this behavior, and outline supervisor responsibilities regarding intervention and reporting.

Learning and Employee Development

In the next 18 months, Learning and Employee Development will be implementing the following new programs and services:

- The Education Reimbursement Program (ERP) will have a new online and self-service system for employees to submit claims. ERP is a program that manages reimbursements for tuition, professional development and licensure set by union agreements
- Coded and Extra Help employees will have access to online books and videos, in addition to an expanded collection of online courses
- The design of three new developmental programs for leads, supervisors and managers
- Executive managers will have access to a qualified list of executive coaches for professional development
- Continue the implementation of Just Culture, the Countywide organizational change effort, in partnership with the County Executive's Office
- A curriculum of online IT courses to be co-developed by LED and ISD
- Continuing education credits for selected instructor-led courses provided by LED



- Revision of Countywide New Employee Orientation to include an online component for easier, quicker access to needed information by new employees to improve the County's on boarding process
- LED will begin providing webinar courses using the O365 Lync webinar platform

Employee Benefits

Increasing employee benefit costs continue to put a considerable strain on the County's budget. Employee Benefits continues to work towards implementing cost control measures to contain the rising cost of healthcare for the County. Employee Benefits has committed to periodically market the County's existing medical plans to ensure that the plans remain competitive and provide the best value for the County and its employees. The County will also continue to explore trends in the health insurance market to recommend modifications to the current health benefits provision when appropriate and develop alternate health plan options.

The County is once again expanding its workforce to the current level of approximately 17,500 due to the recovery of the economy and realignment of new responsibilities from the State. In addition, the population of retirees continue to increase due to the retirement of baby boomers. The average annual number of retirements has been 500 for the last three years. The growing population of active employees and retirees contribute to the increase in processing hundreds of manual transactions that can be tedious and time consuming. Employee Benefits will continue to research and work towards implementing necessary benefit platform tools that will streamline the enrollment process, simplify plan configuration, and empower employees.

Employee Benefits Department is responsible for implementing changes in the laws for the benefit plan programs it administers. Recently introduced in 2014, the California Healthy Families, Healthy Workplaces Act will require sick leave to be provided to all employees working 30 days per year effective July 1, 2015. In addition, the Department will continue to implement health care reform provisions under the Affordable Care Act (ACA). Beginning January 1, 2015, employers may be subject to penalty if they do not offer medical coverage that provides minimum essential coverage, is affordable and meets minimum value requirements. ESA will analyze the effect the Healthy Families, Health

Workplaces Act, and the ACA mandate will have on the County and its use of Extra Help employees and dependent contractors.

Workers' Compensation

The Workers' Compensation Department continues to experience the positive impact of Senate Bill 863, which was enacted January 1, 2013. The overall industry has experienced a decline in medical costs and the implementation of several key administrative requirements are proving to expedite the medical treatment for injured workers. The State Division of Workers' Compensation continues to monitor the impact and is hopeful for continued streamline of benefit delivery to injured workers and reduced costs.

The Workers' Compensation Department targets FY 2017 for implementing of a new claims system will meet the needs of and can support both the Workers' Compensation and Liability Property Claims operations to reduce ongoing maintenance costs. In FY 2015, the Information Systems Department, Procurement Department and claims staff, will meet to begin development of the system requirements and moving forward with the Request for Proposal process.

Liability/Property Insurance

The County is seeing some stabilization of property insurance rates over those from last year even though catastrophic property losses continue to occur nationally and internationally. This stabilization has been supported by the County's participation in the CSAC Excess Insurance Authority (EIA) and the group purchase of the County's property insurance through this joint powers authority.

Learning Organization

The Employee Services Agency continues to make progress with two CLT projects: Human Resources Focus and Center for Excellence in Employee Development (CEED)/Learning Management System (sccLearn).

The Human Resources Focus project's goals are to streamline recruiting processes, update job descriptions that enhance the candidate pool, and customize e-learning modules to educate on complex human resources processes. The focus has been on human resources processes with the goal of a more accurate, streamlined recruitment process. HR continues to revise job descriptions that are being used in the

recruitment of vacant positions to ensure that the candidates possess the appropriate knowledge, skills, abilities, and experience for the job. Additionally, efforts have been made in training staff on the County's human resources processes, which many found to be highly complex and difficult to navigate. LED has developed an online course on the County's hiring process. The internal transfer/promotional process was reviewed and redundancies were identified, leading to streamlining of the approval process. By making changes, the necessary hiring requisition arrives at Human Resources in minutes, rather than days. HR also has begun keeping track of recruitment cycle times and to discuss how HR and departments can work together to reduce the cycle time while maintaining or improving the quality of the candidates.

The Center for Excellence in Employee Development (CEED) and Learning Management System (sccLearn) project's goals are to create a learning center for the County employees, consolidate tracking into a central source, and make training for employees more accessible. Recent accomplishments include:

- Implementation of course catalog and online registration lifecycle process for CJIC-JRC training (Criminal Justice Information Control and Juvenile Records System) for County employees as well as employees with external partner agencies in the Public Safety and Justice Community in 2014
- Piloting of a Team Dashboard with the Parks and Recreation Department in 2014
- Building customized, County-specific web-based training courses with access through sccLearn. Courses include Performance Appraisal Process for Santa Clara County and Blood Borne Pathogens
- Launching Skillsoft's Leadership Advantage (SLA) - an online management development portal with courses, videos, assessments, executive book summaries, webinars, and facilitator material in November 2014
- Implementation of compliance certification process for Sexual Harassment Prevention Training for Managers, Supervisors and Leads in February 2015.
- Completion of an RFP for a master contract list of trainers, with an emphasis on courses which are in sync with Learning Organization objectives and Just Culture

ESA is in the process of implementing a course catalog and online registration life cycle process for the Parks and Recreation Department, and the Behavioral Health Department, including employees of external partner agencies; implementing an external user self-registration process; plans for adding more County departmental course catalogs, registration and compliance processes; and plans to implement additional system features to increase business benefits from existing cloud software offerings. The Agency will continue to identify more opportunities to implement sccLearn capabilities to achieve the vision elements for employees and internal training providers.

County Executive's Recommendation

Summary of County Executive's Recommendations

Description	Impact	Impact on Services	Position Impact	FY 2016 Ongoing Net Cost/(Savings)	FY 2016 One-Time Net Cost/(Savings)
Eliminate Bay Area Employee Relations Services	☒	No impact on services	-2.75	(\$24,631)	—
Enhance Training Resources in Learning and Employee Development	↑	Improve training to executive leaders and implement Just Culture program within ESA	—	\$50,000	\$42,000
Augment Staff in Equal Opportunity Department	↑	Improve ability to provide mandatory training, investigate complaints, process reasonable accommodation requests	1.0	\$101,962	(\$15,827)
Augment Staff in Human Resources	↑	Enhance recruitment and service center functions in HHS and SSA and improve compensation and classification reviews in HR-Hedding	8.0	\$857,283	(\$133,553)

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

☒ Eliminate Bay Area Employee Relations Services

Recommended Action: Delete 2.75 vacant FTE and eliminate \$347,414 in revenue and \$372,045 in expenditure associated with the Bay Area Employee Relations (BAERS) Program. The deletions include .75 FTE Director, BAERS position and 2.0 FTE Employee Relations Analyst positions.

Service Impact: There is no service impact as a result of eliminating the BAERS Program, effective July 1, 2015. The information needed by Labor Relations and Human Resources, previously obtained from BAERS, is now primarily available online. Additionally, since the County is the only county member, BAERS does not collect information on other counties nor collects information on public hospital-related classifications. Thus there are no longer benefits to the County hosting BAERS or to continue its membership.

Background: BAERS was formed as a result of a joint powers agreement (JPA) and has been providing advisory and consulting services to 34 public agencies, including the County of Santa Clara, for over 25 years. The County has been the host agency for BAERS and receives service fees from participating public agencies. The JPA was created to assist agencies in obtaining information and tracking trends regarding wages and

benefits in surrounding public agencies at a time when all data was only available in hard copy format and resided solely within each agency. BAERS memberships include the cities and special districts within the County of Santa Clara and the County of San Mateo.

Positions Deleted: 2.75 FTE
Ongoing Savings: \$24,631
 Revenue Reduction: \$347,414
 Net Salaries and Benefits Reduction: \$362,658
 Services and Supplies Reduction: \$9,387

↑ Enhance Training Resources in Learning and Employee Development

Recommended Action: Allocate ongoing funding for Executive Leader Training and Professional Development and one-time funding to implement Just Culture in the Employee Services Agency.

Service Impact: The ongoing funding for training and professional development for executive leaders will improve the execution of the seven Vision Elements, develop new executive leaders (including those transitioning from managers to leaders), contribute to relationship-building and connection among executive leaders, and reinforce learning across the County as management and staff model the behaviors and actions of executive leaders. Trainings for executive leaders have been funded on a one-time basis in prior years. Ongoing



funding will provide executive leaders with the advanced skills related to organizational change efforts, employee engagement, and strategic planning. Training programs include Just Culture, executive leader meetings, New Executive Onboarding & Networking (NEON), professional development courses for executives, and web-based training (e.g., Skillsoft Leadership Advantage).

The one-time funding to implement a Just Culture training program within the Employee Services Agency will move the Agency's culture towards a focus on risk, system design, and the management of behaviors based on an event's degree of risk, as well as creating an environment of free and open reporting within process systems. This change in culture will enhance the Agency's services to County departments. The Just Culture initiative will be implemented with a three-year approach. In the first year, ESA will conduct a survey of all staff to determine where the key gaps are within the Agency between the current culture and a Just Culture. The survey results will help target training areas for intervention and may include coaching and training of organization development work with specific agency work groups. In the second and third years, follow-up training and maintenance efforts will be conducted to ensure that Just Culture principles and elements are being utilized and implemented effectively in the agency. A follow-up survey may be conducted in the third year to measure and evaluate the success of the three-year Just Culture training efforts to determine the appropriate next steps in continuing and maintaining the Just Culture environment in the Agency.

Ongoing Cost: \$50,000
One-time Cost: \$42,000

↑ Augment Staff in Equal Opportunity Department

Recommended Action: Add 1.0 FTE Executive Assistant I position and allocate one-time funds of \$1,300 for computer equipment.

Service Impact: The addition of the position will provide administrative support of screening questions received in the office and from telephone and email; greeting the public; making appointments; arranging conferences, events and speaking engagements; maintaining records; making travel arrangements; facilitating payroll reporting; and ordering office

supplies. Currently, administrative support duties are assigned to an Equal Opportunity Assistant (EOA) and high priority tasks typically assigned to the EOA are distributed to other staff in the Department. The addition of the position will allow the EOA to perform the functions that will enhance the Department's ability to ensure that the County is meeting its legal obligations and maintaining compliance with the Americans with Disabilities Act, provide training in discrimination and harassment prevention, reasonable accommodation, and administer the discrimination/harassment complaint process more effectively.

The added position will allow the Department to redirect its focus on conducting additional standardized trainings and intake interviews, as well as processing complaints. The Department will also improve services related to scheduling of mandatory training classes, tracking attendance, and follow up with department managers on non-compliant employees to ensure that the County is in compliance with legal requirements. Additionally, the Department will be able to support the Equal Access and Employment Opportunity Commission, including following up on requests and projects made by the Commission. The Department will also participate in community groups and organizations relating to employment issues affecting identified populations. The Department will be able to assist in developing or revamping training modules such as cultural diversity, reasonable accommodation, and LGBTQ, as well as in developing and revising outdated policies such as conflict resolution or alternative dispute resolution. Finally, the administrative support will allow the Equal Opportunity Director to take appropriate actions on Equal Opportunity investigations more promptly and to focus on directing the efforts of staff including those working at the HHS and SSA sites.

Positions Added: 1.0 FTE
Ongoing Cost: \$101,962
One-time Net Savings: \$15,827

Salary savings reflecting time for recruitment: \$17,127
Computer equipment: \$1,300

↑ Augment Staff in Human Resources

Recommended Action: Add 2.0 FTE Human Resources Analyst positions, 5.0 FTE Human Resources Assistant II/I positions, and 1.0 FTE Human Resources

Support Supervisor position and allocate one-time funds of \$10,400 for computer equipment. The positions will be assigned to the following areas:

- 1.0 FTE HR Analyst will be assigned to support recruitment activities in HR-SSA and 2.0 FTE HR Assistant II/I will be assigned to the HR- SSA Service Center
- 1.0 FTE HR Support Supervisor and 2.0 FTE HR Assistant II/I will be assigned to HR-HHS Service Center
- 1.0 FTE HR Analyst and 1.0 FTE HR Assistant II/I will be assigned to Classification Unit in HR-Hedding for Countywide compensation and classification studies.

Service Impact: The addition of human resources staff will provide additional resources needed to support recruitment and hiring efforts, HR Service Center activities, and compensation and classification studies to meet increases in service demand.

The additional staff in HR-SSA will enhance the Department's ability to shorten the cycle time in filling vacant positions and improve the timeliness of processing HR transactions. HR-SSA assumed the responsibility for all recruitment of SSA-specific job classifications from HR-Hedding. The transfer of recruitment responsibility, large number of Social Worker and Eligibility Worker vacancies, and recently added positions to SSA created workload issues for the HR-SSA staff. HR Assistants were re-assigned from HR-SSA Service Center to support recruitment services to meet increased demand. This reassignment of staff from the Service Center to support recruitment activities caused further delays in processing transactions.

The addition of staff to HR-HHS will improve the timeliness of processing HR transactions and enhance customer service to all HHS departments, particularly in processing new hire forms, employee leave of absences, and employee benefit and payroll adjustments. Resources were added to support recruitment activities in the prior year due to emphasis on improving and expediting the recruitment and hiring process. However, additional resources are also needed in the Service Center to process hiring and HR transactions due to the recent addition of a significant number of positions to the HHS system. Also, additional supervision is needed at the HR-HHS Service Center.

Currently, there is only one HR Support Supervisor and this does not allow for proper supervision and training of staff.

The addition of staff to the Classification Unit in HR-Hedding will improve services and allow the unit to utilize its resources more effectively to meet the increased service demand. The addition of the HR Assistant will include maintaining Countywide Salary Ordinance and Master Classification Plan, coordinating administrative add/delete positions. This will allow analyst level staff to focus more on conducting classification studies and compensation reviews. Classification and compensation studies are labor intensive, require extensive reviews, and involve notifications and meetings with bargaining units. Service demand for classification and compensation studies has increased over the recent years. The new processes negotiated with CEMA bargaining unit in the past five years and negotiated realignment surveys with other labor bargaining units have increased the number and complexity of classification and compensation studies.

Background: The HR-SSA Service Center provides HR-related services to approximately 2,500 SSA employees. These responsibilities include new hire orientation, processing personnel and payroll transactions and adjustments, processing employee requests relating to benefits, as well as processing security clearances, employment verifications, and employee leaves.

The HR-HHS Services Center supports approximately 6,800 employees in the Health and Hospital System and processes a myriad of HR-related transactions, including those required before a new employee is allowed to start employment.

The HR-Hedding Classification Unit is responsible for conducting classification studies and compensation reviews, maintaining countywide position control in the PeopleSoft system and the master classification plan, creating salary ordinance amendments required by salary realignments and allocations, coordinating the administrative add/delete process, as well as handling agenda review coordination for the Employee Services Agency.

Positions Added: 8.0 FTE

Ongoing Cost: \$857,283

One-time Net Savings: \$133,553

Salary savings reflecting time for recruitment: \$143,953

Computer equipment: \$10,400

Employee Services Agency— Budget Unit 130
Net Expenditures by Cost Center

CC	Cost Center Name	FY 2014 Actuals	FY 2015 Approved	FY 2016 Base Budget	FY 2016 Recommended	Amount Chg From 2015 Approved	% Chg From 2015 Approved
1116	Human Resources -SSA - Fund 0001	\$ 4,617	\$ (15,078)	\$ —	\$ —	15,078	-100.0%
1126	Equal Opportunity - Fund 0001	871,110	1,017,435	1,058,261	1,146,059	128,624	12.6%
1127	Life Insurance Program - Fund 0280	920,759	1,284,162	1,240,385	1,240,385	(43,777)	-3.4%
1128	HR Department - HHS - F0001	4,504,965	4,661,654	5,040,129	5,310,306	648,652	13.9%
1129	Delta Dental Insurance Program-Fund 0282	20,951,158	21,089,713	21,523,846	21,523,846	434,133	2.1%
1140	Labor Relation-Fund 0001	1,137,243	1,196,014	1,365,701	1,367,950	171,936	14.4%
1141	Agency Administration - Fund 0001	698,104	967,906	872,548	875,346	(92,560)	-9.6%
1142	Bay Area Employee Relations Serv - Fund 0001	154,226	385,784	376,951	444	(385,340)	-99.9%
1143	Occupatnl Safety&Enviromtl Compl. -Fund 0001	1	1,565	—	0	(1,565)	-100.0%
1147	Workers' Compensation-Fund 0078	38,269,427	45,327,393	45,308,239	45,312,834	(14,559)	0.0%
1145	Employee Benefits - Fund 0001	697,686	2,402,749	2,436,982	2,440,369	37,620	1.6%
1146	Unemployment Insurance - Fund 0076	2,093,742	2,319,579	2,191,610	2,191,610	(127,969)	-5.5%
1148	Human Resources - Fund 0001	4,559,182	5,379,143	6,104,380	6,350,043	970,900	18.0%
1149	Risk Mgt Admin Fund 0001	505	—	585,643	542,972	542,972	n/a
1163	Learning & Employee Development - Fund 0001	1,395,591	2,300,726	1,404,708	1,498,145	(802,581)	-34.9%
1164	Education Assistance - Fund 0001	1,121,843	1,099,912	1,176,612	1,176,612	76,700	7.0%
2310	Liablility/Property Insur. Claims - Fund 0075	26,929,643	35,277,083	32,463,870	32,488,933	(2,788,150)	-7.9%
Total Net Expenditures		\$ 104,309,803	\$ 124,695,740	\$ 123,149,864	\$ 123,465,854	(1,229,886)	-1.0%



Employee Services Agency— Budget Unit 130 Gross Expenditures by Cost Center

CC	Cost Center Name	FY 2014 Actuals	FY 2015 Approved	FY 2016 Base Budget	FY 2016 Recommended	Amount Chg From 2015 Approved	% Chg From 2015 Approved
1116	Human Resources -SSA - Fund 0001	\$ 2,346,017	\$ 2,702,301	\$ 2,850,696	\$ 3,117,240	\$ 414,939	15.4%
1126	Equal Opportunity - Fund 0001	934,516	1,088,120	1,131,931	1,219,729	131,609	12.1%
1127	Life Insurance Program - Fund 0280	920,759	1,284,162	1,240,385	1,240,385	(43,777)	-3.4%
1128	HR Department - HHS - F0001	4,504,965	4,661,654	5,040,129	5,310,306	648,652	13.9%
1129	Delta Dental Insurance Program-Fund 0282	20,951,158	21,089,713	21,523,846	21,523,846	434,133	2.1%
1140	Labor Relation-Fund 0001	1,799,550	1,941,417	2,020,155	2,022,404	80,987	4.2%
1141	Agency Administration - Fund 0001	1,952,862	2,344,924	2,340,223	2,343,021	(1,903)	-0.1%
1142	Bay Area Employee Relations Serv - Fund 0001	154,226	385,784	376,951	444	(385,340)	-99.9%
1143	Occupatnl Safety&Enviromtl Compl. -Fund 0001	1,215,469	1,273,239	1,340,351	1,341,680	68,441	5.4%
1147	Workers' Compensation-Fund 0078	38,341,346	45,327,393	45,308,239	45,312,834	(14,559)	0.0%
1145	Employee Benefits - Fund 0001	2,684,814	4,845,083	5,433,636	5,437,023	591,940	12.2%
1146	Unemployment Insurance - Fund 0076	2,093,742	2,320,069	2,191,610	2,191,610	(128,459)	-5.5%
1148	Human Resources - Fund 0001	4,929,268	5,993,507	6,984,608	7,230,271	1,236,764	20.6%
1149	Risk Mgt Admin Fund 0001	505	—	585,643	542,972	542,972	n/a
1163	Learning & Employee Development - Fund 0001	1,557,737	2,495,726	1,599,708	1,693,145	(802,581)	-32.2%
1164	Education Assistance - Fund 0001	1,121,843	1,099,912	1,176,612	1,176,612	76,700	7.0%
2310	Liablility/Property Insur. Claims - Fund 0075	27,287,033	35,277,083	32,463,870	32,488,933	(2,788,150)	-7.9%
Total Gross Expenditures		\$ 112,795,811	\$ 134,130,087	\$ 133,608,592	\$ 134,192,455	\$ 62,368	0.0%

Employee Services Agency— Budget Unit 130 Expenditures by Object

Object	FY 2014 Actuals	FY 2015 Approved	FY 2016 Base Budget	FY 2016 Recommended	Amount Chg From 2015 Approved	% Chg From 2015 Approved
Salary and Benefits	\$ 23,407,533	\$ 25,143,939	\$ 26,949,396	\$ 27,384,903	\$ 2,240,964	8.9%
Services And Supplies	63,835,297	63,950,898	65,450,456	65,598,812	1,647,914	2.6%
Other Charges	25,544,597	43,235,250	39,408,740	39,408,740	(3,826,510)	-8.9%



Employee Services Agency— Budget Unit 130 Expenditures by Object

Object	FY 2014 Actuals	FY 2015 Approved	FY 2016 Base Budget	FY 2016 Recommended	Amount Chg From 2015 Approved	% Chg From 2015 Approved
Fixed Assets	8,383	—	—	—	—	—
Reserves	—	1,800,000	1,800,000	1,800,000	—	—
Total Gross Expenditures	\$ 112,795,811	\$ 134,130,087	\$ 133,608,592	\$ 134,192,455	\$ 62,368	0.0%
Expenditure Transfers	(8,486,008)	(9,434,347)	(10,458,728)	(10,726,601)	(1,292,254)	13.7%
Total Net Expenditures	\$ 104,309,803	\$ 124,695,740	\$ 123,149,864	\$ 123,465,854	\$ (1,229,886)	-1.0%

Employee Services Agency— Budget Unit 130 Revenues by Cost Center

CC	Cost Center Name	FY 2014 Actuals	FY 2015 Approved	FY 2016 Base Budget	FY 2016 Recommended	Amount Chg From 2015 Approved	% Chg From 2015 Approved
1127	Life Insurance Program - Fund 0280	\$ 1,110,547	\$ 1,119,673	\$ 1,169,374	\$ 1,169,374	\$ 49,701	4.4%
1129	Delta Dental Insurance Program-Fund 0282	15,171,120	20,809,412	21,175,967	21,175,967	366,555	1.8%
1140	Labor Relation-Fund 0001	10,229	—	—	—	—	—
1141	Agency Administration - Fund 0001	1,684,488	1,860,000	1,774,875	1,774,875	(85,125)	-4.6%
1142	Bay Area Employee Relations Serv - Fund 0001	194,260	347,414	347,414	—	(347,414)	-100.0%
1147	Workers' Compensation-Fund 0078	38,774,804	51,962,210	58,883,962	58,883,962	6,921,752	13.3%
1145	Employee Benefits - Fund 0001	232,558	255,188	262,892	262,892	7,704	3.0%
1146	Unemployment Insurance - Fund 0076	1,846,187	6,136	1,097,179	1,097,179	1,091,043	17,781.0%
1148	Human Resources - Fund 0001	69,606	50,000	50,000	50,000	—	—
2310	Liability/Property Insur. Claims - Fund 0075	23,156,683	24,791,085	28,175,056	28,173,218	3,382,133	13.6%
	Total Revenues	\$ 82,250,482	\$ 101,201,118	\$ 112,936,719	\$ 112,587,467	\$ 11,386,349	11.3%



Employee Services Agency— Budget Unit 130 Revenues by Type

Type	FY 2014 Actuals	FY 2015 Approved	FY 2016 Base Budget	FY 2016 Recommended	Amount Chg From 2015 Approved	% Chg From 2015 Approved
Revenue From Use Of Money/Property	\$ 686,861	\$ 570,325	\$ 969,420	\$ 969,420	\$ 399,095	70.0%
Charges For Services	76,609,805	95,380,168	106,415,059	106,065,807	10,685,639	11.2%
Other Financing Sources	3,222,590	3,386,428	3,773,168	3,773,168	386,740	11.4%
Aid From Government Agencies - Federal	1,690,028	1,864,197	1,779,072	1,779,072	(85,125)	-4.6%
Revenue From Other Government Agencies	41,199	—	—	—	—	—
Total Revenues	\$ 82,250,482	\$ 101,201,118	\$ 112,936,719	\$ 112,587,467	\$ 11,386,349	11.3%

Human Resources -SSA - Fund 0001 — Cost Center 1116 Major Changes to the Budget

	Positions	Appropriations	Revenues
0001-General Fund (Fund Number 0001)			
Current Level Budget			
FY 2015 Approved Budget	23.0	\$ (15,078)	\$ —
Board Approved Adjustments During FY 2015	—	5,446	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	149,585	—
IntraCounty Adjustments	—	(137,798)	—
Other Adjustments	—	(2,155)	—
Subtotal (Current Level Budget)	23.0	\$ —	\$ —
Recommended Changes for FY 2016			
IntraCounty Adjustments	—	\$ (266,544)	\$ —
Decision Packages			
Augment Staff in Human Resources	3.0	266,544	—
Information Technology			
Capital			
Subtotal (Recommended Changes)	3.0	\$ —	\$ —
Recommended Budget	26.0	\$ —	\$ —

Equal Opportunity - Fund 0001 — Cost Center 1126 Major Changes to the Budget

	Positions	Appropriations	Revenues
0001-General Fund (Fund Number 0001)			
Current Level Budget			
FY 2015 Approved Budget	7.0	\$ 1,017,435	\$ —
Board Approved Adjustments During FY 2015	—	(5,446)	—
Cost to Maintain Current Program Services			



Equal Opportunity - Fund 0001 — Cost Center 1126
Major Changes to the Budget

	Positions	Appropriations	Revenues
Salary and Benefit Adjustments	—	36,894	—
IntraCounty Adjustments	—	10,425	—
Other Adjustments	—	(1,047)	—
Subtotal (Current Level Budget)	7.0	\$ 1,058,261	\$ —
Recommended Changes for FY 2016			
IntraCounty Adjustments	—	\$ 1,663	\$ —
Decision Packages			
Augment Staff in Equal Opportunity Department	1.0	86,135	—
Information Technology			
Capital			
Subtotal (Recommended Changes)	1.0	\$ 87,798	\$ —
Recommended Budget	8.0	\$ 1,146,059	\$ —

Life Insurance Program - Fund 0280 — Cost Center 1127
Major Changes to the Budget

	Positions	Appropriations	Revenues
0280 - County Life Insurance Plan ISF (Fund Number 0280)			
Current Level Budget			
FY 2015 Approved Budget	—	\$ 1,284,162	\$ 1,119,673
Board Approved Adjustments During FY 2015	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
IntraCounty Adjustments	—	(16,195)	—
Other Adjustments	—	(27,582)	49,701
Subtotal (Current Level Budget)	—	\$ 1,240,385	\$ 1,169,374
Recommended Changes for FY 2016			
IntraCounty Adjustments	—	\$ —	\$ —
Decision Packages			
Information Technology			
Capital			
Subtotal (Recommended Changes)	—	\$ —	\$ —
Recommended Budget	—	\$ 1,240,385	\$ 1,169,374



HR Department - HHS - F0001 — Cost Center 1128

Major Changes to the Budget

	Positions	Appropriations	Revenues
0001-General Fund (Fund Number 0001)			
Current Level Budget			
FY 2015 Approved Budget	37.6	\$ 4,661,654	\$ —
Board Approved Adjustments During FY 2015	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	290,616	—
IntraCounty Adjustments	—	24,780	—
Other Adjustments	—	63,079	—
Subtotal (Current Level Budget)	37.6	\$ 5,040,129	\$ —
Recommended Changes for FY 2016			
IntraCounty Adjustments	—	\$ 7,115	\$ —
Decision Packages			
Augment Staff in Human Resources	3.0	263,062	—
Information Technology			
Capital			
Subtotal (Recommended Changes)	3.0	\$ 270,177	\$ —
Recommended Budget	40.6	\$ 5,310,306	\$ —

Delta Dental Insurance Program-Fund 0282 — Cost Center 1129

Major Changes to the Budget

	Positions	Appropriations	Revenues
0282 - CA Delta Dental Service Plan ISF (Fund Number 0282)			
Current Level Budget			
FY 2015 Approved Budget	—	\$ 21,089,713	\$ 20,809,412
Board Approved Adjustments During FY 2015	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
IntraCounty Adjustments	—	(4,911)	—
Other Adjustments	—	439,044	366,555
Subtotal (Current Level Budget)	—	\$ 21,523,846	\$ 21,175,967
Recommended Changes for FY 2016			
IntraCounty Adjustments	—	\$ —	\$ —
Decision Packages			
Information Technology			
Capital			
Subtotal (Recommended Changes)	—	\$ —	\$ —
Recommended Budget	—	\$ 21,523,846	\$ 21,175,967



Labor Relation-Fund 0001 — Cost Center 1140
Major Changes to the Budget

	Positions	Appropriations	Revenues
0001-General Fund (Fund Number 0001)			
Current Level Budget			
FY 2015 Approved Budget	12.0	\$ 1,196,014	\$ —
Board Approved Adjustments During FY 2015	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	93,922	—
IntraCounty Adjustments	—	74,650	—
Other Adjustments	—	1,115	—
Subtotal (Current Level Budget)	12.0	\$ 1,365,701	\$ —
Recommended Changes for FY 2016			
IntraCounty Adjustments	—	\$ 2,249	\$ —
Decision Packages			
Information Technology			
Capital			
Subtotal (Recommended Changes)	—	\$ 2,249	\$ —
Recommended Budget	12.0	\$ 1,367,950	\$ —

Agency Administration - Fund 0001 — Cost Center 1141
Major Changes to the Budget

	Positions	Appropriations	Revenues
0001-General Fund (Fund Number 0001)			
Current Level Budget			
FY 2015 Approved Budget	13.0	\$ 967,906	\$ 1,860,000
Board Approved Adjustments During FY 2015	1.0	6,962	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	136,713	—
IntraCounty Adjustments	—	(267,142)	—
Other Adjustments	—	28,109	(85,125)
Subtotal (Current Level Budget)	14.0	\$ 872,548	\$ 1,774,875
Recommended Changes for FY 2016			
IntraCounty Adjustments	—	\$ (1,102)	\$ —
Decision Packages			
Augment Staff in Human Resources	—	3,900	—
Information Technology			
Capital			
Subtotal (Recommended Changes)	—	\$ 2,798	\$ —
Recommended Budget	14.0	\$ 875,346	\$ 1,774,875



Bay Area Employee Relations Serv - Fund 0001 — Cost Center 1142
Major Changes to the Budget

	Positions	Appropriations	Revenues
0001-General Fund (Fund Number 0001)			
Current Level Budget			
FY 2015 Approved Budget	2.8 \$	385,784 \$	347,414
Board Approved Adjustments During FY 2015	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	4,417	—
IntraCounty Adjustments	—	(13,576)	—
Other Adjustments	—	326	—
Subtotal (Current Level Budget)	2.8 \$	376,951 \$	347,414
Recommended Changes for FY 2016			
IntraCounty Adjustments	— \$	(4,462) \$	—
Decision Packages			
Eliminate Bay Area Employee Relations Services	-2.8	(372,045)	(347,414)
Information Technology			
Capital			
Subtotal (Recommended Changes)	-2.8 \$	(376,507) \$	(347,414)
Recommended Budget	— \$	444 \$	—

Occupatnl Safety&Enviromtl Compl. -Fund 0001 — Cost Center 1143
Major Changes to the Budget

	Positions	Appropriations	Revenues
0001-General Fund (Fund Number 0001)			
Current Level Budget			
FY 2015 Approved Budget	7.0 \$	1,565 \$	—
Board Approved Adjustments During FY 2015	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	71,948	—
IntraCounty Adjustments	—	(71,872)	—
Other Adjustments	—	(1,641)	—
Subtotal (Current Level Budget)	7.0 \$	— \$	—
Recommended Changes for FY 2016			
IntraCounty Adjustments	— \$	0 \$	—
Decision Packages			
Information Technology			
Capital			
Subtotal (Recommended Changes)	— \$	0 \$	—
Recommended Budget	7.0 \$	0 \$	—



Workers' Compensation-Fund 0078 — Cost Center 1147
Major Changes to the Budget

	Positions	Appropriations	Revenues
0078-Worker's Compensation (Fund Number 0078)			
Current Level Budget			
FY 2015 Approved Budget	33.0	\$ 45,327,393	\$ 51,962,210
Board Approved Adjustments During FY 2015	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	277,273	—
IntraCounty Adjustments	—	(452,998)	—
Other Adjustments	—	156,570	6,921,752
Subtotal (Current Level Budget)	33.0	\$ 45,308,239	\$ 58,883,962
Recommended Changes for FY 2016			
IntraCounty Adjustments	—	\$ 4,596	\$ —
Decision Packages			
Information Technology			
Capital			
Subtotal (Recommended Changes)	—	\$ 4,596	\$ —
Recommended Budget	33.0	\$ 45,312,834	\$ 58,883,962

Employee Benefits - Fund 0001 — Cost Center 1145
Major Changes to the Budget

	Positions	Appropriations	Revenues
0001-General Fund (Fund Number 0001)			
Current Level Budget			
FY 2015 Approved Budget	16.0	\$ 2,402,749	\$ 255,188
Board Approved Adjustments During FY 2015	—	284,000	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	81,261	—
IntraCounty Adjustments	—	232,493	—
Other Adjustments	—	(563,521)	7,704
Subtotal (Current Level Budget)	16.0	\$ 2,436,982	\$ 262,892
Recommended Changes for FY 2016			
IntraCounty Adjustments	—	\$ 3,387	\$ —
Decision Packages			
Information Technology			
Capital			
Subtotal (Recommended Changes)	—	\$ 3,387	\$ —
Recommended Budget	16.0	\$ 2,440,369	\$ 262,892



Unemployment Insurance - Fund 0076 — Cost Center 1146

Major Changes to the Budget

	Positions	Appropriations	Revenues
0076-Unemployment Insurance ISF (Fund Number 0076)			
Current Level Budget			
FY 2015 Approved Budget	—	\$ 2,319,579	\$ 6,136
Board Approved Adjustments During FY 2015	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
IntraCounty Adjustments	—	(22,269)	—
Other Adjustments	—	(105,700)	1,091,043
Subtotal (Current Level Budget)	—	\$ 2,191,610	\$ 1,097,179
Recommended Changes for FY 2016			
IntraCounty Adjustments	—	\$ —	\$ —
Decision Packages			
Information Technology			
Capital			
Subtotal (Recommended Changes)	—	\$ —	\$ —
Recommended Budget	—	\$ 2,191,610	\$ 1,097,179

Human Resources - Fund 0001 — Cost Center 1148

Major Changes to the Budget

	Positions	Appropriations	Revenues
0001-General Fund (Fund Number 0001)			
Current Level Budget			
FY 2015 Approved Budget	30.0	\$ 5,379,143	\$ 50,000
Board Approved Adjustments During FY 2015	1.0	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	236,857	—
IntraCounty Adjustments	—	359,228	4,245
Other Adjustments	—	129,152	(4,245)
Subtotal (Current Level Budget)	31.0	\$ 6,104,380	\$ 50,000
Recommended Changes for FY 2016			
IntraCounty Adjustments	—	\$ 55,439	\$ —
Decision Packages			
Augment Staff in Human Resources	2.0	190,224	—
Information Technology			
Capital			
Subtotal (Recommended Changes)	2.0	\$ 245,663	\$ —
Recommended Budget	33.0	\$ 6,350,043	\$ 50,000



Risk Mgt Admin Fund 0001 — Cost Center 1149
Major Changes to the Budget

	Positions	Appropriations	Revenues
0001-General Fund (Fund Number 0001)			
Current Level Budget			
FY 2015 Approved Budget	— \$	— \$	—
Board Approved Adjustments During FY 2015	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
IntraCounty Adjustments	—	585,643	—
Other Adjustments	—	—	—
Subtotal (Current Level Budget)	— \$	585,643 \$	—
Recommended Changes for FY 2016			
IntraCounty Adjustments	— \$	(42,671) \$	—
Decision Packages			
Information Technology			
Capital			
Subtotal (Recommended Changes)	— \$	(42,671) \$	—
Recommended Budget	— \$	542,972 \$	—

Learning & Employee Development - Fund 0001 — Cost Center 1163
Major Changes to the Budget

	Positions	Appropriations	Revenues
0001-General Fund (Fund Number 0001)			
Current Level Budget			
FY 2015 Approved Budget	9.0 \$	2,300,726 \$	—
Board Approved Adjustments During FY 2015	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	58,636	—
IntraCounty Adjustments	—	(820,877)	—
Other Adjustments	—	(133,777)	—
Subtotal (Current Level Budget)	9.0 \$	1,404,708 \$	—
Recommended Changes for FY 2016			
IntraCounty Adjustments	— \$	1,437 \$	—
Decision Packages			
Enhance Training Resources in Learning & Employee Develop	—	92,000	—
Information Technology			
Capital			
Subtotal (Recommended Changes)	— \$	93,437 \$	—
Recommended Budget	9.0 \$	1,498,145 \$	—



Education Assistance - Fund 0001 — Cost Center 1164
Major Changes to the Budget

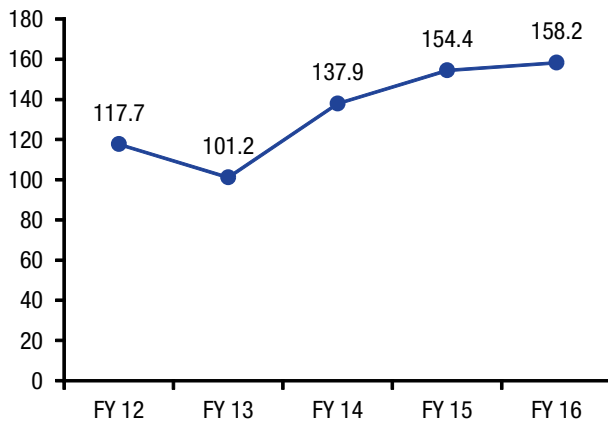
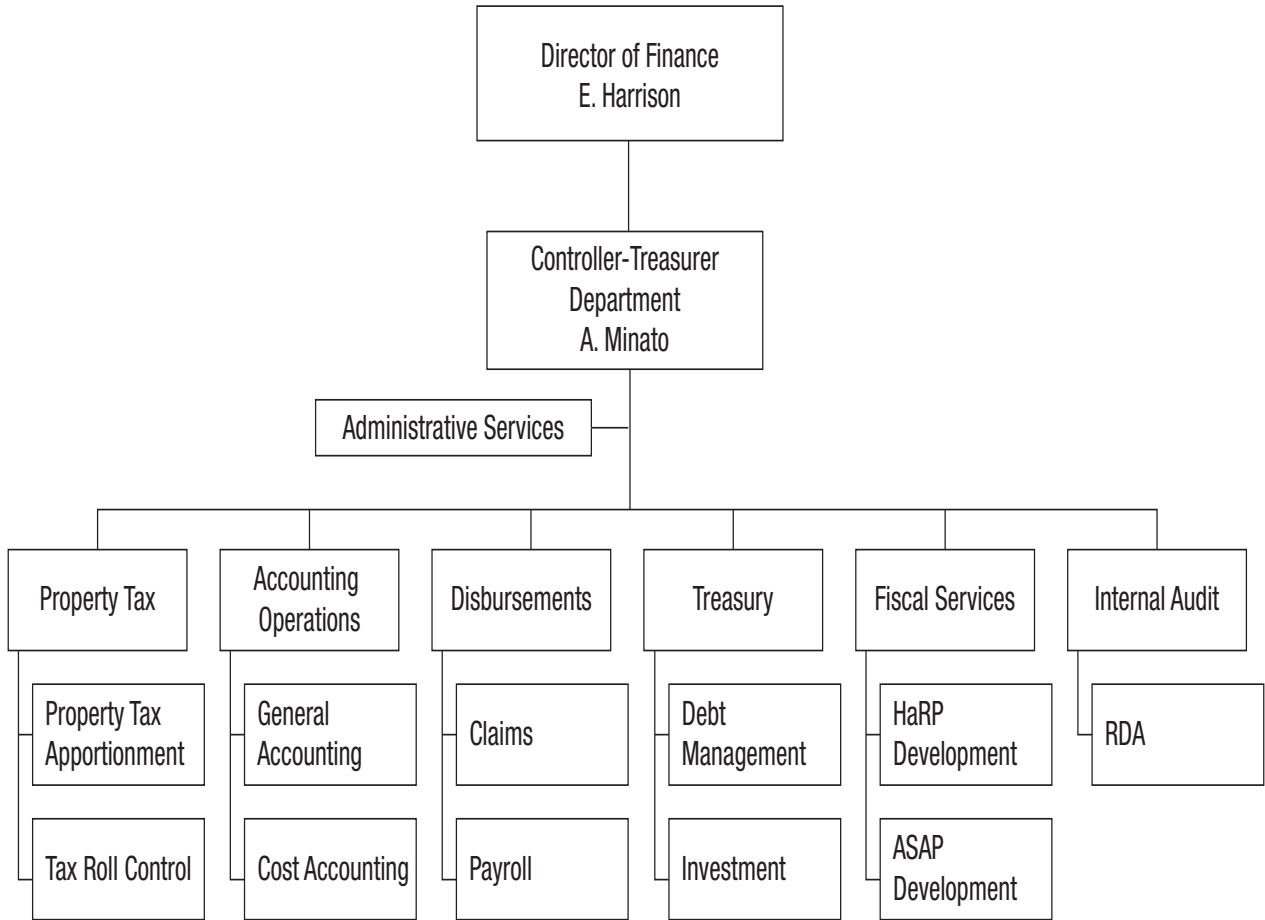
	Positions	Appropriations	Revenues
0001-General Fund (Fund Number 0001)			
Current Level Budget			
FY 2015 Approved Budget	—	\$ 1,099,912	\$ —
Board Approved Adjustments During FY 2015	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
IntraCounty Adjustments	—	—	—
Other Adjustments	—	76,700	—
Subtotal (Current Level Budget)	—	\$ 1,176,612	\$ —
Recommended Changes for FY 2016			
IntraCounty Adjustments	—	\$ —	\$ —
Decision Packages			
Information Technology			
Capital			
Subtotal (Recommended Changes)	—	\$ —	\$ —
Recommended Budget	—	\$ 1,176,612	\$ —

Liability/Property Insur. Claims - Fund 0075 — Cost Center 2310
Major Changes to the Budget

	Positions	Appropriations	Revenues
0075-Insurance ISF (Fund Number 0075)			
Current Level Budget			
FY 2015 Approved Budget	10.0	\$ 35,277,083	\$ 24,791,085
Board Approved Adjustments During FY 2015	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	76,789	—
IntraCounty Adjustments	—	(390,003)	3,271,893
Other Adjustments	—	(2,500,000)	112,078
Subtotal (Current Level Budget)	10.0	\$ 32,463,870	\$ 28,175,056
Recommended Changes for FY 2016			
IntraCounty Adjustments	—	\$ 25,064	\$ (1,838)
Decision Packages			
Information Technology			
Capital			
Subtotal (Recommended Changes)	—	\$ 25,064	\$ (1,838)
Recommended Budget	10.0	\$ 32,488,933	\$ 28,173,218

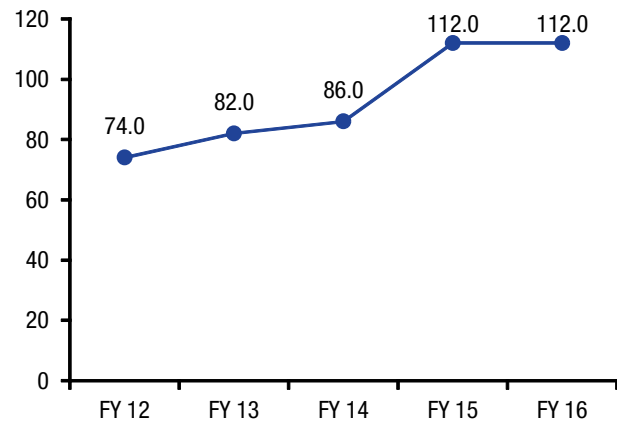


Controller-Treasurer Department



Gross Appropriation Trend

Data reflects appropriation level for both the Controller-Treasurer and County Debt Service (BU 810).



Staffing Trend



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, disbursements, treasury and investment, internal auditing, and accounting systems management. The Department plays a critical role in ensuring the County's financial success and ongoing viability.

As the Chief Accounting Officer of the County, the Controller-Treasurer provides:

- Accounting and financial related services,
- 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, Kronos time & attendance system, and PeopleSoft human resource and payroll system), and

- Other financial functions.

Accounting Operations

General Accounting

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, accounting 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 payments of County funds to employees and vendors on time and in accordance with laws, regulations, procedures, and contractual provisions. Payment processing includes, but is not limited to, the

issuance of payroll to employees on a bi-weekly basis and the reporting, collection and subsequent remittance of payroll earnings, taxes and deductions. Responsibilities also include the establishment, training, and monitoring of procedures and guidelines related to County pay practices to ensure compliance with the law, County policies, and prudent expenditures of public funds. Review and approve travel claims from County employees and perform sample review of departmental payments and transactions incurred by County Procurement-Card holders.

Property Tax

Tax Apportionment

The Program ensures the correct and timely allocation of property taxes to taxing entities including the County, school districts, cities, and special districts, and administers the Redevelopment Property Tax Trust Fund (RPTTF) in accordance with the law.

Tax Roll Control

Perform the extension of annual tax roll in accordance with the Revenue and Taxation Code §2601. The extension requires the certification of assessment roll from the Office of the Assessor, State Board of Equalization, the computed annual bond debt rates approved by the Board of Supervisors, placement of special assessments, and reconciliation of the extended tax roll prior to certifying to the Tax Collector for tax bills printing, mailing, and collecting.

Process corrections to the tax rolls and supplemental tax roll changes throughout the year which requires thorough analysis to allow cancellation of existing tax bills, reissuance of tax bills, refunds of overpayments, or additional tax bills.

Treasury

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.

Fiscal Systems Support Services

The program serves as system administrators and developers for the County's fiscal systems including:

- The Kronos time and attendance system
- The human resource-payroll system (HaRP)
- The accounting and procurement system (SAP)
- The Public Budget Formulation (PBF) system

The program is responsible for business process improvement analysis, problem solving, development of custom reports including the County's electronic report distribution (ERD) system, user training, and customization as well as ongoing system maintenance.

Internal Audit

The program assists 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.

Redevelopment Dissolution Act

To implement the 2011 laws for the dissolution of redevelopment agencies by performing the State mandated semi-annual review of Recognized Obligation Payment Schedules (ROPS) submitted by the redevelopment successor agencies and semi-annual ROPS true-up audits.

Current and Emerging Issues

Assurance of Accountability

The Controller-Treasurer Department protects County financial resources and ensures adequate fiscal accountability within the County government. As mentioned in last year's Recommended Budget, the Department has been facing challenges to keep up this important mission with competing priorities and increased mandates. It began the process of refocusing efforts to strengthen the control environment, increase control activities, and serve as leaders in transparency and fiscal integrity.

Demonstrating this commitment, the Department and a task force of fiscal staff from the Office of Budget and Analysis, the Board of Supervisors' Management Audit Division, and Health and Hospital Systems continued efforts to improve the integration between the County's SAP financial and budget system and the separate financial systems used by the Valley Medical Center. This task force developed a project work plan with the goal of reconciling accounting differences between the two systems and developing processes and procedures to ensure that such differences are kept to a minimum and resolved in a timely fashion. Great progress has been made with major differences resolved and efforts are ongoing to complete the remaining work plan items.

Moreover, the Department has conducted training sessions and held quarterly County fiscal officer meetings to discuss financial policies, procedures, and internal controls. It also convened a special meeting of fiscal officers to offer a sounding board and safe haven for staff to report any financial improprieties. Such training sessions, meetings with department fiscal staff, and opportunities to give assistance to department fiscal staff will continue in future years.

Rebuilding Department Staff

With the loss of key staff members to retirement and promotions over the past year plus newly created positions from last year's budget, the Department finds itself at a rebuilding stage. The upcoming fiscal year will concentrate on training staff to allow them to be competent performers in their roles with the Department. This effort is evident in almost all units of the Department, but in particular in the Debt, General Accounting, Administrative, and Disbursement areas.

The Department needs to rebuild its core, its knowledge base, and its relations with internal and external contacts.

Transfer of Tax Roll Control Unit from the Office of the Tax Collector

The Tax Roll Control Unit was moved from the Office of the Tax Collector to the Controller-Treasurer Department in Fiscal Year 2015. This Unit has undergone a two-year effort to reduce a backlog of 45,000 tax roll petition changes to approximately 3,500 as of this date. For the upcoming fiscal year, the Unit will concentrate on documenting policies and procedures and consolidating staff to ensure a more cohesive operation.

Areas of Major Work

The Department will complete a Request for Proposal process for operational banking services for the County, school districts, and special districts within the next month. If a new operational bank is selected, it is anticipated that extensive efforts will be needed to use full services offered. Also, the Department is currently involved in the implementation of a new procurement to pay system for the County. This system will automate the requisition, purchase order, receiving, and invoice payment processes used by the County. However, extensive work still needs to be done to configure, test, and roll out the system to County departments.

Learning Organization

Over the past year, the Finance Agency (Agency) has held open discussion on an individual, work group, department, and Agency-wide basis to review the outcomes of the organizational assessment and determine where it is most needed to improve and implement the County Executive's vision of a Just Culture. Based on the feedback received from employees, the Agency has identified key areas consisting of open communications, working together as an Agency and not as four separate departments, career growth opportunities within the Agency and the County, and respect for one another. The Agency will be hosting a career conference in partnership with the Employee Services Agency and the Training for Office Professionals Program in May 2015. This effort aligns with the County's vision and the development of an engaged workforce.



The Controller-Treasurer Department continues to make progress with its Center for Leadership and Transformation (CLT) project related to the ePayable Program. The goal is to improve services to County vendors who wish to get paid with a pre-loaded debit card instead of Electronic Funds Transfer/ACH or County warrant. The project focuses on addressing

program effectiveness, cost savings, timely payments, reducing the County's exposure, and increasing rebate revenues to the County. In FY 2015, the County has realized revenue in excess of \$450,000 and expects to generate additional revenue in the future as more than 70 new vendors have been added in the last two months.

County Executive's Recommendation

Summary of County Executive's Recommendations

Description	Impact	Impact on Services	Position Impact	FY 2016 Ongoing Net Cost/(Savings)	FY 2016 One-Time Net Cost/(Savings)
Augment Staff to Support ASAP, HaRP and Kronos Projects	↑	Improve the analytical tasks for decision-making and testing relating to the County's centralized systems.	1.0	\$140,199	(\$16,367)
Augment Staff to Support County's Payroll Division	↑	Support will be added to the development and ongoing maintenance of the myCalPERS database.	1.0	\$141,306	(\$16,551)
Augment Staff to Support Countywide Accounting Oversight	↑	Services will be enhanced by enabling the Department to provide ongoing Countywide accounting reviews.	1.0	\$140,199	(\$16,367)
↑ — Enhanced ◆ — Modified ● — No Change ↓ — Reduced ☒ — Eliminated					

↑ Augment Staff to Support ASAP, HaRP and Kronos Projects

Recommended Action: Add 1.0 FTE Senior Management Analyst/Management Analyst position to focus on analytical tasks to support the County's ASAP, HaRP, and Kronos projects, and allocate a one-time expenditure appropriation of \$7,000 for systems, equipment, furniture and supplies.

Service Impact: This recommendation supports the overall direction to restore and enhance the County's administrative infrastructure and capability at the central service level and to better support the needs of operating departments in the areas of budget, finance, human resources, training, procurement, technology, and facilities.

The added position will perform a variety of analytical tasks in support of the County's accounting and budgeting systems (SAP and PBF), the payroll

(PeopleSoft) and timekeeping (Kronos) systems to meet the increased demand for analytical support, reporting, system administration, decision-making, and testing relating to these centralized systems. This recommendation will enable existing technical staff to concentrate on systems development, maintenance, and application administration duties in a more timely manner.

Positions Added: 1.0 FTE
Ongoing Cost: \$140,199
One-time Net Savings: \$16,367

Salary savings reflecting time for recruitment: \$23,367
 One-time computer equipment and services and supplies: \$7,000

↑ Augment Staff to Support County's Payroll Division

Recommended Action: Add 1.0 FTE Senior Accountant/Accountant III position to the County's Central Payroll Unit to focus on all California Public Employees' Retirement System reporting functions and



the reconciliation of the associated biweekly contributions and payments, and allocate a one-time expenditure appropriation of \$7,000 for systems, equipment, furniture and supplies.

Service Impact: This position will work closely with the Employee Services Agency, Office of Budget and Analysis, Auditors, and the Controller-Treasurer Department on the County's retirement contributions, accounting, and pre-payment analyses.

In 2012, the County's pension administrator, CalPERS, transitioned pension reporting requirements to the new myCalPERS database. Implementation of the myCalPERS database was led by the unit's technical staffing resource.

Anticipated completion date of the development of the myCalPERS database is the end of this fiscal year. The database will then be moved to production for ongoing maintenance by the Unit. By moving the responsibility of this database to the accounting staff within the unit, it frees up the technical staff to return to its core duties of creating, planning and delivering successful implementation of important payroll processing segments, programs and complex contract renewals, compliance and providing documentation and training Countywide to system users.

Positions Added: 1.0 FTE

Ongoing Cost: \$141,306

One-time Net Savings: \$16,551

Salary savings reflecting time for recruitment: \$23,551

One-time computer equipment and services and supplies: \$7,000

↑ Augment Staff to Support Countywide Accounting Oversight

Recommended Action: Add 1.0 FTE Senior Financial Analyst/Financial Analyst II/Financial Analyst I position to focus on Countywide accounting related to transactions and account balances.

Service Impact: This position will conduct ongoing Countywide accounting reviews related to transactions and account balances and detect any material deviations from County accounting policies and procedures sooner rather than waiting until year-end. This additional oversight will assure timely recording of accounting transactions in SAP and that generally accepted accounting principles are properly followed.

This position will liaison with County departments, review their transactions, and give accounting advice as needed.

Background: The Fiscal Year 2015 Final Budget consists of \$4.9 billion of expenditures, supported by \$4.7 billion in revenue. To support such a large budget, County departments process gigantic volumes of accounting transactions throughout the fiscal year. Currently, the only review performed by the Controller-Treasurer Department is a year-end general ledger account balance review, as there is no dedicated staff person nor sufficient bandwidth amongst existing staff for additional reviews. An Accountant III position was approved by the Board as part of the FY 2015 Recommended Budget process to assist with the accounting challenges within the Health and Hospital System and the Social Services Agency. However, the Agency was left with no other option but to re-purpose this position to address the increasing workload of staff in the Cost Management Division.

The Cost Management Division is charged with the oversight of the annual County Cost Plan and County Fees and Charges to review and manage. The increased workload of SB 90 Mandate program has limited the oversight of the County Fees and Cost Recovery Program, Indirect Cost Rate and Productive Hours. The State Controller's Office has been aggressive in challenging prior year SB 90 claims submitted by departments. Researching and responding to these audits, which involve tens of millions of dollars of potential revenue loss, has consumed considerable staff time. The staff that absorbed the SB 90 responsibilities is also responsible for maintaining the County Cost plan for federal and state grant reimbursement purposes, and the fee schedule, again involving tens of millions of dollars of revenue put at risk if work cannot be completed in a timely fashion.

In addition, this position will assist with the ongoing fiscal oversight challenges within the Health and Hospital System and more critically in the Social Services Agency, recently heightened with the resignation of its Chief Fiscal Officer.

Positions Added: 1.0 FTE

Ongoing Cost: \$140,199

One-time Net Savings: \$16,367

Salary savings reflecting time for recruitment: \$23,367

One-time computer equipment and services and supplies: \$7,000

Controller-Treasurer— Budget Unit 110 Net Expenditures by Cost Center

CC	Cost Center Name	FY 2014 Actuals	FY 2015 Approved	FY 2016 Base Budget	FY 2016 Recommended	Amount Chg From 2015 Approved	% Chg From 2015 Approved
1115	Internal Audit Fund 0001	455	—	366	366	366	n/a
2113	Controller-Treasurer Fund 0001	(20,935,365)	(28,220,642)	(40,135,695)	(39,828,513)	(11,607,871)	41.1%
2116	Accounting System & Procurement Proj Fun-Fund 0001	4,725,516	6,439,092	7,066,328	7,215,046	775,954	12.1%
2180	Property Tax Div & Tax Roll Contrl - Fund 0001	—	13,612,709	18,235,262	18,237,793	4,625,084	34.0%
Total Net Expenditures		\$ (16,209,394)	\$ (8,168,841)	\$ (14,833,739)	\$ (14,375,307)	\$ (6,206,466)	76.0%

Controller-Treasurer— Budget Unit 110 Gross Expenditures by Cost Center

CC	Cost Center Name	FY 2014 Actuals	FY 2015 Approved	FY 2016 Base Budget	FY 2016 Recommended	Amount Chg From 2015 Approved	% Chg From 2015 Approved
1115	Internal Audit Fund 0001	455	—	366	366	366	n/a
2113	Controller-Treasurer Fund 0001	14,176,287	15,724,910	16,311,309	16,618,491	893,581	5.7%
2116	Accounting System & Procurement Proj Fun-Fund 0001	4,725,516	6,439,092	7,066,328	7,215,046	775,954	12.1%
2180	Property Tax Div & Tax Roll Contrl - Fund 0001	—	13,612,709	18,235,262	18,237,793	4,625,084	34.0%
Total Gross Expenditures		\$ 18,902,258	\$ 35,776,711	\$ 41,613,265	\$ 42,071,697	\$ 6,294,986	17.6%

Controller-Treasurer— Budget Unit 110 Expenditures by Object

Object	FY 2014 Actuals	FY 2015 Approved	FY 2016 Base Budget	FY 2016 Recommended	Amount Chg From 2015 Approved	% Chg From 2015 Approved
Salary and Benefits	\$ 10,984,472	\$ 14,384,638	\$ 15,397,182	\$ 15,748,601	\$ 1,363,963	9.5%
Services And Supplies	7,917,786	21,392,073	26,216,083	26,323,096	4,931,023	23.1%
Total Gross Expenditures	\$ 18,902,258	\$ 35,776,711	\$ 41,613,265	\$ 42,071,697	\$ 6,294,986	17.6%
Expenditure Transfers	(35,111,652)	(43,945,552)	(56,447,004)	(56,447,004)	(12,501,452)	28.4%
Total Net Expenditures	\$ (16,209,394)	\$ (8,168,841)	\$ (14,833,739)	\$ (14,375,307)	\$ (6,206,466)	76.0%



Controller-Treasurer— Budget Unit 110 Revenues by Cost Center

CC	Cost Center Name	FY 2014 Actuals	FY 2015 Approved	FY 2016 Base Budget	FY 2016 Recommended	Amount Chg From 2015 Approved	% Chg From 2015 Approved
2000	Cash Reserve Fund - Fund 0010	\$ 2,560,104	\$ —	\$ —	\$ —	—	—
1112	Stanford Trail Agreement - Fund 0129	44,141	—	—	—	—	—
2113	Controller-Treasurer Fund 0001	354,085,279	332,433,753	120,891,935	120,891,935	(211,541,818)	-63.6%
2180	Property Tax Div & Tax Roll Contrl - Fund 0001	—	568,600,000	882,154,000	882,154,000	313,554,000	55.1%
Total Revenues		\$ 356,689,523	\$ 901,033,753	\$ 1,003,045,935	\$ 1,003,045,935	\$ 102,012,182	11.3%

Controller-Treasurer— Budget Unit 110 Revenues by Type

Type	FY 2014 Actuals	FY 2015 Approved	FY 2016 Base Budget	FY 2016 Recommended	Amount Chg From 2015 Approved	% Chg From 2015 Approved
Revenue From Use Of Money/Property	\$ 1,845,418	\$ 2,381,200	\$ 4,648,200	\$ 4,648,200	\$ 2,267,000	95.2%
Revenue From Other Government Agencies	2,500,000	—	—	—	—	—
Taxes - Current Property	205,921,114	753,100,000	818,100,000	818,100,000	65,000,000	8.6%
Taxes - Other Than Current Property	65,944,305	81,930,000	82,700,000	82,700,000	770,000	0.9%
Aid From Government Agencies - State	39,288,407	15,287,463	39,698,192	39,698,192	24,410,729	159.7%
Aid From Government Agencies - Federal	4,627	4,400	8,800	8,800	4,400	100.0%
Charges For Services	14,614,266	19,952,000	22,529,500	22,529,500	2,577,500	12.9%
Other Financing Sources	26,571,386	28,378,690	35,361,243	35,361,243	6,982,553	24.6%
Total Revenues	\$ 356,689,523	\$ 901,033,753	\$ 1,003,045,935	\$ 1,003,045,935	\$ 102,012,182	11.3%

Internal Audit Fund 0001 — Cost Center 1115 Major Changes to the Budget

	Positions	Appropriations	Revenues
0001-General Fund (Fund Number 0001)			
Current Level Budget			
FY 2015 Approved Budget	—	\$ —	\$ —
Board Approved Adjustments During FY 2015	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
IntraCounty Adjustments	—	366	—
Other Adjustments	—	—	—
Subtotal (Current Level Budget)	—	\$ 366	\$ —



Internal Audit Fund 0001 — Cost Center 1115
Major Changes to the Budget

	Positions	Appropriations	Revenues
Recommended Changes for FY 2016			
IntraCounty Adjustments	— \$	— \$	—
Decision Packages			
Information Technology			
Capital			
Subtotal (Recommended Changes)	— \$	— \$	—
Recommended Budget	— \$	366 \$	—

Controller-Treasurer Fund 0001 — Cost Center 2113
Major Changes to the Budget

	Positions	Appropriations	Revenues
0001-General Fund (Fund Number 0001)			
Current Level Budget			
FY 2015 Approved Budget	80.0 \$	(28,220,642) \$	332,433,753
Board Approved Adjustments During FY 2015	-2.0	(382,307)	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	1.0	895,316	—
IntraCounty Adjustments	—	(12,371,217)	1,286,553
Other Adjustments	—	(56,845)	(212,828,371)
Subtotal (Current Level Budget)	79.0 \$	(40,135,695) \$	120,891,935
Recommended Changes for FY 2016			
IntraCounty Adjustments	— \$	58,595 \$	—
Decision Packages			
Augment Staff to Support County's Payroll Division	1.0	124,755	—
Augment Staff to Support Countywide Accounting Oversight	1.0	123,832	—
Information Technology			
Capital			
Subtotal (Recommended Changes)	2.0 \$	307,182 \$	—
Recommended Budget	81.0 \$	(39,828,513) \$	120,891,935

Accounting System & Procurement Proj Fun-Fund 0001 — Cost Center 2116
Major Changes to the Budget

	Positions	Appropriations	Revenues
0001-General Fund (Fund Number 0001)			
Current Level Budget			
FY 2015 Approved Budget	14.0 \$	6,439,092 \$	—
Board Approved Adjustments During FY 2015	1.0	139,237	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	123,695	—



Accounting System & Procurement Proj Fun-Fund 0001 — Cost Center 2116

Major Changes to the Budget

	Positions	Appropriations	Revenues
IntraCounty Adjustments	—	293,689	—
Other Adjustments	—	70,615	—
Subtotal (Current Level Budget)	15.0	\$ 7,066,328	\$ —
Recommended Changes for FY 2016			
IntraCounty Adjustments	—	\$ 24,886	\$ —
Decision Packages			
Augment Staff to Support ASAP, HaRP and Kronos Projects	1.0	123,832	—
Information Technology			
Capital			
Subtotal (Recommended Changes)	1.0	\$ 148,718	\$ —
Recommended Budget	16.0	\$ 7,215,046	\$ —

Property Tax Div & Tax Roll Contrl - Fund 0001 — Cost Center 2180

Major Changes to the Budget

	Positions	Appropriations	Revenues
0001-General Fund (Fund Number 0001)			
Current Level Budget			
FY 2015 Approved Budget	18.0	\$ 13,612,709	\$ 568,600,000
Board Approved Adjustments During FY 2015	-3.0	(234,135)	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	132,430	—
IntraCounty Adjustments	—	35,258	—
Other Adjustments	—	4,689,000	313,554,000
Subtotal (Current Level Budget)	15.0	\$ 18,235,262	\$ 882,154,000
Recommended Changes for FY 2016			
IntraCounty Adjustments	—	\$ 2,531	\$ —
Decision Packages			
Information Technology			
Capital			
Subtotal (Recommended Changes)	—	\$ 2,531	\$ —
Recommended Budget	15.0	\$ 18,237,793	\$ 882,154,000



**County Debt Service— Budget Unit 810
Net Expenditures by Cost Center**

CC	Cost Center Name	FY 2014 Actuals	FY 2015 Approved	FY 2016 Base Budget	FY 2016 Recommended	Amount Chg From 2015 Approved	% Chg From 2015 Approved
2115	VMC Hospital Bonds Fund 0483	\$ 120,000	\$ 47,000	\$ 83,000	\$ 83,000	\$ 36,000	76.6%
2123	MH Courthouse Inv Int Fund 0493	5,697	—	—	—	—	—
2127	Multiple Facilities - Investment Interes - Fund 0497	30,000	13,000	8,000	8,000	(5,000)	-38.5%
2136	Multiple Fac 2006 Inv Int Fund 0502	60,000	28,000	29,000	29,000	1,000	3.6%
2144	SCCFA 2007 Hospital - Project Fund 0510	13,077	1,586,134	—	—	(1,586,134)	-100.0%
2146	Multiple Facilities 2007 Inv Int Fund 0512	45,000	23,000	27,000	27,000	4,000	17.4%
2150	SCCFA 2007 Inv Int Fund 0515	10,000	7,000	7,000	7,000	—	—
2153	GO Bond Project Fund 0517	12,991,140	—	—	—	—	—
2155	2011 Series A QEBC Project Fund 0520	2,219,208	—	—	—	—	—
2156	2011 Series A QECB Invest Interest Fund 0519	—	—	154,000	154,000	154,000	n/a
2158	VMC Hospital Bonds - Fund 0481	2,135,785	—	—	—	—	—
2160	General obligation Bonds Fund 0100	34,794,844	41,021,294	41,896,119	41,896,119	874,825	2.1%
2163	2012 Series A - EPIC Project -Fund 0522	22,143,751	—	—	—	—	—
2167	2012 S. A - Technology Project-Fund 0526	4,702,814	—	—	—	—	—
2170	GO B. - 2013 Series B - Premium -F0099	18,023,050	19,853,494	19,853,494	19,853,494	—	—
2171	GO B. - 2013 Series B - Project - F0527	119,181,967	—	—	—	—	—
081001	County Debt Service	50,367,860	53,707,458	54,027,452	54,027,452	319,995	0.6%
081003	VMC Hospital	1,644,460	2,347,189	82,000	82,000	(2,265,189)	-96.5%
Total Net Expenditures		\$ 268,488,652	\$ 118,633,569	\$ 116,167,065	\$ 116,167,065	\$ (2,466,503)	-2.1%



County Debt Service— Budget Unit 810 Gross Expenditures by Cost Center

CC	Cost Center Name	FY 2014 Actuals	FY 2015 Approved	FY 2016 Base Budget	FY 2016 Recommended	Amount Chg From 2015 Approved	% Chg From 2015 Approved
2115	VMC Hospital Bonds Fund 0483	\$ 120,000	\$ 47,000	\$ 83,000	\$ 83,000	36,000	76.6%
2123	MH Courthouse Inv Int Fund 0493	5,697	—	—	—	—	—
2127	Multiple Facilities - Investment Interes - Fund 0497	30,000	13,000	8,000	8,000	(5,000)	-38.5%
2136	Multiple Fac 2006 Inv Int Fund 0502	60,000	28,000	29,000	29,000	1,000	3.6%
2144	SCCFA 2007 Hospital - Project Fund 0510	13,077	1,586,134	—	—	(1,586,134)	-100.0%
2146	Multiple Facilities 2007 Inv Int Fund 0512	45,000	23,000	27,000	27,000	4,000	17.4%
2150	SCCFA 2007 Inv Int Fund 0515	10,000	7,000	7,000	7,000	—	—
2153	GO Bond Project Fund 0517	12,991,140	—	—	—	—	—
2155	2011 Series A QEBC Project Fund 0520	2,219,208	—	—	—	—	—
2156	2011 Series A QECB Invest Interest Fund 0519	—	—	154,000	154,000	154,000	n/a
2158	VMC Hospital Bonds - Fund 0481	2,135,785	—	—	—	—	—
2160	General obligation Bonds Fund 0100	34,794,844	41,021,294	41,896,119	41,896,119	874,825	2.1%
2163	2012 Series A - EPIC Project -Fund 0522	22,143,751	—	—	—	—	—
2167	2012 S. A - Technology Project-Fund 0526	4,702,814	—	—	—	—	—
2170	GO B. - 2013 Series B - Premium -F0099	18,023,050	19,853,494	19,853,494	19,853,494	—	—
2171	GO B. - 2013 Series B - Project - F0527	119,181,967	—	—	—	—	—
081001	County Debt Service	50,367,860	53,707,458	54,027,452	54,027,452	319,995	0.6%
081003	VMC Hospital	1,644,460	2,347,189	82,000	82,000	(2,265,189)	-96.5%
Total Gross Expenditures		\$ 268,488,652	\$ 118,633,569	\$ 116,167,065	\$ 116,167,065	(2,466,503)	-2.1%

County Debt Service— Budget Unit 810 Expenditures by Object

Object	FY 2014 Actuals	FY 2015 Approved	FY 2016 Base Budget	FY 2016 Recommended	Amount Chg From 2015 Approved	% Chg From 2015 Approved
Services And Supplies	\$ 1,907,330	\$ 1,523,675	\$ 1,677,075	\$ 1,677,075	153,400	10.1%
Other Charges	81,521,796	91,932,828	91,870,496	91,870,496	(62,331)	-0.1%
Operating/Equity Transfers	185,059,526	25,177,066	22,619,494	22,619,494	(2,557,572)	-10.2%
Total Net Expenditures	\$ 268,488,652	\$ 118,633,569	\$ 116,167,065	\$ 116,167,065	(2,466,503)	-2.1%



County Debt Service— Budget Unit 810
Revenues by Cost Center

CC	Cost Center Name	FY 2014 Actuals	FY 2015 Approved	FY 2016 Base Budget	FY 2016 Recommended	Amount Chg From 2015 Approved	% Chg From 2015 Approved
2115	VMC Hospital Bonds Fund 0483	\$ 87,713	\$ —	\$ —	\$ —	—	—
2120	1991 Refund COPS-Int Fund 0220	(34,114)	—	—	—	—	—
2122	MH Courthouse Cap Int Fund 0492	313,875	—	—	—	—	—
2123	MH Courthouse Inv Int Fund 0493	8	—	—	—	—	—
2127	Multiple Facilities - Investment Interes - Fund 0497	8,060	—	—	—	—	—
2136	Multiple Fac 2006 Inv Int Fund 0502	28,405	—	—	—	—	—
2143	Tobacco Sec Invest Int Fund 0509	120,601	—	—	—	—	—
2144	SCCFA 2007 Hospital - Project Fund 0510	1,570,000	1,640,000	1,705,000	1,705,000	65,000	4.0%
2146	Multiple Facilities 2007 Inv Int Fund 0512	26,982	—	—	—	—	—
2150	SCCFA 2007 Inv Int Fund 0515	6,548	—	—	—	—	—
2154	GO Bonds - Investment Interest Fund 0518	77,850	—	—	—	—	—
2155	2011 Series A QEBC Project Fund 0520	6	—	—	—	—	—
2156	2011 Series A QECB Invest Interest Fund 0519	12,996	—	—	—	—	—
2159	VMC Hospital Bonds -Fund 0482	10,633,422	10,673,720	11,205,656	11,205,656	531,936	5.0%
2160	General obligation Bonds Fund 0100	31,333,615	41,021,294	42,143,994	42,143,994	1,122,700	2.7%
2163	2012 Series A - EPIC Project -Fund 0522	4,915,556	5,110,000	5,316,112	5,316,112	206,112	4.0%
2164	2012 Series A Reserve - EPIC Projects-Fund 0523	73,435	—	—	—	—	—
2165	2012 S. A Invest Int - Tech Prj-Fund 0524	60,335	—	—	—	—	—
2170	GO B. - 2013 Series B - Premium -F0099	(2)	—	—	—	—	—
2172	GO B - 2013 Series B-Invmnt Intst-F0528	1,781,199	—	—	—	—	—
081001	County Debt Service	32,919,883	32,483,631	33,675,307	33,675,307	1,191,676	3.7%
081003	VMC Hospital	6,369,013	6,516,180	6,750,640	6,750,640	234,460	3.6%
	Total Revenues	\$ 90,305,385	\$ 97,444,825	\$ 100,796,709	\$ 100,796,709	\$ 3,351,884	3.4%



County Debt Service— Budget Unit 810 Revenues by Type

Type	FY 2014 Actuals	FY 2015 Approved	FY 2016 Base Budget	FY 2016 Recommended	Amount Chg From 2015 Approved	% Chg From 2015 Approved
Fines, Forfeitures, Penalties	\$ 6,362,000	\$ 6,383,954	\$ 6,385,304	\$ 6,385,304	\$ 1,350	0.0%
Charges For Services	22,956,634	23,886,892	24,833,042	24,833,042	946,150	4.0%
Aid From Government Agencies - Federal	731,152	689,821	664,961	664,961	(24,860)	-3.6%
Other Financing Sources	42,341,871	45,279,358	46,585,902	46,585,902	1,306,544	2.9%
Revenue From Use Of Money/Property	2,393,620	37,000	37,000	37,000	—	—
Revenue From Other Government Agencies	2,243,935	—	—	—	—	—
Taxes - Current Property	13,207,717	21,167,800	22,290,500	22,290,500	1,122,700	5.3%
Aid From Government Agencies - State	68,457	—	—	—	—	—
Total Revenues	\$ 90,305,385	\$ 97,444,825	\$ 100,796,709	\$ 100,796,709	\$ 3,351,884	3.4%

VMC Hospital Bonds Fund 0483 — Cost Center 2115 Major Changes to the Budget

	Positions	Appropriations	Revenues
0483-Hospital Bond Interest Fund (Fund Number 0483)			
Current Level Budget			
FY 2015 Approved Budget	—	\$ 47,000	\$ —
Board Approved Adjustments During FY 2015	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
IntraCounty Adjustments	—	36,000	—
Other Adjustments	—	—	—
Subtotal (Current Level Budget)	—	\$ 83,000	\$ —
Recommended Changes for FY 2016			
IntraCounty Adjustments	—	\$ —	\$ —
Decision Packages			
Information Technology			
Capital			
Subtotal (Recommended Changes)	—	\$ —	\$ —
Recommended Budget	—	\$ 83,000	\$ —



Multiple Facilities - Investment Interes - Fund 0497 — Cost Center 2127
Major Changes to the Budget

	Positions	Appropriations	Revenues
0497-Multiple Facilites - Investment Interest (Fund Number 0497)			
Current Level Budget			
FY 2015 Approved Budget	— \$	13,000 \$	—
Board Approved Adjustments During FY 2015	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
IntraCounty Adjustments	—	(5,000)	—
Other Adjustments	—	—	—
Subtotal (Current Level Budget)	— \$	8,000 \$	—
Recommended Changes for FY 2016			
IntraCounty Adjustments	— \$	— \$	—
Decision Packages			
Information Technology			
Capital			
Subtotal (Recommended Changes)	— \$	— \$	—
Recommended Budget	— \$	8,000 \$	—

Multiple Fac 2006 Inv Int Fund 0502 — Cost Center 2136
Major Changes to the Budget

	Positions	Appropriations	Revenues
0502-Multiple Fac 2006 Bonds-Investment Inter (Fund Number 0502)			
Current Level Budget			
FY 2015 Approved Budget	— \$	28,000 \$	—
Board Approved Adjustments During FY 2015	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
IntraCounty Adjustments	—	1,000	—
Other Adjustments	—	—	—
Subtotal (Current Level Budget)	— \$	29,000 \$	—
Recommended Changes for FY 2016			
IntraCounty Adjustments	— \$	— \$	—
Decision Packages			
Information Technology			
Capital			
Subtotal (Recommended Changes)	— \$	— \$	—
Recommended Budget	— \$	29,000 \$	—



SCCFA 2007 Hospital - Project Fund 0510 — Cost Center 2144
Major Changes to the Budget

	Positions	Appropriations	Revenues
0510-SCCFA 2007 Hospital Project Fund (Fund Number 0510)			
Current Level Budget			
FY 2015 Approved Budget	—	\$ 1,586,134	\$ 1,640,000
Board Approved Adjustments During FY 2015	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
IntraCounty Adjustments	—	—	65,000
Other Adjustments	—	(1,586,134)	—
Subtotal (Current Level Budget)	—	\$ —	\$ 1,705,000
Recommended Changes for FY 2016			
IntraCounty Adjustments	—	\$ —	—
Decision Packages			
Information Technology			
Capital			
Subtotal (Recommended Changes)	—	\$ —	—
Recommended Budget	—	\$ —	\$ 1,705,000

Multiple Facilities 2007 Inv Int Fund 0512 — Cost Center 2146
Major Changes to the Budget

	Positions	Appropriations	Revenues
0512-Multi Facilities 2007 Bonds - Invest Int (Fund Number 0512)			
Current Level Budget			
FY 2015 Approved Budget	—	\$ 23,000	\$ —
Board Approved Adjustments During FY 2015	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
IntraCounty Adjustments	—	4,000	—
Other Adjustments	—	—	—
Subtotal (Current Level Budget)	—	\$ 27,000	\$ —
Recommended Changes for FY 2016			
IntraCounty Adjustments	—	\$ —	—
Decision Packages			
Information Technology			
Capital			
Subtotal (Recommended Changes)	—	\$ —	—
Recommended Budget	—	\$ 27,000	\$ —



SCCFA 2007 Inv Int Fund 0515 — Cost Center 2150
Major Changes to the Budget

	Positions	Appropriations	Revenues
0515-SCCFA 2007 Investment Interest Fund (Fund Number 0515)			
Current Level Budget			
FY 2015 Approved Budget	— \$	7,000 \$	—
Board Approved Adjustments During FY 2015	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
IntraCounty Adjustments	—	—	—
Other Adjustments	—	—	—
Subtotal (Current Level Budget)	— \$	7,000 \$	—
Recommended Changes for FY 2016			
IntraCounty Adjustments	— \$	— \$	—
Decision Packages			
Information Technology			
Capital			
Subtotal (Recommended Changes)	— \$	— \$	—
Recommended Budget	— \$	7,000 \$	—

2011 Series A QECB Invest Interest Fund 0519 — Cost Center 2156
Major Changes to the Budget

	Positions	Appropriations	Revenues
0519-2011 Series A QECB Invest Interest (Fund Number 0519)			
Current Level Budget			
FY 2015 Approved Budget	— \$	— \$	—
Board Approved Adjustments During FY 2015	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
IntraCounty Adjustments	—	154,000	—
Other Adjustments	—	—	—
Subtotal (Current Level Budget)	— \$	154,000 \$	—
Recommended Changes for FY 2016			
IntraCounty Adjustments	— \$	— \$	—
Decision Packages			
Information Technology			
Capital			
Subtotal (Recommended Changes)	— \$	— \$	—
Recommended Budget	— \$	154,000 \$	—



VMC Hospital Bonds -Fund 0482 — Cost Center 2159
Major Changes to the Budget

	Positions	Appropriations	Revenues
0482-SCCFA HOSPITAL BOND PROJECT FUND (Fund Number 0482)			
Current Level Budget			
FY 2015 Approved Budget	— \$	— \$	10,673,720
Board Approved Adjustments During FY 2015	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
IntraCounty Adjustments	—	—	531,936
Other Adjustments	—	—	—
Subtotal (Current Level Budget)	— \$	— \$	11,205,656
Recommended Changes for FY 2016			
IntraCounty Adjustments	— \$	— \$	—
Decision Packages			
Information Technology			
Capital			
Subtotal (Recommended Changes)	— \$	— \$	—
Recommended Budget	— \$	— \$	11,205,656

General obligation Bonds Fund 0100 — Cost Center 2160
Major Changes to the Budget

	Positions	Appropriations	Revenues
0100-General Obligation Bonds (Fund Number 0100)			
Current Level Budget			
FY 2015 Approved Budget	— \$	41,021,294 \$	41,021,294
Board Approved Adjustments During FY 2015	—	70,300	70,300
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
IntraCounty Adjustments	—	—	—
Other Adjustments	—	804,525	1,052,400
Subtotal (Current Level Budget)	— \$	41,896,119 \$	42,143,994
Recommended Changes for FY 2016			
IntraCounty Adjustments	— \$	— \$	—
Decision Packages			
Information Technology			
Capital			
Subtotal (Recommended Changes)	— \$	— \$	—
Recommended Budget	— \$	41,896,119 \$	42,143,994



2012 Series A - EPIC Project -Fund 0522 — Cost Center 2163
Major Changes to the Budget

	Positions	Appropriations	Revenues
0522 - 2012 Series A - EPIC Project (Fund Number 0522)			
Current Level Budget			
FY 2015 Approved Budget	— \$	— \$	5,110,000
Board Approved Adjustments During FY 2015	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
IntraCounty Adjustments	—	—	206,112
Other Adjustments	—	—	—
Subtotal (Current Level Budget)	— \$	— \$	5,316,112
Recommended Changes for FY 2016			
IntraCounty Adjustments	— \$	— \$	—
Decision Packages			
Information Technology			
Capital			
Subtotal (Recommended Changes)	— \$	— \$	—
Recommended Budget	— \$	— \$	5,316,112

GO B. - 2013 Series B -Premium -F0099 — Cost Center 2170
Major Changes to the Budget

	Positions	Appropriations	Revenues
0099-GO B. - 2013 Series B -Premium (Fund Number 0099)			
Current Level Budget			
FY 2015 Approved Budget	— \$	19,853,494 \$	—
Board Approved Adjustments During FY 2015	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
IntraCounty Adjustments	—	—	—
Other Adjustments	—	—	—
Subtotal (Current Level Budget)	— \$	19,853,494 \$	—
Recommended Changes for FY 2016			
IntraCounty Adjustments	— \$	— \$	—
Decision Packages			
Information Technology			
Capital			
Subtotal (Recommended Changes)	— \$	— \$	—
Recommended Budget	— \$	19,853,494 \$	—



County Debt Service — Cost Center 081001
Major Changes to the Budget

	Positions	Appropriations	Revenues
0001-General Fund (Fund Number 0001)			
Current Level Budget			
FY 2015 Approved Budget	— \$	24,167,789 \$	2,941,210
Board Approved Adjustments During FY 2015	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
IntraCounty Adjustments	—	1,103,751	269,036
Other Adjustments	—	(1,733,206)	(22,360)
Subtotal (Current Level Budget)	— \$	23,538,334 \$	3,187,886
Recommended Changes for FY 2016			
IntraCounty Adjustments	— \$	— \$	—
Decision Packages			
Information Technology			
Capital			
Subtotal (Recommended Changes)	— \$	— \$	—
Recommended Budget	— \$	23,538,334 \$	3,187,886
0079-Pension Obligation Bond - Debt Service F (Fund Number 0079)			
Current Level Budget			
FY 2015 Approved Budget	— \$	23,454,319 \$	23,454,317
Board Approved Adjustments During FY 2015	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
IntraCounty Adjustments	—	—	—
Other Adjustments	—	945,000	945,000
Subtotal (Current Level Budget)	— \$	24,399,319 \$	24,399,317
Recommended Changes for FY 2016			
IntraCounty Adjustments	— \$	— \$	—
Decision Packages			
Information Technology			
Capital			
Subtotal (Recommended Changes)	— \$	— \$	—
Recommended Budget	— \$	24,399,319 \$	24,399,317
0045-Public Facilities Corp Debt Service (Fund Number 0045)			
Current Level Budget			
FY 2015 Approved Budget	— \$	6,085,350 \$	6,088,104
Board Approved Adjustments During FY 2015	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
IntraCounty Adjustments	—	—	—
Other Adjustments	—	4,450	—
Subtotal (Current Level Budget)	— \$	6,089,800 \$	6,088,104



County Debt Service — Cost Center 081001
Major Changes to the Budget

	Positions	Appropriations	Revenues
Recommended Changes for FY 2016			
IntraCounty Adjustments	— \$	— \$	—
Decision Packages			
Information Technology			
Capital			
Subtotal (Recommended Changes)	— \$	— \$	—
Recommended Budget	— \$	6,089,800 \$	6,088,104

VMC Hospital — Cost Center 081003
Major Changes to the Budget

	Positions	Appropriations	Revenues
0485-SCCFA Hospital Project Fund (Fund Number 0485)			
Current Level Budget			
FY 2015 Approved Budget	— \$	— \$	4,450,000
Board Approved Adjustments During FY 2015	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
IntraCounty Adjustments	—	—	150,000
Other Adjustments	—	—	—
Subtotal (Current Level Budget)	— \$	— \$	4,600,000
Recommended Changes for FY 2016			
IntraCounty Adjustments	— \$	— \$	—
Decision Packages			
Information Technology			
Capital			
Subtotal (Recommended Changes)	— \$	— \$	—
Recommended Budget	— \$	— \$	4,600,000
0487-SCCFA Hospital Investment Interest Fund (Fund Number 0487)			
Current Level Budget			
FY 2015 Approved Budget	— \$	55,000 \$	—
Board Approved Adjustments During FY 2015	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
IntraCounty Adjustments	—	(22,000)	—
Other Adjustments	—	—	—
Subtotal (Current Level Budget)	— \$	33,000 \$	—
Recommended Changes for FY 2016			
IntraCounty Adjustments	— \$	— \$	—
Decision Packages			
Information Technology			
Capital			



VMC Hospital — Cost Center 081003
Major Changes to the Budget

	Positions	Appropriations	Revenues
Subtotal (Recommended Changes)	—	\$ —	\$ —
Recommended Budget	—	\$ 33,000	\$ —

0504-SCCFA 2006 Hospital Project Fund (Fund Number 0504)

Current Level Budget			
FY 2015 Approved Budget	—	\$ 2,253,189	\$ 2,066,180
Board Approved Adjustments During FY 2015	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
IntraCounty Adjustments	—	—	84,460
Other Adjustments	—	(2,253,189)	—
Subtotal (Current Level Budget)	—	\$ —	\$ 2,150,640

Recommended Changes for FY 2016			
IntraCounty Adjustments	—	\$ —	\$ —
Decision Packages			
Information Technology			
Capital			
Subtotal (Recommended Changes)	—	\$ —	\$ —
Recommended Budget	—	\$ —	\$ 2,150,640

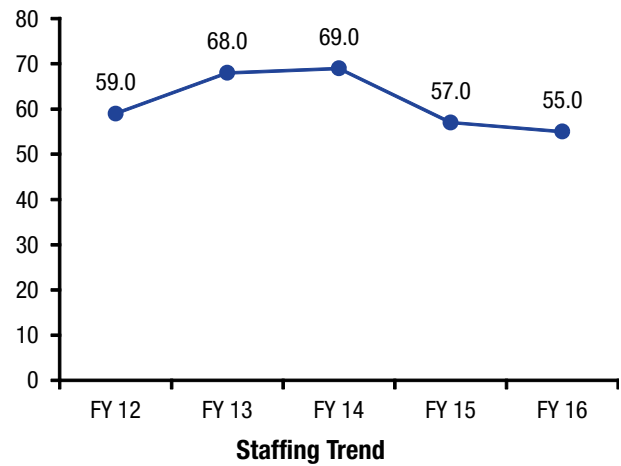
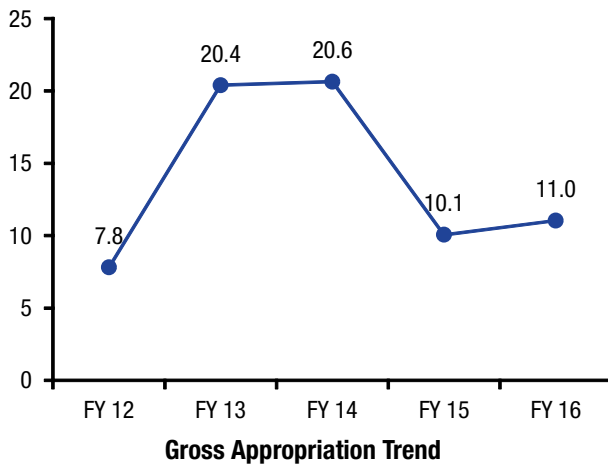
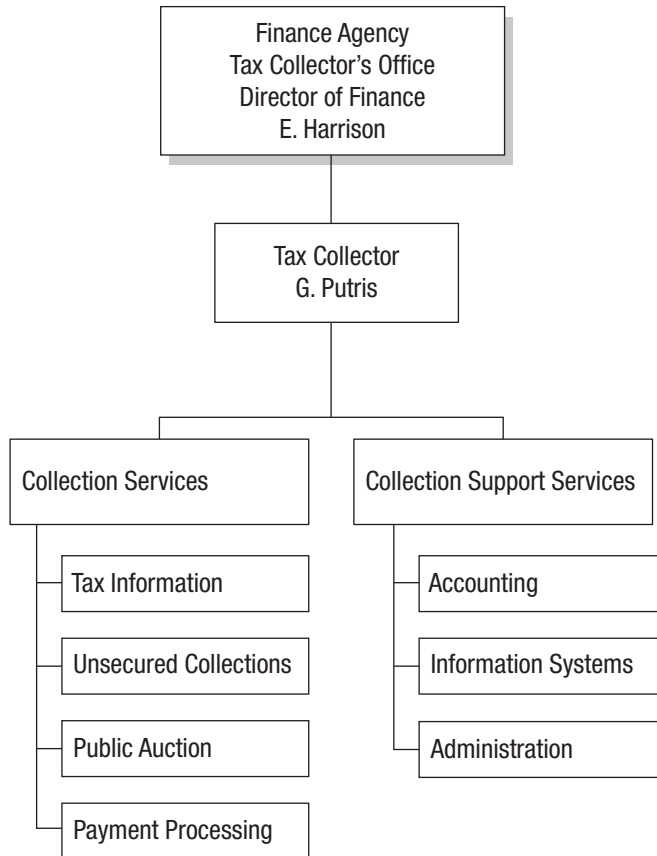
0506-SCCFA 2006 Hospital Investment Interest (Fund Number 0506)

Current Level Budget			
FY 2015 Approved Budget	—	\$ 39,000	\$ —
Board Approved Adjustments During FY 2015	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
IntraCounty Adjustments	—	10,000	—
Other Adjustments	—	—	—
Subtotal (Current Level Budget)	—	\$ 49,000	\$ —

Recommended Changes for FY 2016			
IntraCounty Adjustments	—	\$ —	\$ —
Decision Packages			
Information Technology			
Capital			
Subtotal (Recommended Changes)	—	\$ —	\$ —
Recommended Budget	—	\$ 49,000	\$ —



Office of the Tax Collector



Public Purpose

- ➔ **The Tax Collector collects property taxes utilized to support services and programs for County residents, School Districts, Community Colleges and other public agencies.**



Description of Major Services

The Tax Collector collects all property taxes as mandated under California Revenue and Taxation Code Section 2602. In conjunction with other County departments, the secured and unsecured tax roll are prepared. Thereafter, the Tax Collector mails the property tax bills. Annual property taxes and escaped assessments levied on real property are collected on the current Secured Tax Roll and supplemental assessments are collected on the Supplemental Tax Roll. Tax that remains unpaid on July 1st is eligible to be transferred to the Redemption Roll which will accrue additional interest until redeemed. The Unsecured Tax Roll is comprised of unsecured assessments levied on businesses, boats, aircraft, delinquent mobile homes, delinquent possessory interests, and other property taxes as transferred from the Secured Roll.

The Tax Collector collected over a total of \$4.5 billion dollars on combined 2013 to 2014 charges from these four property tax rolls. The Controller-Treasurer Department then distributes these tax revenues to the County, local cities, schools, successor agencies, and special districts to fund many essential services and programs for County of Santa Clara residents.

The Tax Collector's website (www.scctax.org) offers the public the ability to view and pay taxes from anywhere that has internet access. The website supports desktop and laptop personal computers as well as mobile devices like smart phones and tablets. Through the

website, users can view details and summaries of current year bills and summaries of prior year bill payments going back several years. The website also contains detailed information to answer many common taxpayer questions about supplemental tax bills, how tax revenues are distributed, other frequently asked questions. In addition, there are links to other websites such as the Assessor's Office and the Finance Agency.

The Department's website accepts credit card and e-check payments for all tax bills. In addition, professional customer service representatives and collectors are available by phone Monday - Friday, 9:00 a.m. to 4:00 p.m., and in-person from 8:00 a.m. to 5:00 p.m.

Collection Services

The function of the Tax Collector's Collection Unit is to promote timely and accurate payment of property taxes, assist with education of fiscal responsibility, and ensure excellent customer service. Collection services include providing the public with general and parcel-specific tax information, delinquent tax pay-off information, and redemption installment plans. The Collection Unit is also responsible for mailing discrepancy letters to customers to secure payment.

The Department facilitates account payments of unsecured assessments, such as business personal property, boats, aircraft, and delinquent mobile homes;

performs site visits; files claims against bankrupt debtors; establishes and monitors payment plans; records certificates of tax lien; enforces checking account levies; and seizes assets. Additionally, all collectors employ skip-tracing techniques utilizing various tools, including the Internet and an online application, Yellow Pages and other available sources.

California Revenue and Taxation Code Section 3692 require the Tax Collector to sell tax-defaulted properties within four years of its power-to-sell status. 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 must comply with all legal requirements before real property is offered for sale at public auction through a sealed bid, or sold by agreement to public agencies. In January 2015, the Department held its first online auction, which will be held annually thereafter. The goal is to minimize properties offered at auction by collecting all delinquent tax from property owners.

The Department receives payments by mail, over the counter, 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 utilizes professional mail extraction equipment and 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 accurate information. These systems also minimize duplicate payments and improve the type of information taxpayers can access online.

In October 2014, the Board of Supervisors eliminated the e-check fee in this County, which significantly increased its usage by property taxpayers during the collection of the 2014-15 tax roll. In addition to

increased usage, more taxpayers paid earlier than compared to the year before. Overall, providing free e-check services to the public resulted in increased convenience, efficiency, and revenue.

Collection Support Services

The Accounting Unit maintains financial records and reports of all property tax collections as required by the tax code. This fiscal information represents critical financial data for governmental entities, special districts, property owners, lending and title companies, in their budget and decision-making processes. This unit of the Tax Collector reconciles over \$4.5 billion dollars in non-apportioned property tax payments collected and posted in the County's financial management system as well as the Department's collection funds system. Other support functions include setting up installment plans for escaped assessments, segregation of property tax bills, and subdivision security.

The Tax Collector's Information Systems Unit supports all programs, systems interfaces and applications utilized in its collection efforts. These systems include the Tax Collection and Apportionment System (TCAS), the legacy Tax Information System (TIS), the Internet Bill Presentment and Property e-Payment System, and the BancTec Remittance Processing System. The Tax Collector is committed to providing the public with a reliable and secure technological environment, which includes 24 hours a day, 7 days a week access to relevant tax information.

The Administration Unit of the Tax Collector's Office administers all penalty waiver requests received. This unit processes written requests from taxpayers, sets up case files for the Tax Collector's review, and drafts written correspondence to each taxpayer once a decision is made regarding their case.

Current and Emerging Issues

Tax Collection and Apportionment System Steering Committee

The initiative to stabilize and enhance the Tax Collection and Apportionment System (TCAS) was

scheduled to be completed in December 2014. However, this has been extended to September 2015 due to the Steering Committee placing a lower priority for certain items in the stabilization project than the new functions



needed by the business as the high priority stabilization functions have been delivered and only the less critical functions remain.

Another key item the Steering Committee addressed is the ongoing operational support, maintenance, and enhancement of the TCAS system. The committee looked at the following options:

- Build a County team to provide ongoing operational support, maintenance, and enhancements of the system
- Engage an outside vendor to provide ongoing operational support, maintenance, and enhancements of the system
- Employ a hybrid model where the ongoing operational support, maintenance, and enhancements of the system are jointly supported by a County team and an outside vendor

The committee evaluated the above options and determined that the County would proceed with option two and engage a vendor to provide the ongoing operational support, maintenance, and enhancements of the system for the next two to three years. During this time, the Steering Committee will evaluate the long-term support model for TCAS and may move towards option 1 or 3 based on where TCAS resides in the systems roadmap for property tax functions. An evaluation by Gartner Inc. was performed on the TCAS platform and showed that the platform is very much in line with best practices for mission-critical applications. A formal write-up of the evaluation was presented to the Finance and Government Operations Committee in April 2015. In addition, the outlook for a viable vendor-supplied California compliant system is years away at best.

TCAS Improvements

The system stabilization and enhancement initiative that was launched in late FY 2012 to focus on the critical needs that were not addressed in the initial deployment of the TCAS system is drawing to a close. The completion date has been extended to September 2015 based on the prioritization of functions set by the TCAS Steering Committee. As of January 2015, the project has spent approximately \$5.2 million of the \$5.9 million allocated by the Board. During this time significant improvements to TCAS have been made including:

- Implemented Secured, Unsecured, and Supplemental roll correction functionality
- Implemented name/address change functionality, stub printing capability, and multiple abstract functionality
- Stabilized payment and credit processing and implemented payment reversal functionality
- Developed accounting structures, enhanced reporting for accounting and reconciliation, and developed an apportionment engine

In addition, other key functions were delivered that were in addition to the stabilization initiative.

- Electronic interfaces with the Assessor's Office for transmission of Secured and Unsecured roll corrections
- New payment portal for tax payers to pay property taxes online, including redemption bills
- Automation of credit refunds under certain circumstances
- Enrolling Possessory Interest on the Secured roll instead of the Unsecured roll

Developing Today with an Eye to the Future

The Tax Collector's Office is exploring the cost-benefit of migrating payment processing tasks to an external lockbox service. Preliminary research shows that tax collectors in other California counties of similar size reported high satisfaction in outsourcing this service to third party providers. If a migration is selected, the Department will still need to support the current Remittance Processing System for a significant period of time. Therefore, the Department is making efforts to upgrade the existing system to the latest available version which will make the system compatible with Windows 7 and allow the Department to finally migrate off of unsupported Microsoft XP.

The current online payment system, implemented in 2003 was re-written in a joint effort involving the Tax Collector's Office, Information Services Department, Official Payments Corporation, and Gorilla Logic, Inc. The number of payments received during the December 2014 collection period increased 93.9% over December 2013, increasing from 24,618 to 47,738. The payment amount increased 92.3% from \$107,814,511.22 to \$207,363,667.18. This significant growth was driven by

the elimination of e-check fees, previously from between \$15 and \$27, by the Board of Supervisors. The new system handled the volume without any downtime.

The Department is also in the early stages of developing and obtaining a document management system, which should streamline work processes, as well as work towards the County's goals of being environmentally conscious. The Department plans to collaborate with its sister department - the Clerk-Recorder's Office - to leverage existing contracts to efficiently obtain a system which meets County standards and legal requirements regarding document retention policies, and which will also easily interface with the other property tax-related Departments like the Assessor's Office and the Controller-Treasurer Department to share and exchange appropriate data and documents.

Electronic Interface with Assessor

In FY 2014, a new initiative was launched to develop an electronic interface with the Office of the Assessor for the transmission of roll corrections. That initiative was completed and deployed. Additionally, an electronic interface to deliver secured and unsecured roll corrections from the Assessor to the Tax Roll Control

unit has been deployed. This eliminated the need for Tax Roll Control to re-key the corrections from paper and eliminated the associated data entry errors.

Learning Organization

The Office of the Tax Collector continues to make significant progress with its Center for Leadership and Transformation (CLT) projects. The Department is continuing efforts to create efficiencies, modernize operations, and reduce costs while maintaining its commitment to taxpayer services.

- Building and Expanding Services Tools (BEST): The goal of BEST is to improve the customer service delivery to taxpayers through face-to-face assistance, telephone assistance, and via the Tax Collector's public website.
- Procurement of CUBS Collection System: The project focuses on streamlining collection processes by producing automated letters and notices to Unsecured taxpayers, producing timely releases of liens, and increasing revenue collection of Unsecured delinquent tax.
- Document and Management System: The goal is to improve operations of the document management system and maintain excellent customer service.

County Executive's Recommendation

Maintain Current Level Budget for Fiscal Year 2016.

Tax Collector— Budget Unit 112 Net Expenditures by Cost Center

CC	Cost Center Name	FY 2014 Actuals	FY 2015 Approved	FY 2016 Base Budget	FY 2016 Recommended	Amount Chg From 2015 Approved	% Chg From 2015 Approved
2212	Tax Collector Fund 0001	\$ 20,489,695	\$ 8,032,657	\$ 7,652,621	\$ 7,744,483	(\$ 288,174)	-3.6%
2213	Tax Collector-AB 589 Fund 0001	127	14,900	4,600	4,600	(\$ 10,300)	-69.1%
2214	Tax Collection & Apportionment Sys Fund 0001	2,578,829	2,011,471	2,488,329	3,288,639	1,277,168	63.5%
Total Net Expenditures		\$ 23,068,651	\$ 10,059,028	\$ 10,145,550	\$ 11,037,722	978,694	9.7%



Tax Collector— Budget Unit 112 Gross Expenditures by Cost Center

CC	Cost Center Name	FY 2014 Actuals	FY 2015 Approved	FY 2016 Base Budget	FY 2016 Recommended	Amount Chg From 2015 Approved	% Chg From 2015 Approved
2212	Tax Collector Fund 0001	\$ 20,489,695	\$ 8,032,657	\$ 7,652,621	\$ 7,744,483	\$ (288,174)	-3.6%
2213	Tax Collector-AB 589 Fund 0001	127	14,900	4,600	4,600	(10,300)	-69.1%
2214	Tax Collection & Apportionment Sys Fund 0001	2,578,829	2,011,471	2,488,329	3,288,639	1,277,168	63.5%
Total Gross Expenditures		\$ 23,068,651	\$ 10,059,028	\$ 10,145,550	\$ 11,037,722	\$ 978,694	9.7%

Tax Collector— Budget Unit 112 Expenditures by Object

Object	FY 2014 Actuals	FY 2015 Approved	FY 2016 Base Budget	FY 2016 Recommended	Amount Chg From 2015 Approved	% Chg From 2015 Approved
Salary and Benefits	\$ 6,887,228	\$ 6,514,314	\$ 6,633,334	\$ 6,633,334	\$ 119,020	1.8%
Services And Supplies	16,181,423	3,544,714	3,512,216	4,404,388	859,674	24.3%
Total Net Expenditures	\$ 23,068,651	\$ 10,059,028	\$ 10,145,550	\$ 11,037,722	\$ 978,694	9.7%

Tax Collector— Budget Unit 112 Revenues by Cost Center

CC	Cost Center Name	FY 2014 Actuals	FY 2015 Approved	FY 2016 Base Budget	FY 2016 Recommended	Amount Chg From 2015 Approved	% Chg From 2015 Approved
2212	Tax Collector Fund 0001	\$ 561,906,333	\$ 5,190,000	\$ 4,710,000	\$ 4,710,000	\$ (480,000)	-9.2%
2214	Tax Collection & Apportionment Sys Fund 0001	900,000	450,000	450,000	450,000	—	—
Total Revenues		\$ 562,806,333	\$ 5,640,000	\$ 5,160,000	\$ 5,160,000	\$ (480,000)	-8.5%

Tax Collector— Budget Unit 112 Revenues by Type

Type	FY 2014 Actuals	FY 2015 Approved	FY 2016 Base Budget	FY 2016 Recommended	Amount Chg From 2015 Approved	% Chg From 2015 Approved
Taxes - Current Property	\$ 514,673,331	\$ —	\$ —	\$ —	—	—
Fines, Forfeitures, Penalties	900,000	450,000	450,000	450,000	—	—



Tax Collector— Budget Unit 112

Revenues by Type

Type	FY 2014 Actuals	FY 2015 Approved	FY 2016 Base Budget	FY 2016 Recommended	Amount Chg From 2015 Approved	% Chg From 2015 Approved
Taxes - Other Than Current Property	35,391,643	—	—	—	—	—
Charges For Services	9,957,899	3,120,000	2,800,000	2,800,000	(320,000)	-10.3%
Revenue From Use Of Money/Property	379,756	610,000	460,000	460,000	(150,000)	-24.6%
Other Financing Sources	1,503,703	1,460,000	1,450,000	1,450,000	(10,000)	-0.7%
Total Revenues	\$ 562,806,333	\$ 5,640,000	\$ 5,160,000	\$ 5,160,000	\$ (480,000)	-8.5%

Tax Collector Fund 0001 — Cost Center 2212

Major Changes to the Budget

	Positions	Appropriations	Revenues
0001-General Fund (Fund Number 0001)			
Current Level Budget			
FY 2015 Approved Budget	53.0	\$ 8,032,657	\$ 5,190,000
Board Approved Adjustments During FY 2015	-1.0	(695,447)	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	(35,461)	—
IntraCounty Adjustments	—	2,045	—
Other Adjustments	—	348,827	(480,000)
Subtotal (Current Level Budget)	52.0	\$ 7,652,621	\$ 4,710,000
Recommended Changes for FY 2016			
IntraCounty Adjustments	—	\$ 91,862	\$ —
Decision Packages			
Information Technology			
Capital			
Subtotal (Recommended Changes)	—	\$ 91,862	\$ —
Recommended Budget	52.0	\$ 7,744,483	\$ 4,710,000

Tax Collector-AB 589 Fund 0001 — Cost Center 2213

Major Changes to the Budget

	Positions	Appropriations	Revenues
0001-General Fund (Fund Number 0001)			
Current Level Budget			
FY 2015 Approved Budget	—	\$ 14,900	\$ —
Board Approved Adjustments During FY 2015	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
IntraCounty Adjustments	—	(10,300)	—
Other Adjustments	—	—	—
Subtotal (Current Level Budget)	—	\$ 4,600	\$ —



Tax Collector-AB 589 Fund 0001 — Cost Center 2213
Major Changes to the Budget

	Positions	Appropriations	Revenues
Recommended Changes for FY 2016			
IntraCounty Adjustments	—	\$ —	\$ —
Decision Packages			
Information Technology			
Capital			
Subtotal (Recommended Changes)	—	\$ —	\$ —
Recommended Budget	—	\$ 4,600	\$ —

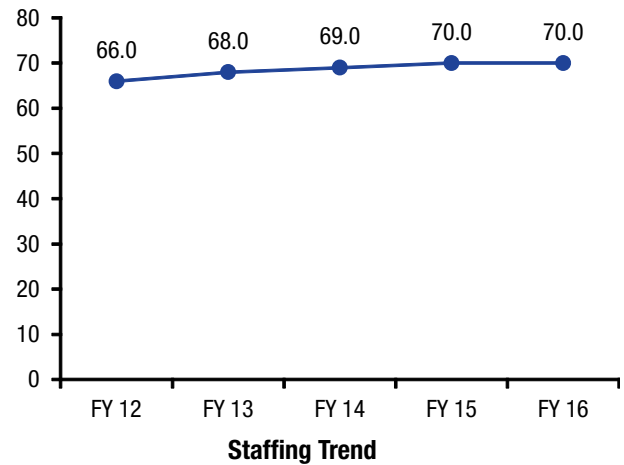
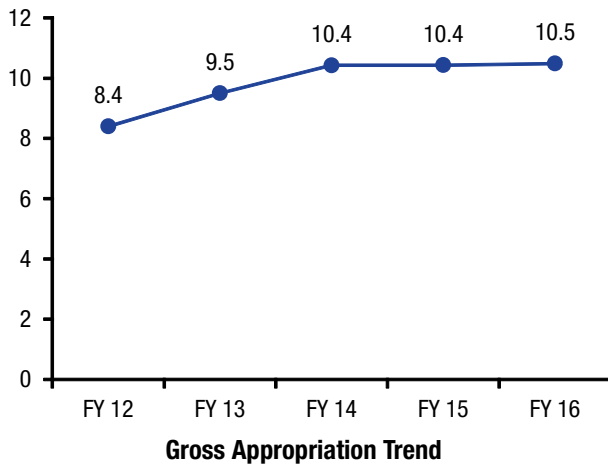
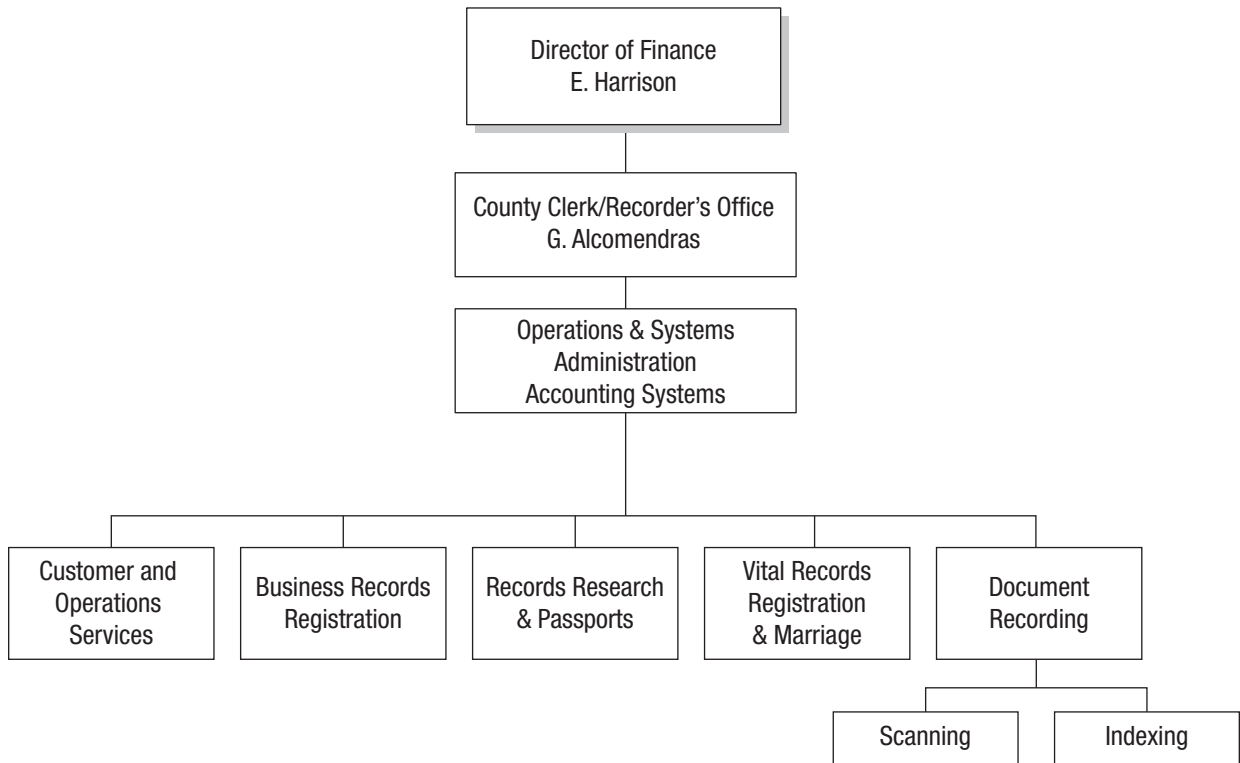
Tax Collection & Apportionment Sys Fund 0001 — Cost Center 2214
Major Changes to the Budget

	Positions	Appropriations	Revenues
0001-General Fund (Fund Number 0001)			
Current Level Budget			
FY 2015 Approved Budget	4.0	\$ 2,011,471	\$ 450,000
Board Approved Adjustments During FY 2015	—	619,350	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	-1.0	(186,637)	—
IntraCounty Adjustments	—	(14,243)	—
Other Adjustments	—	58,388	—
Subtotal (Current Level Budget)	3.0	\$ 2,488,329	\$ 450,000
Recommended Changes for FY 2016			
IntraCounty Adjustments	—	\$ 310	\$ —
Decision Packages			
Information Technology			
TCAS System Functional Improvements	—	800,000	—
Capital			
Subtotal (Recommended Changes)	—	\$ 800,310	\$ —
Recommended Budget	3.0	\$ 3,288,639	\$ 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. They are then scanned, indexed, and redacted. 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

Exploring the Use of Smart Phones and Tablets

The Clerk-Recorder's Office plans to increase its technology offerings to the public with the emergence of applications for smart phones and tablet devices. The Clerk-Recorder's Office is exploring mobile device integration within its queuing solution enhancement project and in the implementation of a new document management system. In addition, Bring-Your-Own-Device concepts and electronic scheduling/check-in capabilities are being researched for use in the public lobby.

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 for secure off-site storage of microfilm. 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 and failure to meet temperature, humidity and security standards, thereby risking the integrity and safeguarding of the records.

The Department has been actively investigating different locations for the purchase of a secure facility to house the Clerk-Recorder's Office's film records collection. The project and facility should have no impact on the General Fund as it will be funded by the special funds specifically designated to the Clerk-Recorder's Office.

Hardware Infrastructure for Disaster Recovery

In 2013, the Department worked closely with technology vendors to design a solution based on a mirrored data center and storage replication technology. However, with the emergence of computer hardware virtualization and secure cloud solutions, alternatives to a mirrored data center are being explored. Using the Recorder's Modernization fund, the redesign and implementation of this solution will take place in FY 2016.

Enhanced Self-Service - Online Appointment Scheduling

In the consistent pursuit of excellence in customer service, the Department updated the queuing system to improve efficiency and reduce customer wait-time. In



FY 2016, the Clerk-Recorder's Office plans to enhance this self-service offering by integrating online appointments with the customer queuing system. This effort will further increase customer and staff efficiency.

Learning Organization

The Clerk-Recorder's Office continues to make significant progress with its Center for Leadership and Transformation (CLT) projects related to the AS400 Replacement, the Call Center, Website Redesign, and

Queuing System Upgrade. The goal of these projects is to improve the service delivery to customers by providing technological enhancements to strengthen system efficiency and effectiveness. The Department is in the process of replacing the AS400 imaging system to boost interface improvements for both internal and external customers. In FY 2016, the Department plans to utilize the latest technology to implement calendaring for passport applications and the smart phone module to the Queuing System.

County Executive's Recommendation

Summary of County Executive's Recommendations

Description	Impact	Impact on Services	Position Impact	FY 2016 Ongoing Net Cost/(Savings)	FY 2016 One-Time Net Cost/(Savings)
Augment Staff for Social Security Truncation Program	↑	Ensure that analytical and management tasks are completed accordingly to fulfill the mandated program.	1.0	\$112,018	\$7,000
Increase Appropriation for System Maintenance	↑	Services will be enhanced and continue seamlessly.	—	\$300,000	
Allocate Appropriation for Document Inventory System	↑	Improved effort in managing and securing records and collections.	—	—	\$60,000
Allocate Appropriation for Conversion Project	↑	Enhanced infrastructure will improve staff efficiency and the public's access to records.	—	—	\$100,000
Allocate Appropriation to Replace Receipt and Label Printers	↑	Improve work productivity and efficiency.	—	—	\$50,000
Replacement of Self-Service Lobby Hardware	↑	Enhance public access with better technology.	—	—	\$70,000
Recognize Revenue for Fictitious Business Statement	●	Services offered to customers will not change.	—	(\$35,000)	
↑ — Enhanced ◆ — Modified ● — No Change ↓ — Reduced ☒ — Eliminated					

↑ Augment Staff for Social Security Truncation Program (Non-General Fund)

Recommended Action: Add 1.0 FTE Unclassified Associate Management Analyst B/Associate Management Analyst A position to support the Social Security Truncation Program, and allocate a one-time expenditure appropriation of \$7,000 for systems, equipment, furniture, and supplies.

Service Impact: The Clerk-Recorder's Office will be well-prepared to meet the mandates of the Government code regarding the Social Security Truncation Program

and to ensure that the Official Records are truncated beginning in 1980. Government Code 27301 mandates County Recorders of each county to establish a social security number truncation program in order to create a public record version of each official record. This program includes the concurrent implementation of two components:

- For official records recorded between January 1, 1980, and December 31, 2008, the Recorder is required to create in an electronic format, an exact copy of the record except that any social security number contained in the copied record shall be truncated, with only the last four numbers



displayed. In order to create a public record copy, the Recorder must first truncate the social security numbers in all records that already exist in an electronic format and then create an electronic version of all other records and truncate social security numbers contained in those records.

- n For official records recorded on or after January 1, 2009, the Recorder must create a copy of that record in an electronic format and truncate any social security number contained in that record.

Background: In 2007, the Clerk-Recorder's Office established the Social Security Number Truncation Fund pursuant to Government Code 27361. On December 11, 2007, the Board of Supervisors authorized the Clerk-Recorder to charge an additional fee of one dollar for recording every instrument, paper or notice required or permitted by law to be recorded. The funds generated are designated for operational and systemic designs.

The Social Security Number Truncation Program is a multi-year project that will sunset on December 31, 2017 unless re-authorized by the County Board of Supervisors. The Department hired two extra-help codes to assist with the program in the fall of 2013. As the project progressed through 2014, the Department realized the extra-help codes did not properly align with the required duties of the positions. There are management and analysis tasks that need to be performed to make the project successful. With the expected conversion project of all images, the department anticipates assigning tasks that are more complex and analytical to this position. A management analyst classification will handle these requirements effectively.

The Department will be undergoing an application environment replacement in FY 2015-2016. Once the application is established, the Department will re-evaluate the staffing needs of the Truncation program.

Positions Added: 1.0 FTE
Ongoing Cost: \$112,018
One-time Cost: \$7,000

Funding will be allocated from the Clerk-Recorder's Modernization Fund.
 Computer equipment and services and supplies: \$7000

↑ Increase Appropriation for System Maintenance (Non-General Fund)

Recommended Action: Increase appropriation by \$300,000 for ongoing maintenance of the Department's primary application environment. The completion of the system replacement will enable the Department to better serve customers by providing the ability to produce documents more quickly and easily for processing. There are additional costs associated with the maintenance of the new application.

The Clerk-Recorder's Office implemented its document imaging and storage application in 1994. Over the years, the application has been extended to automate the Department's business processes. The Department requested funds in the FY 2013 Budget to replace the existing application. The acquisition of this new system was through a formal request for proposal. Currently, the Department is in the negotiation phase of the selection process and anticipates implementation of the new system to begin in the fall of FY 2016.

Service Impact: The completion of the system replacement will enable the Department to better serve customers by providing a more efficient system for processing documents. This ongoing allocation will allow the Department to meet maintenance cost related to the new application.

Ongoing Cost: \$300,000

Funding will be allocated from the Clerk-Recorder's Modernization Fund.

↑ Allocate Appropriation for Document Inventory System (Non-General Fund)

Recommended Action: Allocate one-time appropriation of \$60,000 to implement a document inventory system. This will enable the County to accurately track, locate, and secure physical records that are in the custody of the Clerk-Recorder's office. In addition, staff efficiency to better serve the public with access to requests will be improved.

Service Impact: With over 15 million records in the custody of the County Clerk-Recorder, an improved inventory system is needed to manage and secure these records and collections. These items, which include books, film, artifacts, and photo collections, are approximately 45,000 physical units that need to be

inventoried. The Clerk-Recorder's Office will utilize the funding to implement a technology solution in FY 2016 to help track, locate, and secure these items.

One-time Cost: \$60,000

Funding will be allocated from the Clerk-Recorder's Modernization Fund.

↑ Allocate Appropriation for Conversion Project (Non-General Fund)

Recommended Action: Allocate an ongoing appropriation of \$100,000 to convert films and books to digital images. This recommendation supports the goal of the Department to maintain a single, digitized repository of all land records that are in the custody of the Clerk-Recorder. The result of this effort is an enhanced infrastructure to improve staff efficiency and the public's access to these records.

Service Impact: The Records Management System maintains digital images of records dating back to 1981. It is a goal of the Department to digitize all records dating back to 1848 with many of these records currently on films and books. Upon conversion to digital images, these records will be imported and indexed into the system. A project of this magnitude will span multiple years as an estimated four to five million records will need to be converted.

Ongoing Cost: \$100,000

Funding will be allocated from the Clerk-Recorder's Modernization Fund.

↑ Allocate Appropriation to Replace Receipt and Label Printers (Non-General Fund)

Recommended Action: Allocate one-time appropriation of \$50,000 to replace receipt and label printers in the Department.

Service Impact: Aging receipt printers and high-volume label printers will need to be replaced and deployed in 60 workspaces. These devices have been in production for 8 to 10 years and are critical hardware components to business processes such as the digitizing of records (6,000 documents per week) and servicing customers with their copy requests (13,000 transactions per month).

One-time Cost: \$50,000

Funding will be allocated from the Clerk-Recorder's Modernization Fund.

↑ Replacement of Self-Service Lobby Hardware (Non-General Fund)

Recommended Action: Allocate one-time appropriation of \$70,000 to replace the self-service hardware.

Service Impact: The Clerk-Recorder's Office currently maintains 25 workstations in the public lobby for various self-service offerings. Due to the age of this hardware and the Windows XP End-Of-Support-Life, these workstations and monitors will need to be replaced. The Department is also exploring the incorporation of digital signage in the lobby.

One-time Cost: \$70,000

Funding will be allocated from the Clerk-Recorder's Modernization Fund.

● Recognize Revenue for Fictitious Business Statement

Recommended Action: Increase the current fee for the filing of Fictitious Business Name Statement by \$2.65, from \$37.35 to \$40.00 for cost recovery.

Service Impact: Services offered to the customers will not change. This will allow the Department to recover costs for the service. The new fee will generate approximately \$35,000 in additional revenue each year to the General Fund.

Background: Per County Ordinance Section A15-53, the Clerk-Recorder may establish a fee schedule by resolution, for products and services provided by the Office of the Clerk-Recorder. Government Code Section 54985 allows the Department to recover the costs of providing a service. Currently, the Department charges \$37.35 for the filing of a fictitious business name statement. A fee survey of California counties show the fees ranging from \$10 to \$47.

Based on a cost analysis, the Department recommends a charge of \$40.00 for each filing for one owner. The Business Division filed 13,054 fictitious business names in FY 2014. The increase in fee will generate approximately \$35,000 in ongoing revenue.

Ongoing Revenue: \$35,000

County Recorder— Budget Unit 114 Net Expenditures by Cost Center

CC	Cost Center Name	FY 2014 Actuals	FY 2015 Approved	FY 2016 Base Budget	FY 2016 Recommended	Amount Chg From 2015 Approved	% Chg From 2015 Approved
011401	County Recorder	\$ 8,329,794	\$ 9,463,376	\$ 8,753,591	\$ 9,461,836	\$ (1,540)	0.0%
011402	County Recorder -Fund 0001	997,741	971,293	1,025,113	1,026,575	55,282	5.7%
Total Net Expenditures		\$ 9,327,536	\$ 10,434,669	\$ 9,778,704	\$ 10,488,411	\$ 53,742	0.5%

County Recorder— Budget Unit 114 Gross Expenditures by Cost Center

CC	Cost Center Name	FY 2014 Actuals	FY 2015 Approved	FY 2016 Base Budget	FY 2016 Recommended	Amount Chg From 2015 Approved	% Chg From 2015 Approved
011401	County Recorder	\$ 8,329,794	\$ 9,463,376	\$ 8,753,591	\$ 9,461,836	\$ (1,540)	0.0%
011402	County Recorder -Fund 0001	997,741	971,293	1,025,113	1,026,575	55,282	5.7%
Total Gross Expenditures		\$ 9,327,536	\$ 10,434,669	\$ 9,778,704	\$ 10,488,411	\$ 53,742	0.5%

County Recorder— Budget Unit 114 Expenditures by Object

Object	FY 2014 Actuals	FY 2015 Approved	FY 2016 Base Budget	FY 2016 Recommended	Amount Chg From 2015 Approved	% Chg From 2015 Approved
Salary and Benefits	\$ 6,985,009	\$ 7,476,474	\$ 7,759,984	\$ 7,872,002	\$ 395,528	5.3%
Services And Supplies	2,122,811	2,958,195	2,018,720	2,616,409	(341,786)	-11.6%
Fixed Assets	219,715	—	—	—	—	—
Total Net Expenditures	\$ 9,327,536	\$ 10,434,669	\$ 9,778,704	\$ 10,488,411	\$ 53,742	0.5%

County Recorder— Budget Unit 114 Revenues by Cost Center

CC	Cost Center Name	FY 2014 Actuals	FY 2015 Approved	FY 2016 Base Budget	FY 2016 Recommended	Amount Chg From 2015 Approved	% Chg From 2015 Approved
011401	County Recorder	\$ 35,010,404	\$ 40,248,500	\$ 35,695,500	\$ 35,695,500	\$ (4,553,000)	-11.3%
011402	County Recorder -Fund 0001	1,777,659	1,674,400	1,643,400	1,678,400	4,000	0.2%
Total Revenues		\$ 36,788,063	\$ 41,922,900	\$ 37,338,900	\$ 37,373,900	\$ (4,549,000)	-10.9%



County Recorder— Budget Unit 114

Revenues by Type

Type	FY 2014 Actuals	FY 2015 Approved	FY 2016 Base Budget	FY 2016 Recommended	Amount Chg From 2015 Approved	% Chg From 2015 Approved
Revenue From Use Of Money/Property	\$ 77,795	\$ 41,500	\$ 41,500	\$ 41,500	—	—
Charges For Services	10,035,223	14,630,400	10,045,400	10,045,400	(4,585,000)	-31.3%
Revenue From Other Government Agencies	11,772	—	—	—	—	—
Taxes - Other Than Current Property	24,600,695	25,380,000	25,380,000	25,380,000	—	—
Other Financing Sources	572,795	496,000	502,000	502,000	6,000	1.2%
Licenses, Permits, Franchises	1,489,783	1,375,000	1,370,000	1,405,000	30,000	2.2%
Total Revenues	\$ 36,788,063	\$ 41,922,900	\$ 37,338,900	\$ 37,373,900	(4,549,000)	-10.9%

County Recorder — Cost Center 011401

Major Changes to the Budget

	Positions	Appropriations	Revenues
0385-Recorder's Vital Records Fund (Fund Number 0385)			
Current Level Budget			
FY 2015 Approved Budget	—	\$ 15,000	\$ —
Board Approved Adjustments During FY 2015	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
IntraCounty Adjustments	—	—	—
Other Adjustments	—	—	—
Subtotal (Current Level Budget)	—	\$ 15,000	\$ —
Recommended Changes for FY 2016			
IntraCounty Adjustments	—	\$ —	\$ —
Decision Packages			
Information Technology			
Capital			
Subtotal (Recommended Changes)	—	\$ —	\$ —
Recommended Budget	—	\$ 15,000	\$ —
0120-Clerk-Recorder's E-Recording Fund (Fund Number 0120)			
Current Level Budget			
FY 2015 Approved Budget	1.0	\$ 435,033	\$ 552,000
Board Approved Adjustments During FY 2015	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	(18,733)	—
IntraCounty Adjustments	—	696	—
Other Adjustments	—	—	(200,000)
Subtotal (Current Level Budget)	1.0	\$ 416,996	\$ 352,000
Recommended Changes for FY 2016			
IntraCounty Adjustments	—	\$ 185	\$ —



County Recorder — Cost Center 011401
Major Changes to the Budget

	Positions	Appropriations	Revenues
Decision Packages			
Information Technology			
Capital			
Subtotal (Recommended Changes)	—	\$ 185	\$ —
Recommended Budget	1.0	\$ 417,181	\$ 352,000
0121-Clerk-Recorder's SSN Truncation Fund (Fund Number 0121)			
Current Level Budget			
FY 2015 Approved Budget	1.0	\$ 236,731	\$ 553,500
Board Approved Adjustments During FY 2015	—	(770)	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	7,231	—
IntraCounty Adjustments	—	(1,557)	—
Other Adjustments	—	—	(200,000)
Subtotal (Current Level Budget)	1.0	\$ 241,635	\$ 353,500
Recommended Changes for FY 2016			
IntraCounty Adjustments	—	\$ —	\$ —
Decision Packages			
Augment Staff for Social Security Truncation Program	1.0	119,018	—
Allocate Appropriation for Conversion Project	—	100,000	—
Information Technology			
Capital			
Subtotal (Recommended Changes)	1.0	\$ 219,018	\$ —
Recommended Budget	2.0	\$ 460,653	\$ 353,500
0001-General Fund (Fund Number 0001)			
Current Level Budget			
FY 2015 Approved Budget	50.0	\$ 5,758,832	\$ 35,932,000
Board Approved Adjustments During FY 2015	—	26,882	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	188,576	—
IntraCounty Adjustments	—	115,505	—
Other Adjustments	—	23,973	(3,053,000)
Subtotal (Current Level Budget)	50.0	\$ 6,113,768	\$ 32,879,000
Recommended Changes for FY 2016			
IntraCounty Adjustments	—	\$ 7,773	\$ —
Decision Packages			
Information Technology			
Capital			
Subtotal (Recommended Changes)	—	\$ 7,773	\$ —
Recommended Budget	50.0	\$ 6,121,541	\$ 32,879,000
0024-Vital Records Improvement Fund (Fund Number 0024)			
Current Level Budget			
FY 2015 Approved Budget	—	\$ 13,120	\$ 130,000



County Recorder — Cost Center 011401

Major Changes to the Budget

	Positions	Appropriations	Revenues
Board Approved Adjustments During FY 2015	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	17,087	—
IntraCounty Adjustments	—	7	—
Other Adjustments	—	—	—
Subtotal (Current Level Budget)	—	\$ 30,214	\$ 130,000

Recommended Changes for FY 2016

IntraCounty Adjustments	—	\$ —	\$ —	—
Decision Packages				
Information Technology				
Capital				
Subtotal (Recommended Changes)	—	\$ —	\$ —	—
Recommended Budget	—	\$ 30,214	\$ 130,000	

0026-Recorders Modernization Fund (Fund Number 0026)

Current Level Budget

FY 2015 Approved Budget	6.0	\$ 2,629,365	\$ 2,530,000
Board Approved Adjustments During FY 2015	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	37,741	—
IntraCounty Adjustments	—	4,625	—
Other Adjustments	—	(1,070,000)	(900,000)
Subtotal (Current Level Budget)	6.0	\$ 1,601,731	\$ 1,630,000

Recommended Changes for FY 2016

IntraCounty Adjustments	—	\$ 959	\$ —	—
Decision Packages				
Increase Appropriation for System Maintenance	—	300,000	—	—
Allocate Appropriation for Document Inventory System	—	60,000	—	—
Allocate Appropriation to Replace Receipt and Label Printers	—	50,000	—	—
Replacement of Self-Service Lobby Hardware	—	70,000	—	—
Information Technology				
Capital				
Subtotal (Recommended Changes)	—	\$ 480,959	\$ —	—
Recommended Budget	6.0	\$ 2,082,690	\$ 1,630,000	

0027-Recorders Document Storage Fund (Fund Number 0027)

Current Level Budget

FY 2015 Approved Budget	3.0	\$ 375,295	\$ 551,000
Board Approved Adjustments During FY 2015	-1.0	(83,907)	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	(255)	—
IntraCounty Adjustments	—	776	—
Other Adjustments	—	42,338	(200,000)
Subtotal (Current Level Budget)	2.0	\$ 334,247	\$ 351,000



County Recorder — Cost Center 011401
Major Changes to the Budget

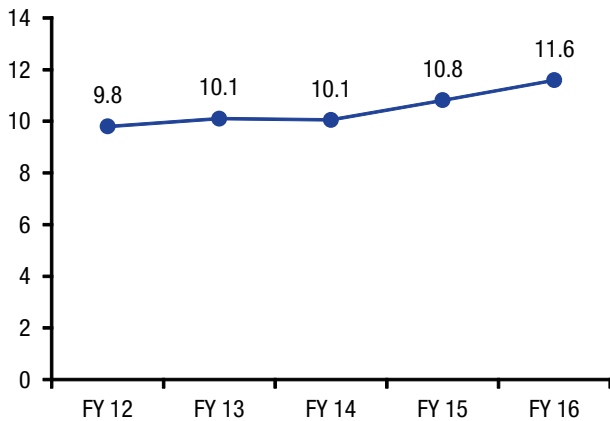
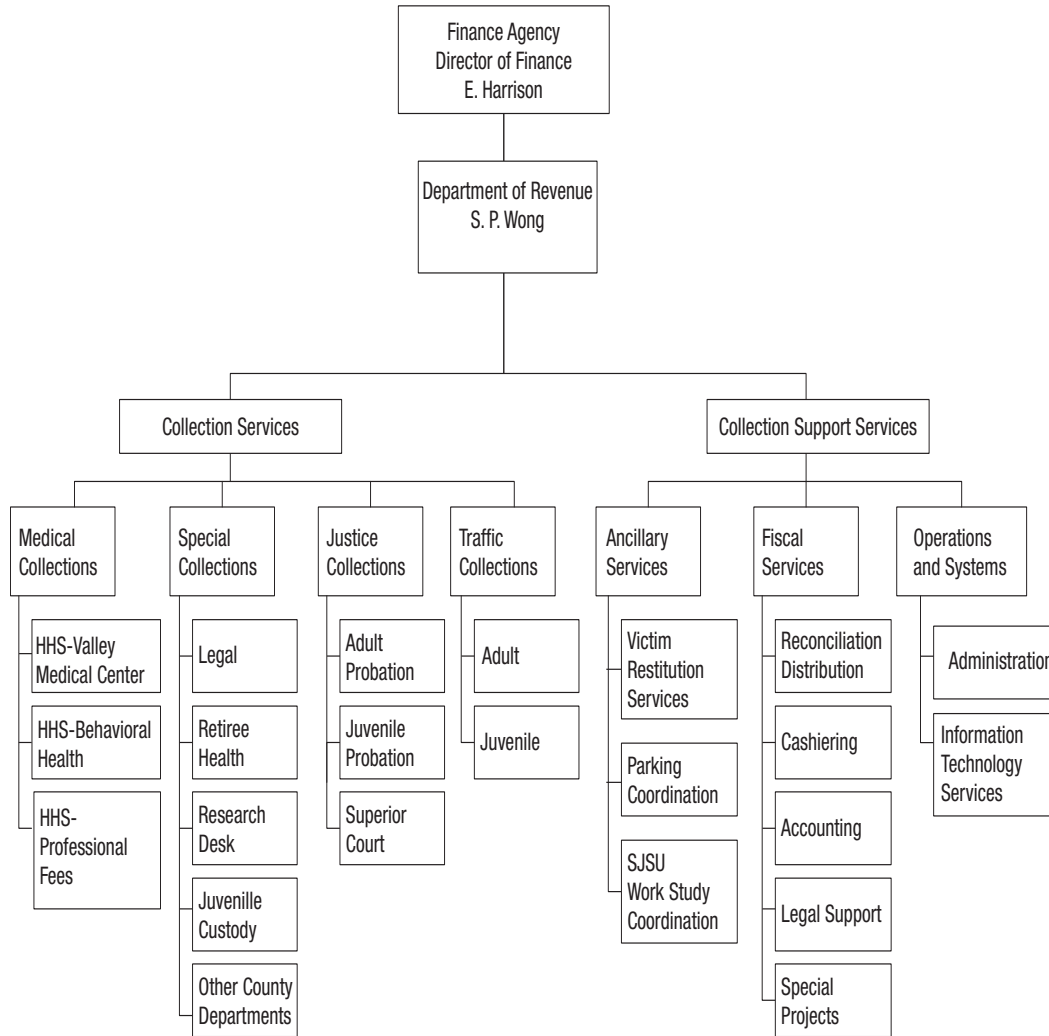
	Positions	Appropriations	Revenues
Recommended Changes for FY 2016			
IntraCounty Adjustments	— \$	310 \$	—
Decision Packages			
Information Technology			
Capital			
Subtotal (Recommended Changes)	— \$	310 \$	—
Recommended Budget	2.0 \$	334,557 \$	351,000

County Recorder -Fund 0001 — Cost Center 011402
Major Changes to the Budget

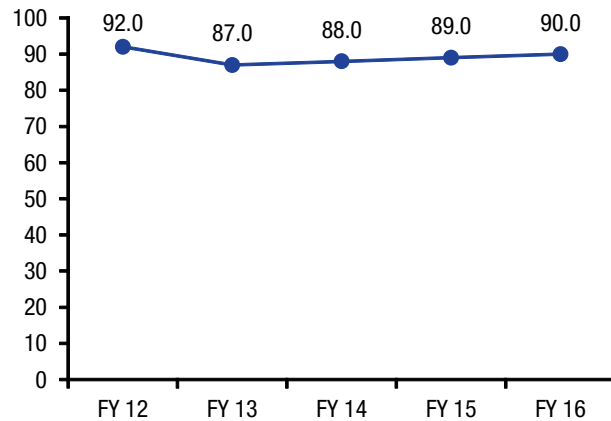
	Positions	Appropriations	Revenues
0001-General Fund (Fund Number 0001)			
Current Level Budget			
FY 2015 Approved Budget	9.0 \$	971,293 \$	1,674,400
Board Approved Adjustments During FY 2015	—	1,014	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	43,167	—
IntraCounty Adjustments	—	10,473	—
Other Adjustments	—	(834)	(31,000)
Subtotal (Current Level Budget)	9.0 \$	1,025,113 \$	1,643,400
Recommended Changes for FY 2016			
IntraCounty Adjustments	— \$	1,462 \$	—
Decision Packages			
Recognize Revenue for Fictitious Business Statement	—	—	35,000
Information Technology			
Capital			
Subtotal (Recommended Changes)	— \$	1,462 \$	35,000
Recommended Budget	9.0 \$	1,026,575 \$	1,678,400



Department of Revenue



Gross Appropriation Trend



Staffing Trend



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 agent for both current and delinquent account collections and provides professional collection services using collection enforcement techniques comparable to those used in the private sector.

DOR seeks to protect the integrity of the County's safety net services by ensuring people pay their fair share of their debt owed to the County and other public entities. It is the Department's mission 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 collects 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 other 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 Correction	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

The 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, all counties must provide a collection program for delinquent court-ordered debt. Under the state statute, 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 FY 2014, DOR's total collections reached over \$68 million; of this amount, \$13.3 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 (\$9.5 million) was \$7.20 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.

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.

Collection Support Services

Support Services receive and post payments and conduct accounting, reconciliation, and distribution of collected revenue to appropriate funds and entities. Other support functions 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. In addition, DOR administers the contracted County parking violation collection service, the second level Parking Appeals Board, and the County - San Jose State University Federal Work Study Agreement. The Department also chairs the Countywide Victim Restitution Committee and the Countywide Parking Enforcement Review Committee (PERC).

The Systems Division of DOR maintains the Department's collections 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.

Current and Emerging Issues

Victim Restitution As the County's central collection agency, the Department of Revenue (DOR) collects victim restitution payments which are sent directly to the victims named in court orders. Each year, the County collects an average of \$6.3 million for 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, a collaborative effort on victim restitution services by its law and justice partners. Members of the committee include the Probation Department, the Offices of the District Attorney, Public Defender and County Counsel, the Department of Correction, the Superior Court, and the Victim Witness Center.

DOR partners with numerous departments to streamline the restitution process, increase public awareness, provide information, and secure payment to

victims. For example, in 2014, faster and more efficient systems were jointly developed for documentation transfers, research requirements and corrective actions. Special search procedures resulted in locating victims who had moved or whose addresses were incorrectly recorded, yielding funds to victims for previously unclaimed payments.

In 2014, at the request of the County Executive and the District Attorney, partnering departments and the Superior Court collaborated to analyze how to change protocols for victim restitution collection and revenue distribution. A new payment processing methodology was developed with the expectation that victim restitution collections would increase and that more rapid payment would be made. The new method was implemented in November 2014. In the first three months, DOR collected an additional \$46,000 from diverted payments from 708 accounts, and these funds have been sent directly to victims of crime. These enhanced collections for victims will continue on an ongoing basis.

In addition, the Board of Supervisors approved the establishment of a pilot program between DOR and the Probation Department that will explore enhancing financial assessment and analysis skills in the Probation Department, related to restitution. At the FY 2015 Mid-Year Budget Review, a Senior Collections Officer position was allocated to DOR, to serve in an outreach, off-site capacity at the Probation Department. It is expected that on-site collector expertise will be helpful in providing immediate assistance and advice to probation officers and other staff who are working directly with probationers and will help to bridge existing collection efforts and management of court order compliance. Conversely, insights into the operations and processes at the Probation Department will be carried back to the DOR collections teams, thus widening their overall understanding of the full process, beyond DOR. After 18 months, the program will be evaluated for effectiveness and whether to continue permanently.

Evening Hours In FY2013, DOR conducted a pilot program to expand its service to the public by adding early and late hours (7:30 a.m. - 7:00 p.m.). Public access to DOR in the early evenings and mornings resulted in better customer service for debtors who find it difficult to visit or call DOR during the normal 8-5 work day. It also opened evening hours for collectors to make

telephone contact with debtors. It is well-known that direct and personal contact is an essential component of successful collections.

Now, two years later, the pilot has been shown to be very successful, demonstrating improved customer service, enhanced revenues, as well as personal and operational benefits to the Department and staff. The Department and SEIU 521 labor organization are to conduct a joint review of the pilot program to determine whether to continue the existing Alternate Hours Pilot Agreement on a permanent basis. One adjustment under consideration is to reduce the evening coverage from five to four nights per week, in order to improve staffing coverage.

DOR Space and Facility Improvements DOR has been at its current Berger Drive location since 1998. Since that time, the Department has grown significantly as the result of new collection programs and increased account volume, which has increased the visits of clients to the office. DOR will continue a multi-phased project for reconfiguration of the office to accommodate program growth, increase space efficiencies and improve the current space configuration. In the FY2015 budget, the first phase of pre-design work was approved by the Board. For FY2016, DOR presented its request for remodeling to the Administrative Capital Committee to continue this long-term project.

Security at Berger Drive Campus DOR has taken a lead role in forming a task force representing the seven departments and offices located at the Berger Drive campus to jointly coordinate and collaborate on increased security measures and safety awareness. The task force has reviewed exterior and interior security camera coverage, set up campus-wide training and awareness presentations by the Office of the Sheriff, and worked together on shared-cost evening patrol and Sheriff Deputy presence. At this time, the group is exploring the possibility of daytime watchperson services in the parking lot and Berger Drive buildings.

Learning Organization

The Department of Revenue continues to make significant progress with its Center for Leadership and Transformation (CLT) projects with the focus of improving customer service and employee engagement.

- **Emergency Response:** This project aims to increase employee confidence, comfort, and awareness that effective workplace safety measures are in place. Because DOR is committed to serving a wide-range of citizens that can be under severe stress, it is important for the Department to generate and maintain an atmosphere of workplace safety and employee confidence.
- **Paperless 4G (Go Green Get Green):** The goal of Go Green Get Green is to improve efficiency and effectiveness of DOR collection processes by providing back-up documents to collectors in an electronic format.
- **Web Portal:** After a successful launch of its public portal site, DOR plans to create a well-designed Sharepoint Intranet site that is set to go-live later this year.
- **Acumen Accounting:** The goal is to improve collections and control costs by scoring the Department's collection system, otherwise known as CUBS, accounts. The desired outcome will also improve and streamline processes and workflow by reducing duplication and maximizing automation of existing manual processes in order to free up collector and support staff for direct collection activities.

County Executive's Recommendation

Maintain Current Level Budget for Fiscal Year 2016.

Department of Revenue— Budget Unit 148 Net Expenditures by Cost Center

CC	Cost Center Name	FY 2014 Actuals	FY 2015 Approved	FY 2016 Base Budget	FY 2016 Recommended	Amount Chg From 2015 Approved	% Chg From 2015 Approved
2148	Revenue Fund 0001	\$ 9,573,743	\$ 10,809,487	\$ 11,573,968	\$ 11,588,992	\$ 779,505	7.2%
Total Net Expenditures		\$ 9,573,743	\$ 10,809,487	\$ 11,573,968	\$ 11,588,992	\$ 779,505	7.2%

Department of Revenue— Budget Unit 148 Gross Expenditures by Cost Center

CC	Cost Center Name	FY 2014 Actuals	FY 2015 Approved	FY 2016 Base Budget	FY 2016 Recommended	Amount Chg From 2015 Approved	% Chg From 2015 Approved
2148	Revenue Fund 0001	\$ 9,573,743	\$ 10,809,487	\$ 11,573,968	\$ 11,588,992	\$ 779,505	7.2%
Total Gross Expenditures		\$ 9,573,743	\$ 10,809,487	\$ 11,573,968	\$ 11,588,992	\$ 779,505	7.2%



Department of Revenue— Budget Unit 148 Expenditures by Object

Object	FY 2014 Actuals	FY 2015 Approved	FY 2016 Base Budget	FY 2016 Recommended	Amount Chg From 2015 Approved	% Chg From 2015 Approved
Salary and Benefits	\$ 8,169,330	\$ 9,021,232	\$ 9,628,514	\$ 9,628,514	\$ 607,282	6.7%
Services And Supplies	1,367,209	1,788,255	1,945,454	1,960,478	172,223	9.6%
Fixed Assets	37,205	—	—	—	—	—
Total Net Expenditures	\$ 9,573,743	\$ 10,809,487	\$ 11,573,968	\$ 11,588,992	\$ 779,505	7.2%

Department of Revenue— Budget Unit 148 Revenues by Cost Center

CC	Cost Center Name	FY 2014 Actuals	FY 2015 Approved	FY 2016 Base Budget	FY 2016 Recommended	Amount Chg From 2015 Approved	% Chg From 2015 Approved
2148	Revenue Fund 0001	\$ 13,297,860	\$ 12,934,081	\$ 12,511,316	\$ 12,511,316	\$ (422,765)	-3.3%
	Total Revenues	\$ 13,297,860	\$ 12,934,081	\$ 12,511,316	\$ 12,511,316	\$ (422,765)	-3.3%

Department of Revenue— Budget Unit 148 Revenues by Type

Type	FY 2014 Actuals	FY 2015 Approved	FY 2016 Base Budget	FY 2016 Recommended	Amount Chg From 2015 Approved	% Chg From 2015 Approved
Taxes - Other Than Current Property	\$ 432,519	\$ 331,000	\$ 549,000	\$ 549,000	\$ 218,000	65.9%
Licenses, Permits, Franchises	1,607,479	1,500,000	1,700,000	1,700,000	200,000	13.3%
Fines, Forfeitures, Penalties	1,369,117	1,405,500	1,106,500	1,106,500	(299,000)	-21.3%
Charges For Services	9,355,341	9,203,041	8,731,816	8,731,816	(471,225)	-5.1%
Other Financing Sources	533,403	494,540	424,000	424,000	(70,540)	-14.3%
Total Revenues	\$ 13,297,860	\$ 12,934,081	\$ 12,511,316	\$ 12,511,316	\$ (422,765)	-3.3%

Revenue Fund 0001 — Cost Center 2148 Major Changes to the Budget

	Positions	Appropriations	Revenues
0001-General Fund (Fund Number 0001)			
Current Level Budget			
FY 2015 Approved Budget	89.0	\$ 10,809,487	\$ 12,934,081
Board Approved Adjustments During FY 2015	1.0	105,078	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	487,848	—
IntraCounty Adjustments	—	192,559	—
Other Adjustments	—	(21,004)	(422,765)
Subtotal (Current Level Budget)	90.0	\$ 11,573,968	\$ 12,511,316



Revenue Fund 0001 — Cost Center 2148
Major Changes to the Budget

	Positions	Appropriations	Revenues
Recommended Changes for FY 2016			
IntraCounty Adjustments	—	\$ 15,024	\$ —
Decision Packages			
Information Technology			
Capital			
Subtotal (Recommended Changes)	—	\$ 15,024	\$ —
Recommended Budget	90.0	\$ 11,588,992	\$ 12,511,316



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.



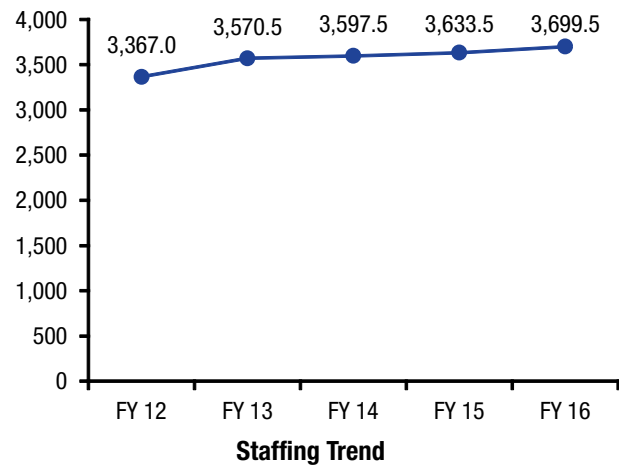
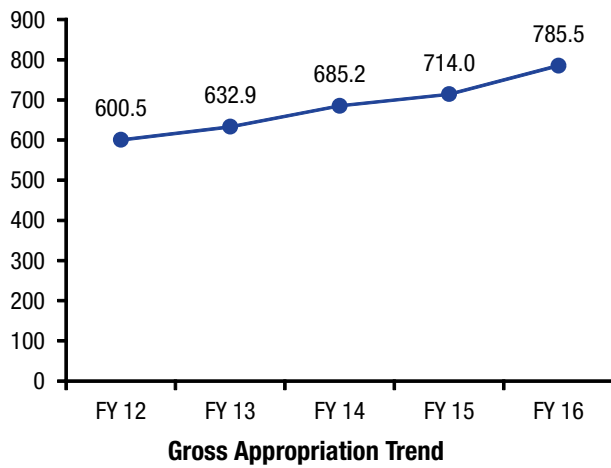
Departments

- 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 2014 Actuals	FY 2015 Approved	FY 2016 Base Budget	FY 2016 Recommended	Amount Chg From 2015 Approved	% Chg From 2015 Approved
202	District Attorney Department	\$ 100,298,076	\$ 105,149,633	\$ 111,677,520	\$ 113,475,491	\$ 8,325,858	7.9%
204	Public Defender	50,511,676	53,460,553	57,701,857	58,175,945	4,715,392	8.8%
210	Office of Pretrial Services	5,154,880	5,990,198	6,097,063	6,176,464	186,266	3.1%
217	Criminal Justice Support	43,545,283	41,970,339	41,916,253	45,679,350	3,709,011	8.8%
230	Sheriff's Department	122,575,203	131,330,000	145,385,448	147,299,063	15,969,063	12.2%
235	Sheriff's Doc Contract	118,220,326	123,416,671	133,267,487	138,930,837	15,514,166	12.6%
240	Department of Correction	77,071,314	80,642,871	87,644,230	90,456,753	9,813,882	12.2%
246	Probation Department	138,675,165	150,637,582	161,462,105	162,333,194	11,695,612	7.8%
293	Med Exam-Coroner Fund 0001	3,832,116	4,019,632	4,355,257	4,364,947	345,315	8.6%
Total Net Expenditures		\$ 659,884,038	\$ 696,617,479	\$ 749,507,220	\$ 766,892,045	\$ 70,274,566	10.1%

Gross Expenditures By Department

BU	Department Name	FY 2014 Actuals	FY 2015 Approved	FY 2016 Base Budget	FY 2016 Recommended	Amount Chg From 2015 Approved	% Chg From 2015 Approved
202	District Attorney Department	\$ 108,903,290	\$ 114,366,875	\$ 120,810,356	\$ 122,608,326	\$ 8,241,451	7.2%
204	Public Defender	50,769,074	53,717,951	57,959,255	58,433,343	4,715,392	8.8%
210	Office of Pretrial Services	5,417,297	6,267,451	6,374,316	6,453,717	186,266	3.0%
217	Criminal Justice Support	43,545,283	41,970,339	41,916,253	45,679,350	3,709,011	8.8%
230	Sheriff's Department	128,855,487	138,428,008	153,385,849	155,618,079	17,190,071	12.4%
235	Sheriff's Doc Contract	118,220,326	123,416,671	133,267,487	138,930,837	15,514,166	12.6%
240	Department of Correction	77,244,710	80,811,829	87,819,681	90,632,204	9,820,375	12.2%
246	Probation Department	139,132,155	151,043,020	161,867,543	162,738,632	11,695,612	7.7%
293	Med Exam-Coroner Fund 0001	3,832,116	4,019,632	4,355,257	4,364,947	345,315	8.6%
Total Gross Expenditures		\$ 675,919,737	\$ 714,041,776	\$ 767,755,997	\$ 785,459,436	\$ 71,417,660	10.0%

Revenues By Department

BU	Department Name	FY 2014 Actuals	FY 2015 Approved	FY 2016 Base Budget	FY 2016 Recommended	Amount Chg From 2015 Approved	% Chg From 2015 Approved
202	District Attorney Department	\$ 17,964,084	\$ 18,853,946	\$ 18,388,740	\$ 19,092,314	\$ 238,368	1.3%
204	Public Defender	854,249	1,186,318	1,328,914	1,328,914	142,596	12.0%
210	Office of Pretrial Services	1,024,482	1,260,479	1,320,771	1,320,771	60,292	4.8%
217	Criminal Justice Support	201,412,348	211,831,007	218,238,146	221,721,243	9,890,236	4.7%
230	Sheriff's Department	55,882,020	57,935,654	63,118,261	63,118,261	5,182,607	8.9%

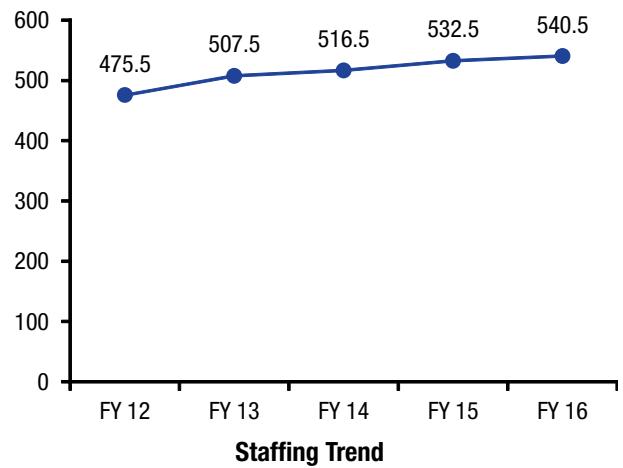
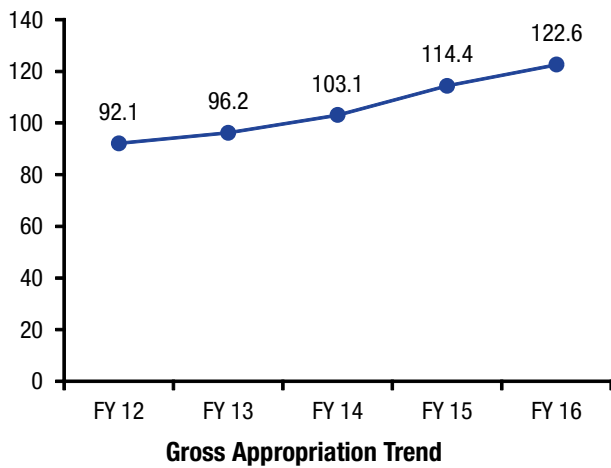
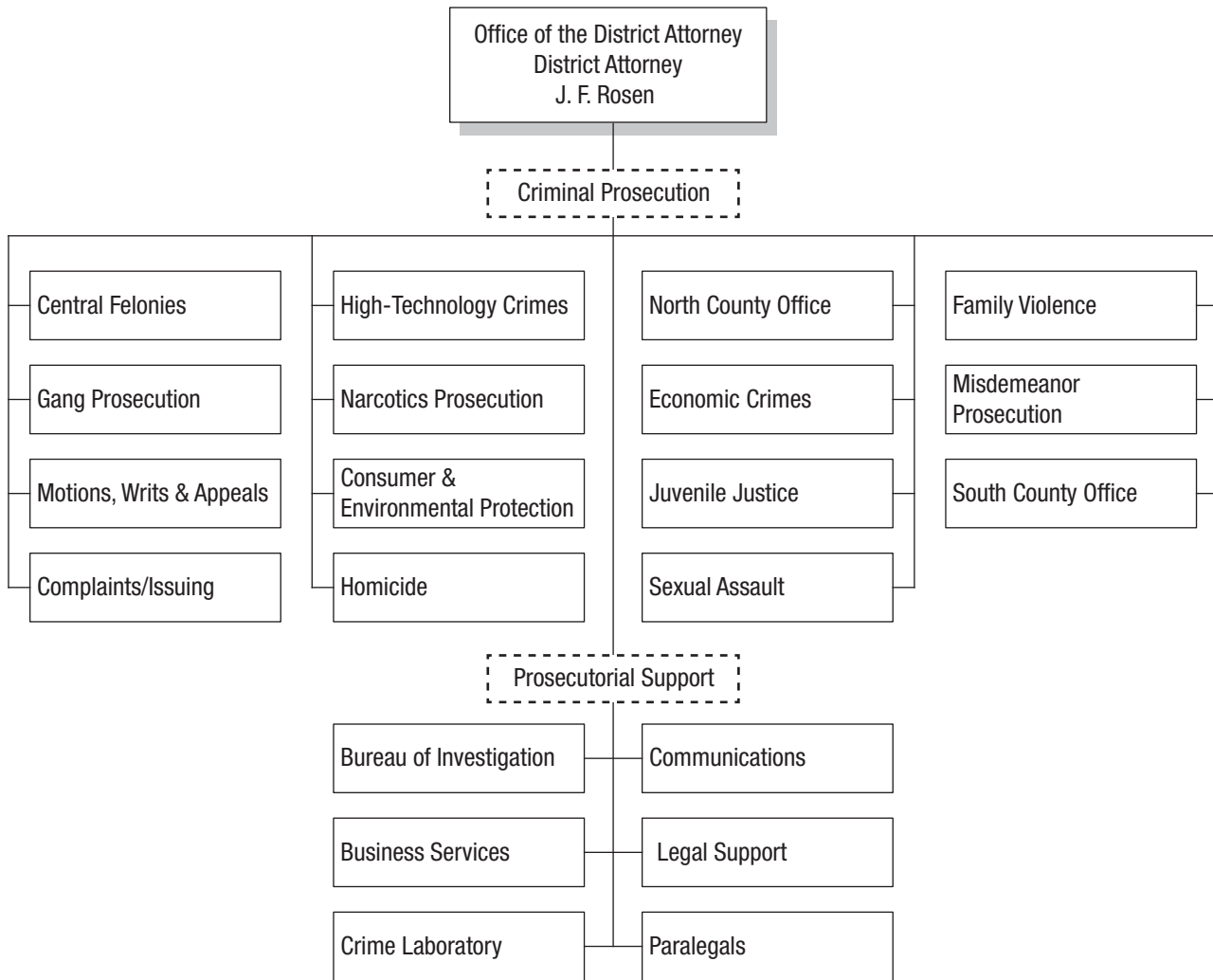


Revenues By Department

BU	Department Name	FY 2014 Actuals	FY 2015 Approved	FY 2016 Base Budget	FY 2016 Recommended	Amount Chg From 2015 Approved	% Chg From 2015 Approved
235	Sheriff's Doc Contract	8,163,425	8,816,684	9,633,764	9,308,756	492,072	5.6%
240	Department of Correction	16,471,894	15,241,264	15,785,302	16,204,571	963,307	6.3%
246	Probation Department	40,712,224	43,961,385	39,128,995	39,028,995	(4,932,390)	-11.2%
293	Med Exam-Coroner Fund 0001	354,771	394,367	341,367	341,367	(53,000)	-13.4%
Total Revenues \$		342,839,496 \$	359,481,104 \$	367,284,260 \$	371,465,192 \$	11,984,088	3.3%

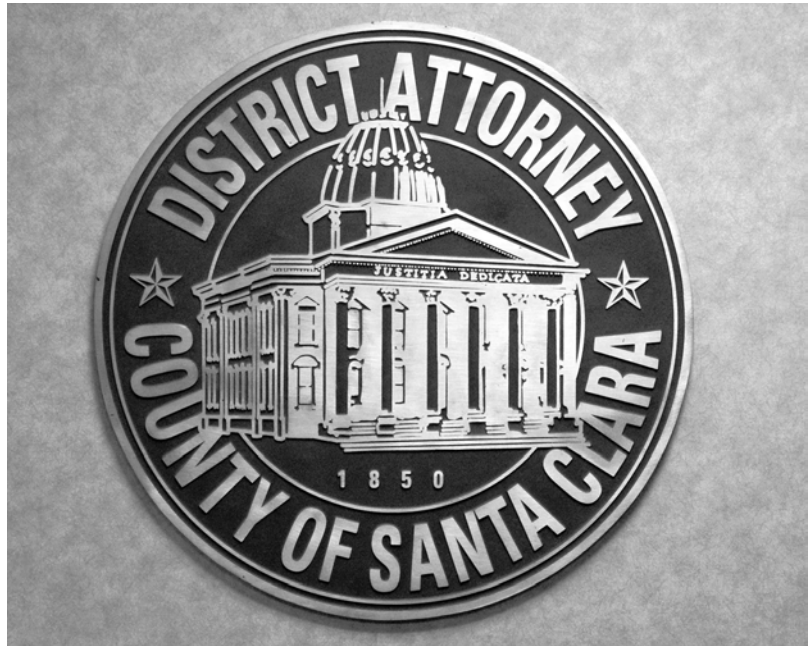


Office of the District Attorney



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.

Central Felonies

The Central Felonies 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, grandchild, 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 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.

Narcotics Team

The Narcotics Unit consists of the following specialized units:

- The Anti-Drug Abuse Unit works with the County Narcotics Task Force and with two specialized units 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, Offices of the Public and Alternate Defender, Probation, Department of Mental Health, Department of Public Health, Department of Alcohol and Drug Services, and 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 500 felony sexual assault cases and over 150 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.

Community Prosecution

This unit works proactively within targeted communities to prevent crimes and help neighborhoods deal with specific issues that are related to crime. The unit focuses on collaboration with law enforcement agencies and community leaders, public education, and investigation and prosecution of crimes that are particularly problematic in these neighborhoods. Ultimately, the unit's efforts are aimed at improving public safety, cooperation with law enforcement, and the overall quality of life in the targeted neighborhoods.

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.

Human Trafficking Unit

This unit focuses on human trafficking, both for sexually exploited children and for forced labor. The unit works with the Human Trafficking Task Force and the South Bay Coalition to End Human Trafficking to educate the public to increase awareness of this category of crime, and investigate and incarcerate those who engage in human trafficking.

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.

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

Victim Witness Services

Silicon Valley FACES and its predecessor entities have provided nearly 40 years of services to the victims and witnesses of crime in Santa Clara County. During the midyear review process, the District Attorney requested the development of a new victim and witness assistance unit within his office to assume the work historically performed by Silicon Valley FACES. On March 24, 2015, the Board directed Administration to provide supplemental information relating to the cost to facilitate the provisions of Victim and Witness Assistance (VWA) directly by the District Attorney, including personnel and costs relating to the transition of the current contract with Silicon Valley FACES.

The total cost for the County to provide VWA services is expected to cost significantly more than the current contract with Silicon Valley FACES, since the County must also provide its employee benefits package and has higher overhead expenses.

Transferring VWA services to the District Attorney is not recommended at this time. However, a recommendation will be developed after the following efforts conclude:

- A thorough analysis for position classification determinations, creation of job specifications, and determination of salary ranges with union concurrence. SEIU and CEMA will likely want to meet and confer regarding any new position classifications and wages before finalization.
- A thorough analysis to determine the numbers of positions to provide the most effective and efficient delivery of victim and witness services.
- The County needs time to create and establish the necessary infrastructure to provide these valuable services to the community.
- An analysis by the Office of Women's Policy to assess the potential difference in services and confidentiality if the District Attorney provides VWA services in lieu of a community based organization.

- Collective bargaining with SEIU for a new agreement and recruitment for new positions will significantly impact ESA through this summer, which impacts the delivery time for the analysis above.
- A transition plan to align with Silicon Valley FACES lease obligations. Right now is not good timing for a transition, given these fixed costs.

The County cannot make an informed decision until after a reasonable estimate of General Fund impact costs can be determined. For this impact to be known, the above work must be accomplished.

Community Prosecution

The Office first established a Community Prosecution Unit in 1988 to proactively solve and prevent crime in under-served or high crime neighborhoods in the County. At its outset, the program was designed to locate a prosecutor directly in a neighborhood as part of a team of law enforcement and other stakeholders, with a particular focus on youth crime prevention. This approach produced excellent results, reducing youth crime in the targeted areas at a much higher rate than the Countywide average.

Last year, the Board of Supervisors approved the addition of two prosecutors to the one Community Prosecutor the Office previously had. This addition, which responded to the strong desire of community groups and leaders for the County to do more to prevent crime, rather than only being able to react to it, has proven to be tremendously successful. The unit is increasing awareness of crimes such as notario fraud, shutting down illegal businesses such as massage

parlors that are fronts for prostitution and human trafficking, and collaborating with at-risk communities on crime prevention strategies.

Criminal Investigation

The Office's Bureau of Investigations (BOI) has made significant efforts to continue to uphold public safety in the wake of the shrinking capacity of SJPDP. Investigative referrals within the Office are up more than 60% compared with two years ago, largely because of the need for more investigations of cases that originated in San Jose. In addition, nearly all investigation responsibilities for fraud cases, particularly in the areas of elder fraud and environmental protection, have been taken on by the BOI.

Proposition 47

The passage of Proposition 47 last November converted a significant number of crimes from felonies to misdemeanors. As the new law is retroactive for those still serving sentences for affected crimes, there are a large number of defendants coming forward with petitions to reduce their convictions based on the new law.

The Superior Court, Public Defender's Office, and District Attorney's Office have responded to the new law by establishing court calendars to hear petitions related to the changes. In the FY 2015 mid-year process the Board added positions in the Public Defender's Office and the District Attorney's Office on a temporary basis to help with the volume of petitions and resulting hearings. The Office will be working with the Public Defender's Office to assess the long-term impacts of the new law, in part to analyze to what extent these temporary additions should be made permanent.

County Executive's Recommendation

Summary of County Executive's Recommendations

Description	Impact	Impact on Services	Position Impact	FY 2016 Ongoing Net Cost/(Savings)	FY 2016 One-Time Net Cost/(Savings)
Enhance the Community Prosecution Unit	↑	Enhance relationships with the community in order to prevent crime	1.0	\$269,903	(\$43,317)
Augment Staff in the Crime Laboratory	↑	Provide support for toxicology analysis	1.0	(\$8,449)	(\$21,925)
↑ — Enhanced ◆ — Modified ● — No Change ↓ — Reduced ☒ — Eliminated					



Summary of County Executive's Recommendations

Description	Impact	Impact on Services	Position Impact	FY 2016 Ongoing Net Cost/(Savings)	FY 2016 One-Time Net Cost/(Savings)
Augment Consumer Protection Staffing	↑	Enhance efforts against consumer fraud	3.0	\$0	\$0
Augment Crime Laboratory Equipment	↑	Replace aging equipment and add new equipment for reliable and accurate results	—	—	\$770,000

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

↑ Enhance the Community Prosecution Unit

Recommended Action: Add 1.0 FTE Attorney IV/III/II/I position in the Office's Community Prosecution program and allocate \$10,000 ongoing associated expenditure for supplies, equipment, and training.

Service Impact: The additional position will focus on reducing crime rates, build relationships with the community and law enforcement, and bring awareness on ways to prevent crime in areas that are currently not served by the community prosecutors.

Background: Last year, the Board augmented the community prosecution team, growing it from one Attorney to three. The three attorneys supported gun buyback programs, collected cell phones from prison inmates to give to battered women shelters, worked with neighborhoods on ways to combat and prevent residential burglaries, conducted a considerable amount of community outreach to educate the community about notarios who pose as immigration lawyers, and worked to close illegal massage parlors that are fronts for prostitution and human trafficking.

This work has consistently paid off in reduced crime rates, more cooperation between the community and law enforcement, and more awareness of ways to prevent crime.

Positions Added: 1.0 FTE

Ongoing Cost: \$269,903

Salaries and benefits of \$259,903 and \$10,000 for services and supplies

One-time Savings: \$43,317

Salary savings reflecting time for recruitment

↑ Augment Staff in the Crime Laboratory

Recommended Action: Add 1.0 FTE Criminalist position in the Crime Lab and allocate \$10,000 ongoing associated expenditure for supplies, equipment, and training; and appropriate \$150,000 in cost-recovery revenue.

Service Impact: This position will support the growing demands for toxicology analysis. The Toxicology Unit is constantly evolving as new illicit drugs are appearing on the streets and new prescription drugs have become available. The new position will allow the Office to meet the workload demands and help to validate new testing methodologies for the new drugs.

Positions Added: 1.0 FTE

Ongoing Cost: \$141,551

Salaries and benefits of \$131,551 and \$10,000 for services and supplies

Ongoing Revenue: \$150,000

One-time Savings: \$21,925

Salary Savings reflecting time for recruitment

↑ Augment Consumer Protection Staffing

Recommended Action: Add 3.0 FTE to enhance efforts in the Consumer Protection Unit. allocate \$38,000 one-time and \$30,000 ongoing associated expenditure for supplies, equipment, and training.

Classification	FTE	Cost
Attorney IV/III/II/I	1.0	\$259,903
Criminal Investigator	1.0	\$173,535
Sr. Paralegal	1.0	\$120,136
Total	3.0	\$553,574

Service Impact: The addition of three positions and associated Object 2 funds will allow the Office to take a more proactive approach to crimes such as consumer



fraud, unfair business practices, and illegal environmental practices. The office will have increased capacity to investigate and prosecute these types of cases, resulting in the deterrence and prevention of consumer and environmental crimes

Background: These positions will be funded by the Consumer Protection & Unfair Competition (Trust Fund 264). State law requires that earnings deposited in Fund 264 are used for the prevention, investigation, and prosecution of consumer fraud.

Positions Added: 3.0 FTE
Ongoing Net Cost: \$0

Salaries and benefits of \$553,574 and \$30,000 for services and supplies is offset by the Consumer Protection & Unfair Competition Trust Fund 264.

One-time Cost: \$0

One-time cost of \$38,000 is offset by the Consumer Protection & Unfair Competition Trust Fund 264.

↑ Augment Crime Laboratory Equipment

Recommended Action: Allocate one-time expenditures of \$770,000 for new and replacement equipment for the Crime Lab.

Service Impact: New instruments will allow the Crime Lab to produce dual column results which is increasingly the industry standard that is expected by courts and attorneys. The equipment includes:

- Two Gas Chromatograph/Flame Ionization Detector (GC/FID) instruments for blood alcohol analysis,
- One Gas Chromatograph/Mass Spectrometer (GC/MS) for chemistry and trace evidence analysis, and
- One Liquid Chromatograph/Mass Spectrometry (LCMS) instrument for chemistry and trace evidence analysis.

Background: The Chemistry/Trace Evidence Unit currently has two GC/MS devices that are used in the analysis of various types of trace evidence in approximately 5,600 cases per year. Trace evidence analysis includes a wide variety of sub-disciplines, including ignitable liquid residues, gunshot residue, hair comparison and analysis, fiber comparison and analysis, miscellaneous chemical identification, glass analysis and comparison, and paint analysis and comparison. The Crime Lab has certified staff in all of these sub-disciplines, making us the only Crime Lab in the Bay Area with a full-service trace evidence section.

Total One-time Cost: \$770,000

District Attorney Department— Budget Unit 202

Net Expenditures by Cost Center

CC	Cost Center Name	FY 2014 Actuals	FY 2015 Approved	FY 2016 Base Budget	FY 2016 Recommended	Amount Chg From 2015 Approved	% Chg From 2015 Approved
3810	HiTech React Grant Fund 0001	\$ 1,901,142	\$ 1,996,624	\$ 2,000,000	\$ 2,000,000	\$ 3,376	0.2%
3811	Anti-Drug Abuse Enforcement Prog Fund 0001	417,980	392,730	150,000	150,000	(242,730)	-61.8%
3813	DA - Workers' Comp Fraud Grant Fund 0001	2,351,611	2,446,586	2,446,586	2,446,586	0	0.0%
3816	Dis & Health Ins Grant Fund 0001	386,144	670,000	670,000	670,000	0	0.0%
3818	DA-Auto Insur Grant Fund 0001	1,006,434	863,500	928,220	928,220	64,720	7.5%
3819	DA - Urban Grant Fund 0001	866,206	959,551	1,019,831	1,019,831	60,280	6.3%
3820	Laboratory Of Criminalistics Fund 0001	10,121,880	11,095,187	11,535,544	12,433,152	1,337,965	12.1%



**District Attorney Department— Budget Unit 202
Net Expenditures by Cost Center**

CC	Cost Center Name	FY 2014 Actuals	FY 2015 Approved	FY 2016 Base Budget	FY 2016 Recommended	Amount Chg From 2015 Approved	% Chg From 2015 Approved
3825	DA Public Safety Realignment-F0001	360,183	347,028	375,411	375,411	28,383	8.2%
3832	Administrative Svcs Fund 0001	22,343,578	22,596,422	24,420,244	24,501,005	1,904,583	8.4%
3833	Paralegal Services Fund 0001	3,234,807	3,399,920	3,711,335	3,835,743	435,823	12.8%
3834	Legal Spt Svcs Fund 0001	10,630,404	11,895,584	14,169,766	14,353,903	2,458,318	20.7%
3835	Welfare Fraud Investigations Fund 0001	(382,503)	(336,167)	(335,811)	(335,811)	356	-0.1%
3836	Attorneys Fund 0001	42,365,603	44,002,639	45,685,376	46,196,434	2,193,795	5.0%
3837	VW-CalEMA - F0001	818,171	740,992	823,576	823,576	82,584	11.1%
3838	Victim Witness-BOC -F0001	1,002,464	1,077,442	1,077,442	1,077,442	—	—
3840	Real Estate Fraud - Fund 0001	2,873,973	3,001,595	3,000,000	3,000,000	(1,595)	-0.1%
Total Net Expenditures \$		100,298,076 \$	105,149,633 \$	111,677,520 \$	113,475,491 \$	8,325,858	7.9%

**District Attorney Department— Budget Unit 202
Gross Expenditures by Cost Center**

CC	Cost Center Name	FY 2014 Actuals	FY 2015 Approved	FY 2016 Base Budget	FY 2016 Recommended	Amount Chg From 2015 Approved	% Chg From 2015 Approved
3810	HiTech React Grant Fund 0001	\$ 1,901,142	\$ 1,996,624	\$ 2,000,000	\$ 2,000,000	\$ 3,376	0.2%
3811	Anti-Drug Abuse Enforcement Prog Fund 0001	417,980	392,730	150,000	150,000	(242,730)	-61.8%
3813	DA - Workers' Comp Fraud Grant Fund 0001	2,351,611	2,446,586	2,446,586	2,446,586	0	0.0%
3816	Dis & Health Ins Grant Fund 0001	386,144	670,000	670,000	670,000	0	0.0%
3818	DA-Auto Insur Grant Fund 0001	1,006,434	863,500	928,220	928,220	64,720	7.5%
3819	DA - Urban Grant Fund 0001	866,206	959,551	1,019,831	1,019,831	60,280	6.3%
3820	Laboratory Of Criminalistics Fund 0001	10,341,151	11,452,523	11,892,880	12,790,488	1,337,965	11.7%
3825	DA Public Safety Realignment-F0001	360,183	347,028	375,411	375,411	28,383	8.2%
3832	Administrative Svcs Fund 0001	23,276,035	23,397,907	25,221,729	25,302,490	1,904,583	8.1%
3833	Paralegal Services Fund 0001	3,990,831	4,210,742	4,522,157	4,646,565	435,823	10.4%
3834	Legal Spt Svcs Fund 0001	14,615,288	16,068,608	18,342,790	18,526,927	2,458,318	15.3%
3835	Welfare Fraud Investigations Fund 0001	391	35	391	391	356	1,017.1%



District Attorney Department— Budget Unit 202 Gross Expenditures by Cost Center

CC	Cost Center Name	FY 2014 Actuals	FY 2015 Approved	FY 2016 Base Budget	FY 2016 Recommended	Amount Chg From 2015 Approved	% Chg From 2015 Approved
3836	Attorneys Fund 0001	44,695,287	46,741,012	48,339,342	48,850,400	2,109,388	4.5%
3837	VW-CalEMA - F0001	818,171	740,992	823,576	823,576	82,584	11.1%
3838	Victim Witness-BOC -F0001	1,002,464	1,077,442	1,077,442	1,077,442	—	—
3840	Real Estate Fraud - Fund 0001	2,873,973	3,001,595	3,000,000	3,000,000	(1,595)	-0.1%
Total Gross Expenditures \$		108,903,290 \$	114,366,875 \$	120,810,356 \$	122,608,326 \$	8,241,451	7.2%

District Attorney Department— Budget Unit 202 Expenditures by Object

Object	FY 2014 Actuals	FY 2015 Approved	FY 2016 Base Budget	FY 2016 Recommended	Amount Chg From 2015 Approved	% Chg From 2015 Approved
Salary and Benefits	\$ 88,840,856	\$ 94,473,910	\$ 100,463,094	\$ 101,342,880	\$ 6,868,970	7.3%
Services And Supplies	19,779,362	19,738,465	20,347,261	20,495,446	756,981	3.8%
Fixed Assets	283,071	154,500	—	770,000	615,500	398.4%
Total Gross Expenditures \$	108,903,290 \$	114,366,875 \$	120,810,356 \$	122,608,326 \$	8,241,451	7.2%
Expenditure Transfers	(8,605,214)	(9,217,242)	(9,132,835)	(9,132,835)	84,407	-0.9%
Total Net Expenditures \$	100,298,076 \$	105,149,633 \$	111,677,520 \$	113,475,491 \$	8,325,858	7.9%

District Attorney Department— Budget Unit 202 Revenues by Cost Center

CC	Cost Center Name	FY 2014 Actuals	FY 2015 Approved	FY 2016 Base Budget	FY 2016 Recommended	Amount Chg From 2015 Approved	% Chg From 2015 Approved
3810	HiTech React Grant Fund 0001	\$ 2,056,720	\$ 1,996,440	\$ 2,000,000	\$ 2,000,000	\$ 3,560	0.2%
3811	Anti-Drug Abuse Enforcement Prog Fund 0001	418,119	392,730	150,000	150,000	(242,730)	-61.8%
3813	DA - Workers' Comp Fraud Grant Fund 0001	2,382,745	2,446,586	2,446,586	2,446,586	—	—
3816	Dis & Health Ins Grant Fund 0001	389,603	670,000	670,000	670,000	—	—
3818	DA-Auto Insur Grant Fund 0001	1,006,434	928,220	928,220	928,220	—	—
3819	DA - Urban Grant Fund 0001	866,206	1,019,831	1,019,831	1,019,831	—	—
3820	Laboratory Of Criminalistics Fund 0001	3,998,664	4,288,776	3,986,817	4,136,817	(151,959)	-3.5%
3825	DA Public Safety Realignment-F0001	349,373	347,028	375,411	375,411	28,383	8.2%
3832	Administrative Svcs Fund 0001	1,231,697	1,068,188	1,147,701	1,147,701	79,513	7.4%



District Attorney Department— Budget Unit 202 Revenues by Cost Center

CC	Cost Center Name	FY 2014 Actuals	FY 2015 Approved	FY 2016 Base Budget	FY 2016 Recommended	Amount Chg From 2015 Approved	% Chg From 2015 Approved
3833	Paralegal Services Fund 0001	99,511	130,000	211,551	331,687	201,687	155.1%
3834	Legal Spt Svcs Fund 0001	88,118	109,563	243,701	417,236	307,673	280.8%
3836	Attorneys Fund 0001	382,565	496,705	307,904	567,807	71,102	14.3%
3837	VW-CalEMA - F0001	818,170	740,992	823,576	823,576	82,584	11.1%
3838	Victim Witness-BOC -F0001	1,002,184	1,077,442	1,077,442	1,077,442	—	—
3840	Real Estate Fraud - Fund 0001	2,873,973	3,141,445	3,000,000	3,000,000	(141,445)	-4.5%
Total Revenues \$		17,964,084 \$	18,853,946 \$	18,388,740 \$	19,092,314 \$	238,368	1.3%

District Attorney Department— Budget Unit 202 Revenues by Type

Type	FY 2014 Actuals	FY 2015 Approved	FY 2016 Base Budget	FY 2016 Recommended	Amount Chg From 2015 Approved	% Chg From 2015 Approved
Other Financing Sources	\$ 3,981,911	\$ 4,375,758	\$ 4,235,112	\$ 4,788,686	412,928	9.4%
Charges For Services	6,786,562	6,939,727	6,569,577	6,719,577	(220,150)	-3.2%
Aid From Government Agencies - State	6,826,521	7,205,210	7,258,800	7,258,800	53,590	0.7%
Fines, Forfeitures, Penalties	35,201	40,000	32,000	32,000	(8,000)	-20.0%
Aid From Government Agencies - Federal	332,991	293,224	293,224	293,224	—	—
Revenue From Use Of Money/Property	27	27	27	27	—	—
Revenue From Other Government Agencies	871	—	—	—	—	—
Total Revenues \$	17,964,084 \$	18,853,946 \$	18,388,740 \$	19,092,314 \$	238,368	1.3%

HiTech React Grant Fund 0001 — Cost Center 3810 Major Changes to the Budget

	Positions	Appropriations	Revenues
0001-General Fund (Fund Number 0001)			
Current Level Budget			
FY 2015 Approved Budget	—	\$ 1,996,624	\$ 1,996,440
Board Approved Adjustments During FY 2015	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
IntraCounty Adjustments	—	(4,319)	3,560
Other Adjustments	—	7,695	—
Subtotal (Current Level Budget)	—	\$ 2,000,000	\$ 2,000,000
Recommended Changes for FY 2016			
IntraCounty Adjustments	—	\$ 22	\$ —



HiTech React Grant Fund 0001 — Cost Center 3810 Major Changes to the Budget

	Positions	Appropriations	Revenues
Decision Packages			
BU 202, DA, Balance Net zero cc- Rec	—	(22)	—
Information Technology			
Capital			
Subtotal (Recommended Changes)	— \$	— \$	—
Recommended Budget	— \$	2,000,000 \$	2,000,000

Anti-Drug Abuse Enforcement Prog Fund 0001 — Cost Center 3811 Major Changes to the Budget

	Positions	Appropriations	Revenues
0001-General Fund (Fund Number 0001)			
Current Level Budget			
FY 2015 Approved Budget	— \$	392,730 \$	392,730
Board Approved Adjustments During FY 2015	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
IntraCounty Adjustments	—	(112,790)	—
Other Adjustments	—	(129,940)	(242,730)
Subtotal (Current Level Budget)	— \$	150,000 \$	150,000
Recommended Changes for FY 2016			
IntraCounty Adjustments	— \$	— \$	—
Decision Packages			
Information Technology			
Capital			
Subtotal (Recommended Changes)	— \$	— \$	—
Recommended Budget	— \$	150,000 \$	150,000

DA - Workers' Comp Fraud Grant Fund 0001 — Cost Center 3813 Major Changes to the Budget

	Positions	Appropriations	Revenues
0001-General Fund (Fund Number 0001)			
Current Level Budget			
FY 2015 Approved Budget	— \$	2,446,586 \$	2,446,586
Board Approved Adjustments During FY 2015	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
IntraCounty Adjustments	—	(6,402)	—
Other Adjustments	—	6,402	—
Subtotal (Current Level Budget)	— \$	2,446,586 \$	2,446,586
Recommended Changes for FY 2016			



DA - Workers' Comp Fraud Grant Fund 0001 — Cost Center 3813
Major Changes to the Budget

	Positions	Appropriations	Revenues
IntraCounty Adjustments	—	\$ 125	\$ —
Decision Packages			
BU 202, DA, Balance Net zero cc- Rec	—	(125)	—
Information Technology			
Capital			
Subtotal (Recommended Changes)	—	\$ 0	\$ —
Recommended Budget	—	\$ 2,446,586	\$ 2,446,586

Dis & Health Ins Grant Fund 0001 — Cost Center 3816
Major Changes to the Budget

	Positions	Appropriations	Revenues
0001-General Fund (Fund Number 0001)			
Current Level Budget			
FY 2015 Approved Budget	—	\$ 670,000	\$ 670,000
Board Approved Adjustments During FY 2015	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
IntraCounty Adjustments	—	1,488	—
Other Adjustments	—	(1,488)	—
Subtotal (Current Level Budget)	—	\$ 670,000	\$ 670,000
Recommended Changes for FY 2016			
IntraCounty Adjustments	—	\$ 125	\$ —
Decision Packages			
BU 202, DA, Balance Net zero cc- Rec	—	(125)	—
Information Technology			
Capital			
Subtotal (Recommended Changes)	—	\$ 0	\$ —
Recommended Budget	—	\$ 670,000	\$ 670,000

DA-Auto Insur Grant Fund 0001 — Cost Center 3818
Major Changes to the Budget

	Positions	Appropriations	Revenues
0001-General Fund (Fund Number 0001)			
Current Level Budget			
FY 2015 Approved Budget	—	\$ 863,500	\$ 928,220
Board Approved Adjustments During FY 2015	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
IntraCounty Adjustments	—	(607)	—
Other Adjustments	—	65,327	—
Subtotal (Current Level Budget)	—	\$ 928,220	\$ 928,220



DA-Auto Insur Grant Fund 0001 — Cost Center 3818
Major Changes to the Budget

	Positions	Appropriations	Revenues
Recommended Changes for FY 2016			
IntraCounty Adjustments	— \$	— \$	—
Decision Packages			
Information Technology			
Capital			
Subtotal (Recommended Changes)	— \$	— \$	—
Recommended Budget	— \$	928,220 \$	928,220

DA - Urban Grant Fund 0001 — Cost Center 3819
Major Changes to the Budget

	Positions	Appropriations	Revenues
0001-General Fund (Fund Number 0001)			
Current Level Budget			
FY 2015 Approved Budget	— \$	959,551 \$	1,019,831
Board Approved Adjustments During FY 2015	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
IntraCounty Adjustments	—	(4,044)	—
Other Adjustments	—	64,324	—
Subtotal (Current Level Budget)	— \$	1,019,831 \$	1,019,831
Recommended Changes for FY 2016			
IntraCounty Adjustments	— \$	— \$	—
Decision Packages			
Information Technology			
Capital			
Subtotal (Recommended Changes)	— \$	— \$	—
Recommended Budget	— \$	1,019,831 \$	1,019,831

Laboratory Of Criminalistics Fund 0001 — Cost Center 3820
Major Changes to the Budget

	Positions	Appropriations	Revenues
0001-General Fund (Fund Number 0001)			
Current Level Budget			
FY 2015 Approved Budget	61.0 \$	11,095,187 \$	4,288,776
Board Approved Adjustments During FY 2015	—	(3,800)	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	549,633	—
IntraCounty Adjustments	—	211,924	(299,618)
Other Adjustments	—	(317,400)	(2,341)
Subtotal (Current Level Budget)	61.0 \$	11,535,544 \$	3,986,817



Laboratory Of Criminalistics Fund 0001 — Cost Center 3820
Major Changes to the Budget

	Positions	Appropriations	Revenues
Recommended Changes for FY 2016			
IntraCounty Adjustments	—	\$ 7,982	\$ —
Decision Packages			
Augment Staff in the Crime Laboratory	1.0	119,626	150,000
Augment Crime Laboratory Equipment	—	770,000	—
Information Technology			
Capital			
Subtotal (Recommended Changes)	1.0	\$ 897,608	\$ 150,000
Recommended Budget	62.0	\$ 12,433,152	\$ 4,136,817

DA Public Safety Realignment-F0001 — Cost Center 3825
Major Changes to the Budget

	Positions	Appropriations	Revenues
0001-General Fund (Fund Number 0001)			
Current Level Budget			
FY 2015 Approved Budget	—	\$ 347,028	\$ 347,028
Board Approved Adjustments During FY 2015	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
IntraCounty Adjustments	—	28,383	28,383
Other Adjustments	—	—	—
Subtotal (Current Level Budget)	—	\$ 375,411	\$ 375,411
Recommended Changes for FY 2016			
IntraCounty Adjustments	—	\$ —	\$ —
Decision Packages			
Information Technology			
Capital			
Subtotal (Recommended Changes)	—	\$ —	\$ —
Recommended Budget	—	\$ 375,411	\$ 375,411

Administrative Svcs Fund 0001 — Cost Center 3832
Major Changes to the Budget

	Positions	Appropriations	Revenues
0001-General Fund (Fund Number 0001)			
Current Level Budget			
FY 2015 Approved Budget	178.0	\$ 22,596,422	\$ 1,068,188
Board Approved Adjustments During FY 2015	1.0	104,519	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	1,491,921	—
IntraCounty Adjustments	—	231,277	115,141



Administrative Svcs Fund 0001 — Cost Center 3832
Major Changes to the Budget

	Positions	Appropriations	Revenues
Other Adjustments	—	(3,895)	(35,628)
Subtotal (Current Level Budget)	179.0	\$ 24,420,244	\$ 1,147,701
Recommended Changes for FY 2016			
IntraCounty Adjustments	—	\$ 25,479	\$ —
Decision Packages			
Information Technology			
File Location Business Rule	—	24,090	—
Document Management System OCR Server	—	31,192	—
Capital			
Subtotal (Recommended Changes)	—	\$ 80,761	\$ —
Recommended Budget	179.0	\$ 24,501,005	\$ 1,147,701

Paralegal Services Fund 0001 — Cost Center 3833
Major Changes to the Budget

	Positions	Appropriations	Revenues
0001-General Fund (Fund Number 0001)			
Current Level Budget			
FY 2015 Approved Budget	33.5	\$ 3,399,920	\$ 130,000
Board Approved Adjustments During FY 2015	1.0	112,296	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	149,428	—
IntraCounty Adjustments	—	21,723	81,551
Other Adjustments	—	27,968	—
Subtotal (Current Level Budget)	34.5	\$ 3,711,335	\$ 211,551
Recommended Changes for FY 2016			
IntraCounty Adjustments	—	\$ 4,272	\$ 120,136
Decision Packages			
Augment Consumer Protection Staffing	1.0	120,136	—
Information Technology			
Capital			
Subtotal (Recommended Changes)	1.0	\$ 124,408	\$ 120,136
Recommended Budget	35.5	\$ 3,835,743	\$ 331,687



Legal Spt Svcs Fund 0001 — Cost Center 3834
Major Changes to the Budget

	Positions	Appropriations	Revenues
0001-General Fund (Fund Number 0001)			
Current Level Budget			
FY 2015 Approved Budget	81.0	\$ 11,895,584	\$ 109,563
Board Approved Adjustments During FY 2015	—	(5,315)	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	2,349,996	—
IntraCounty Adjustments	—	197,889	134,138
Other Adjustments	—	(268,388)	—
Subtotal (Current Level Budget)	81.0	\$ 14,169,766	\$ 243,701
Recommended Changes for FY 2016			
IntraCounty Adjustments	—	\$ 10,601	\$ 173,535
Decision Packages			
Augment Consumer Protection Staffing	1.0	173,535	—
Information Technology			
Capital			
Subtotal (Recommended Changes)	1.0	\$ 184,136	\$ 173,535
Recommended Budget	82.0	\$ 14,353,903	\$ 417,236

Welfare Fraud Investigations Fund 0001 — Cost Center 3835
Major Changes to the Budget

	Positions	Appropriations	Revenues
0001-General Fund (Fund Number 0001)			
Current Level Budget			
FY 2015 Approved Budget	—	\$ (336,167)	\$ —
Board Approved Adjustments During FY 2015	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
IntraCounty Adjustments	—	356	—
Other Adjustments	—	—	—
Subtotal (Current Level Budget)	—	\$ (335,811)	\$ —
Recommended Changes for FY 2016			
IntraCounty Adjustments	—	\$ —	\$ —
Decision Packages			
Information Technology			
Capital			
Subtotal (Recommended Changes)	—	\$ —	\$ —
Recommended Budget	—	\$ (335,811)	\$ —



Attorneys Fund 0001 — Cost Center 3836
Major Changes to the Budget

	Positions	Appropriations	Revenues
0001-General Fund (Fund Number 0001)			
Current Level Budget			
FY 2015 Approved Budget	179.0	\$ 44,002,639	\$ 496,705
Board Approved Adjustments During FY 2015	1.0	161,102	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	1,379,139	—
IntraCounty Adjustments	—	221,015	(203,801)
Other Adjustments	—	(78,519)	15,000
Subtotal (Current Level Budget)	180.0	\$ 45,685,376	\$ 307,904
Recommended Changes for FY 2016			
IntraCounty Adjustments	—	\$ 24,569	\$ 259,903
Decision Packages			
Enhance the Community Prosecution Unit	1.0	226,586	—
Augment Consumer Protection Staffing	1.0	259,903	—
Information Technology			
Capital			
Subtotal (Recommended Changes)	2.0	\$ 511,058	\$ 259,903
Recommended Budget	182.0	\$ 46,196,434	\$ 567,807

VW-CaIEMA - F0001 — Cost Center 3837
Major Changes to the Budget

	Positions	Appropriations	Revenues
0001-General Fund (Fund Number 0001)			
Current Level Budget			
FY 2015 Approved Budget	—	\$ 740,992	\$ 740,992
Board Approved Adjustments During FY 2015	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
IntraCounty Adjustments	—	—	—
Other Adjustments	—	82,584	82,584
Subtotal (Current Level Budget)	—	\$ 823,576	\$ 823,576
Recommended Changes for FY 2016			
IntraCounty Adjustments	—	\$ —	\$ —
Decision Packages			
Information Technology			
Capital			
Subtotal (Recommended Changes)	—	\$ —	\$ —
Recommended Budget	—	\$ 823,576	\$ 823,576



Victim Witness-BOC -F0001 — Cost Center 3838
Major Changes to the Budget

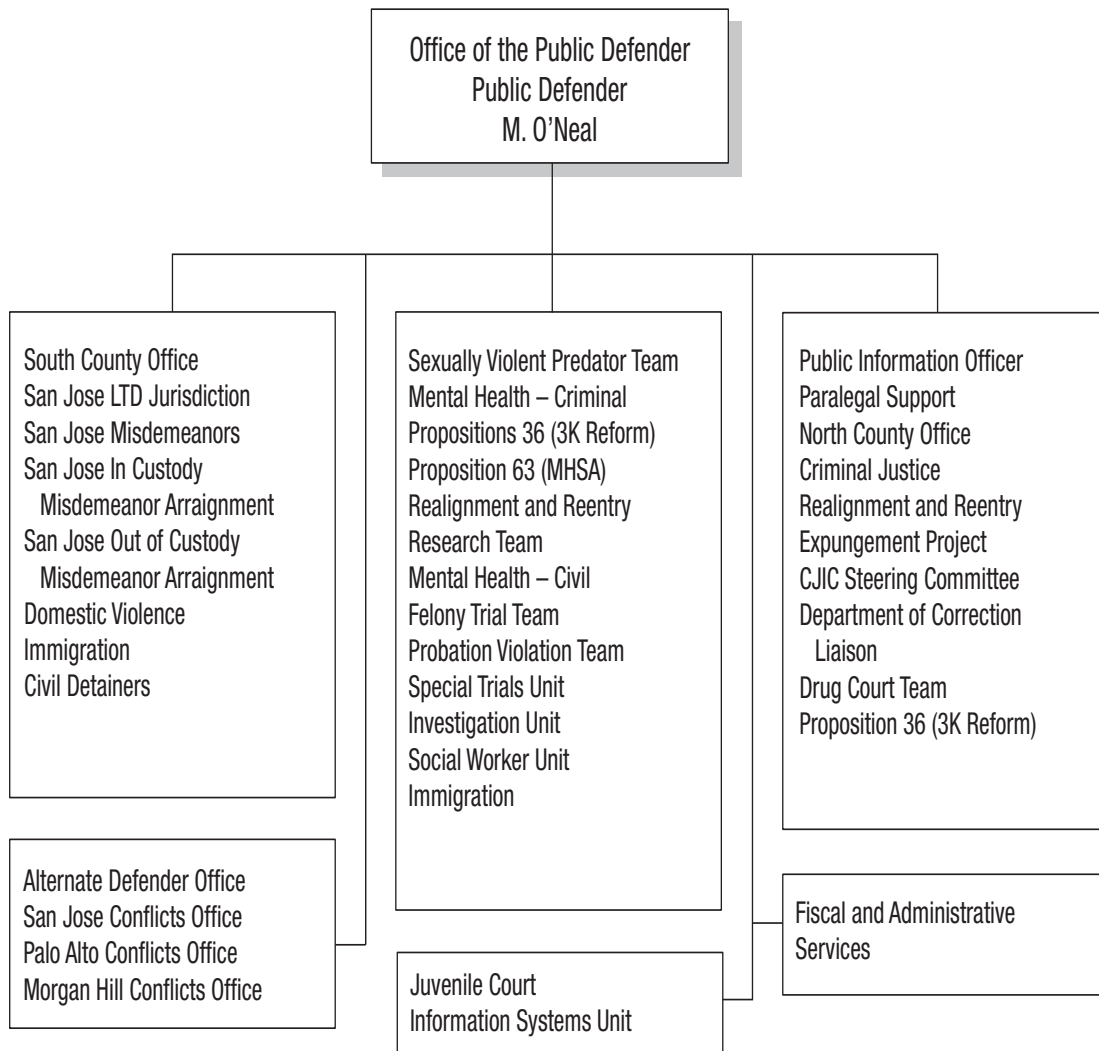
	Positions	Appropriations	Revenues
0001-General Fund (Fund Number 0001)			
Current Level Budget			
FY 2015 Approved Budget	— \$	1,077,442 \$	1,077,442
Board Approved Adjustments During FY 2015	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
IntraCounty Adjustments	—	—	—
Other Adjustments	—	—	—
Subtotal (Current Level Budget)	— \$	1,077,442 \$	1,077,442
Recommended Changes for FY 2016			
IntraCounty Adjustments	— \$	— \$	—
Decision Packages			
Information Technology			
Capital			
Subtotal (Recommended Changes)	— \$	— \$	—
Recommended Budget	— \$	1,077,442 \$	1,077,442

Real Estate Fraud - Fund 0001 — Cost Center 3840
Major Changes to the Budget

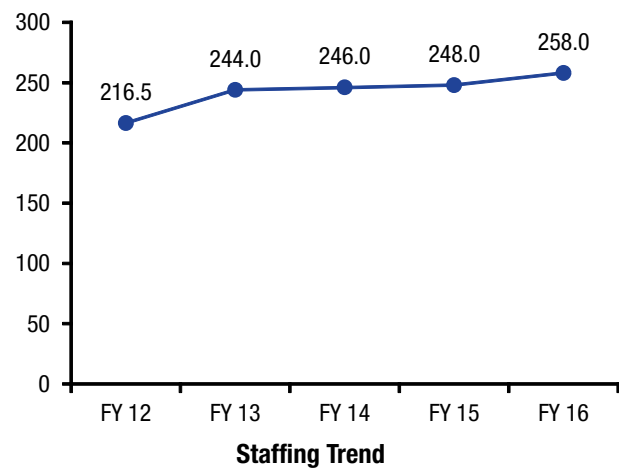
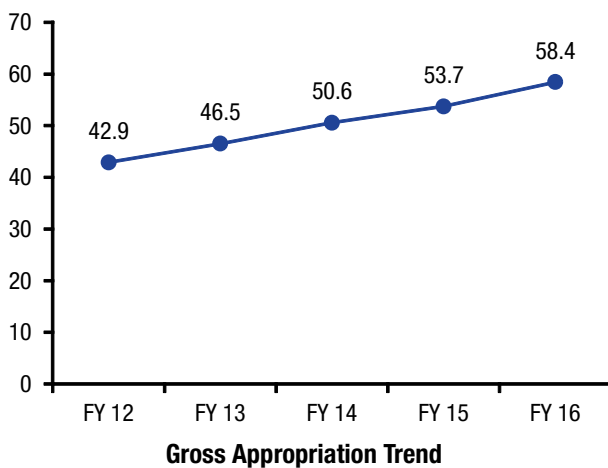
	Positions	Appropriations	Revenues
0001-General Fund (Fund Number 0001)			
Current Level Budget			
FY 2015 Approved Budget	— \$	3,001,595 \$	3,141,445
Board Approved Adjustments During FY 2015	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
IntraCounty Adjustments	—	(15,498)	—
Other Adjustments	—	13,903	(141,445)
Subtotal (Current Level Budget)	— \$	3,000,000 \$	3,000,000
Recommended Changes for FY 2016			
IntraCounty Adjustments	— \$	— \$	—
Decision Packages			
Information Technology			
Capital			
Subtotal (Recommended Changes)	— \$	— \$	—
Recommended Budget	— \$	3,000,000 \$	3,000,000



Office of the Public Defender



Section 2: Public Safety and Justice



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. These charges range from serious felonies to misdemeanors, capital murder to petty theft, drug offenses, sex offenses, and property crimes. The Office represents minors against whom delinquency petitions have been filed in the juvenile division of the Superior Court. The Office also represents 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 the indigent accused 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

representation, at public expense, 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 a robust in-house training program to provide 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 promptly initiate these actions may jeopardize a criminal defendant's Sixth Amendment right to counsel and a speedy trial.

Presence in Misdemeanor Arraignments

An arraignment is the first step in the court process. At arraignment a criminal defendant is advised of his constitutional rights, and of the charges filed against him. Defendants in custody have the right to a hearing regarding bail or Own Recognizance release. 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. Since 2012, the Public Defender has staffed all misdemeanor arraignment calendars, both in-custody and out of custody defendants. This 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 PDO paralegal staff. 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. The presence of the Public Defender at misdemeanor arraignments also ensures that defendants are adequately advised of any potentially negative immigration consequences prior to entering into a plea agreement.

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 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 is in the defendant's best interest.

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 competent Public Defender strives to minimize negative collateral consequences of criminal justice involvement by exploring available alternatives to incarceration and presenting such alternatives to the Court. Public Defender lawyers and paralegals work with Reentry Resource Center staff, Mental Health Court and Drug Treatment Court treatment team staff, and community based treatment programs to find the appropriate placements that meet the needs of individual clients, improve outcomes, reduce recidivism and protect public safety.

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 Court Systems Committee, CJIC Steering Committee, Juvenile Justice System Collaborative, the City of San Jose's Mayor's Gang Prevention Task Force, Reentry Resource Center Leadership, Community Corrections Partnership and 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 assist 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, outreach to the homeless in coordination with the County's mobile Medical Unit, 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 Cases

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 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

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 high quality 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 Justice (formerly 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 contact and confinement (DMC) in the juvenile system. The Public Defender is currently working on a collaborative project to address out-of-school suspensions at five pilot schools within the East Side Union High School District. The Office participates in Juvenile specialty courts to increase delivery of mental health, dual status, drug treatment and domestic violence services to juvenile offenders accused in those specialty courts.

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. In 2013, the Public Defender Office began serving reentry clients through the Reentry Expungement Program (REP) at the County's Reentry Resource Center. This is an important and growing service that assists clients in clearing their criminal records and overcoming barriers to employment and reentry. In FY2015, the Board of Supervisors approved funding for a dedicated attorney to staff the REP program. From September 16, 2013 through December 31, 2014 REP has had 1,245 contacts from the public, and filed 818 petitions or applications for relief. REP has had 520 petitions and applications granted, 38 denied and 212 remain pending.

Sexually Violent Predator 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.

Current and Emerging Issues

Proposition 47

On November 4, 2014, the voters of California passed proposition 47, “The Safe Neighborhoods and Schools Act” (Proposition 47). Proposition 47 represents an enormous shift in the way the justice system addresses drug possession and minor theft related offenses, and will arguably have the most significant impact on the California criminal justice system since realignment. Proposition 47 added and amended various California Penal and Health & Safety Code sections. The Proposition limits the time to apply for re-sentencing or re-designation to three years from the effective date of the Proposition, unless the petitioner can show good cause why relief was not sought within the three year time constraint.

Not every defendant convicted of an offense subject to misdemeanor reclassification pursuant to Proposition 47 is eligible for relief; the Proposition excludes from eligibility persons with prior convictions for certain strike offenses, and/or persons required to register under the sex offender registration law (Penal Code section 290). Nonetheless, the number of current and former Public Defender Office (PDO) and Alternate Defender Office (ADO) clients potentially eligible for some degree of relief is staggering. The benefit to our clients, and the potential for improving outcomes, particularly for the mentally ill and substance addicted segment of the re-entry population who stand to benefit most from this aspect of Proposition 47 relief cannot be overstated.

The Office is working diligently to prioritize clients eligible for such relief within the statutorily authorized period. This undertaking is massive, but will significantly help reentry and rehabilitation efforts for thousands of Public Defender clients.

Case Management System

Work on the implementation of the new Case Management System (CMS) is underway, with the goal of full live implementation by the end of 2015 or early 2016. The CMS is robust with business intelligence capacity, document creation and management features, compatibility with other justice system partners, and the potential for future paperless implementation. Public Defense Office Case Management System (CMS) will support both the Public Defender (PDO) and Alternate Defender Offices (ADO) and will maintain the ethical wall between the two offices. The system's features will include modules for felony, misdemeanor, juvenile, civil and mental health law. Additionally, it will include a Master People File (MPF) to detect conflicts. The MPF will contain all types of cases within the system. It will include a case number, charge, California Criminal Statute, case status and other useful information that can be linked with each case. The CMS will have the capability of scanning evidence into the file and attaching it to a specified case. Calendaring and Docketing will be set up for each attorney's caseload and document assembly such as pleadings will be provided. The CMS will also have the ability to electronically store files. The full implementation of the new CMS will improve the business processes for both offices, and will help streamline the effective representation of indigent clients in Santa Clara County.

Creative Solutions

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 and the development of a Misdemeanor Clinic with Santa Clara University Law School and Stanford Law School.

Recognizing these 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.

Departmental Improvement Efforts

The County Executive's Office delivered a presentation on Just Culture to the Public Defender Office and Alternate Defender Office Executives, Managers and Supervisors. Public Defender staff have been identified as trainers and will have presented an office-wide Just Culture training to the Department staff in mid-March and April of 2015. The Public Defender's Office is excited about the infusion of Just Culture because it provides a set of management skills and tools that will help transform the office environment from within. The Just Culture program connects everyone with respect to values, and provides a true understanding of expectations. Most importantly, Just Culture is inclusive as it allows contributions from everyone to resolve issues.

County Executive's Recommendation

Summary of County Executive's Recommendations

Description	Impact	Impact on Services	Position Impact	FY 2016 Ongoing Net Cost/(Savings)	FY 2016 One-Time Net Cost/(Savings)
Augment Investigator Support in the Alternate Defender Office (ADO)	↑	Increase Investigation Services	1.0	\$157,954	\$3,750
Add Social Worker for Client Case Management	↑	Assesses client needs and provide referrals to supportive programs	1.0	\$123,805	(\$13,134)
Add Information Systems Analyst II	↑	Improve Case Management system implementation and other information services	1.0	\$159,832	\$3,750
↑ — Enhanced ◆ — Modified ● — No Change ↓ — Reduced ☒ — Eliminated					

↑ Augment Investigator Support in the Alternate Defender Office (ADO)

Recommended Action Add 1.0 FTE Investigator II position in the Alternate Defender Office (ADO).

Service Impact: The addition of a full time coded investigator will bring stability to the investigation unit at ADO, and will afford the ADO investigation unit the capability to conduct investigations efficiently.

Positions Added: 1.0 FTE
Ongoing Cost: \$157,954
One-time Cost: \$3,750
 One-time cost for Supplies

↑ Add Social Worker for Client Case Management

Recommended Action Add 1.0 FTE Alternately Staffed Social Worker II/III position.

Service Impact: The addition of social worker staff to the PDO defense team will improve the PDO's ability to support and streamline the self-sufficiency efforts of other justice system partners by facilitating the confidential assessment of eligible clients at the entry point to the justice system, rather than at the back end. The Social Worker position will assess client needs and provide referrals to supportive programs, such as counseling, substance abuse, mental health treatment, employment and vocational training, education, housing, and support for families.

Placing this Social Worker position under the umbrella of the attorney client privilege will protect the trust and communication of the client, as well as ensure that clients are not lost on the way to finding a social worker who is not in the same building as his attorney team at PDO.

Background: 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 the justice system to the community. The Reentry Unit of the San Francisco Public Defender Office, as well as others across the country, currently employ a staff of social workers to work with clients to eliminate the lifetime barriers to employment presented by having a criminal record, and to maximize the health and self-sufficiency of clients who are in need of prisoner reentry services.

Communications between lawyers and clients are protected by the attorney-client privilege. This protection creates a level of trust and forthrightness

unmatched anywhere in the criminal justice system; and places the PDO in a unique position to identify and evaluate clients' needs, as well as potential impediments to successful adjustment in the community before, during, and after a case has been adjudicated.

Positions Added: 1.0 FTE

Ongoing Cost: \$123,805

One-time Savings: \$13,134

Salary savings reflecting time for recruitment.

↑ Add Information Systems Analyst II

Recommended Action: Add 1.0 FTE Information Systems Analyst II position.

Service Impact: The PDO/ADO is in the process of implementing a new Case Management System (CMS). It is a highly configurable application containing many features and functionalities, requiring integration with County systems. The PDO Information Systems Department (PDO IT) staff is responsible for the management and support of the new system with little to no reliance on vendor support. The implementation process requires dedicated PDO IT attention to continuously plan, train, design and implement multiple components. PDO IT staff is performing these functions while also servicing and addressing daily existing business technology issues. Additionally, PDO IT has experienced an increased need for audio and video conversion to standardized formats and subsequent editing in order to prepare for court room presentation. PDO IT supports multiple offices including, central, north and south county locations.

The PDO has an unclassified information systems analyst II position expiring on June 21, 2015

Positions Added: 1.0 FTE

Ongoing Cost: \$159,832

One-time Cost: \$3,750

One-time cost for Supplies

Public Defender— Budget Unit 204 Net Expenditures by Cost Center

CC	Cost Center Name	FY 2014 Actuals	FY 2015 Approved	FY 2016 Base Budget	FY 2016 Recommended	Amount Chg From 2015 Approved	% Chg From 2015 Approved
3500	Public Defender Fund 0001	\$ 41,271,590	\$ 43,879,771	\$ 47,460,881	\$ 47,766,900	\$ 3,887,129	8.9%
3501	Alternate Public Defender Fund 0001	8,681,076	8,976,852	9,570,676	9,738,465	761,613	8.5%
3502	AB109 Realignment - F0001	559,009	603,930	670,300	670,580	66,650	11.0%
Total Net Expenditures		\$ 50,511,676	\$ 53,460,553	\$ 57,701,857	\$ 58,175,945	\$ 4,715,392	8.8%

Public Defender— Budget Unit 204 Gross Expenditures by Cost Center

CC	Cost Center Name	FY 2014 Actuals	FY 2015 Approved	FY 2016 Base Budget	FY 2016 Recommended	Amount Chg From 2015 Approved	% Chg From 2015 Approved
3500	Public Defender Fund 0001	\$ 41,528,988	\$ 44,137,169	\$ 47,718,279	\$ 48,024,298	\$ 3,887,129	8.8%
3501	Alternate Public Defender Fund 0001	8,681,076	8,976,852	9,570,676	9,738,465	761,613	8.5%
3502	AB109 Realignment - F0001	559,009	603,930	670,300	670,580	66,650	11.0%
Total Gross Expenditures		\$ 50,769,074	\$ 53,717,951	\$ 57,959,255	\$ 58,433,343	\$ 4,715,392	8.8%

Public Defender— Budget Unit 204 Expenditures by Object

Object	FY 2014 Actuals	FY 2015 Approved	FY 2016 Base Budget	FY 2016 Recommended	Amount Chg From 2015 Approved	% Chg From 2015 Approved
Salary and Benefits	\$ 46,103,699	\$ 49,245,512	\$ 52,898,800	\$ 53,319,756	\$ 4,074,244	8.3%
Services And Supplies	4,643,752	4,472,439	5,060,455	5,113,587	641,148	14.3%
Fixed Assets	21,623	—	—	—	—	—
Total Gross Expenditures	\$ 50,769,074	\$ 53,717,951	\$ 57,959,255	\$ 58,433,343	\$ 4,715,392	8.8%
Expenditure Transfers	(257,398)	(257,398)	(257,398)	(257,398)	—	—
Total Net Expenditures	\$ 50,511,676	\$ 53,460,553	\$ 57,701,857	\$ 58,175,945	\$ 4,715,392	8.8%

Public Defender— Budget Unit 204 Revenues by Cost Center

CC	Cost Center Name	FY 2014 Actuals	FY 2015 Approved	FY 2016 Base Budget	FY 2016 Recommended	Amount Chg From 2015 Approved	% Chg From 2015 Approved
3500	Public Defender Fund 0001	\$ 324,750	\$ 280,000	\$ 220,000	\$ 220,000	\$ (60,000)	-21.4%
3502	AB109 Realignment - F0001	529,499	906,318	1,108,914	1,108,914	202,596	22.4%
Total Revenues		\$ 854,249	\$ 1,186,318	\$ 1,328,914	\$ 1,328,914	\$ 142,596	12.0%



Public Defender— Budget Unit 204 Revenues by Type

Type	FY 2014 Actuals	FY 2015 Approved	FY 2016 Base Budget	FY 2016 Recommended	Amount Chg From 2015 Approved	% Chg From 2015 Approved
Aid From Government Agencies - State	\$ 106,269	\$ —	\$ —	\$ —	—	—
Charges For Services	217,481	280,000	220,000	220,000	(60,000)	-21.4%
Other Financing Sources	530,499	906,318	1,108,914	1,108,914	202,596	22.4%
Total Revenues	\$ 854,249	\$ 1,186,318	\$ 1,328,914	\$ 1,328,914	\$ 142,596	12.0%

Public Defender Fund 0001 — Cost Center 3500 Major Changes to the Budget

	Positions	Appropriations	Revenues
0001-General Fund (Fund Number 0001)			
Current Level Budget			
FY 2015 Approved Budget	205.0	\$ 43,879,771	\$ 280,000
Board Approved Adjustments During FY 2015	8.0	1,386,790	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	-1.0	1,893,710	—
IntraCounty Adjustments	—	350,687	—
Other Adjustments	—	(50,077)	(60,000)
Subtotal (Current Level Budget)	212.0	\$ 47,460,881	\$ 220,000
Recommended Changes for FY 2016			
IntraCounty Adjustments	—	\$ 31,767	\$ —
Decision Packages			
Add Social Worker for Client Case Management	1.0	110,671	—
Add Information Information Systems Analyst II	1.0	163,581	—
Information Technology			
Capital			
Subtotal (Recommended Changes)	2.0	\$ 306,019	\$ —
Recommended Budget	214.0	\$ 47,766,900	\$ 220,000

Alternate Public Defender Fund 0001 — Cost Center 3501 Major Changes to the Budget

	Positions	Appropriations	Revenues
0001-General Fund (Fund Number 0001)			
Current Level Budget			
FY 2015 Approved Budget	39.0	\$ 8,976,852	\$ —
Board Approved Adjustments During FY 2015	-1.0	(161,103)	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	1.0	734,071	—
IntraCounty Adjustments	—	35,903	—
Other Adjustments	—	(15,047)	—



Alternate Public Defender Fund 0001 — Cost Center 3501
Major Changes to the Budget

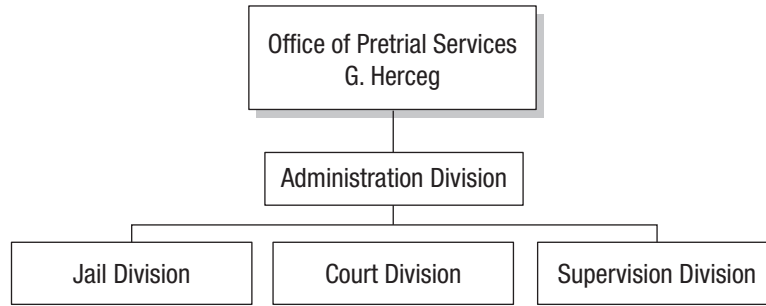
	Positions	Appropriations	Revenues
Subtotal (Current Level Budget)	39.0	\$ 9,570,676	\$ —
Recommended Changes for FY 2016			
IntraCounty Adjustments	—	\$ 6,085	\$ —
Decision Packages			
Augment Investigator Support In Alternate Defender Office	1.0	161,704	—
Information Technology			
Capital			
Subtotal (Recommended Changes)	1.0	\$ 167,789	\$ —
Recommended Budget	40.0	\$ 9,738,465	\$ —

AB109 Realignment - F0001 — Cost Center 3502
Major Changes to the Budget

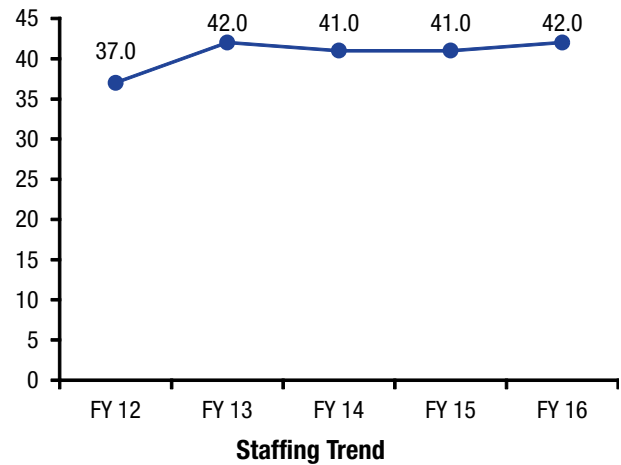
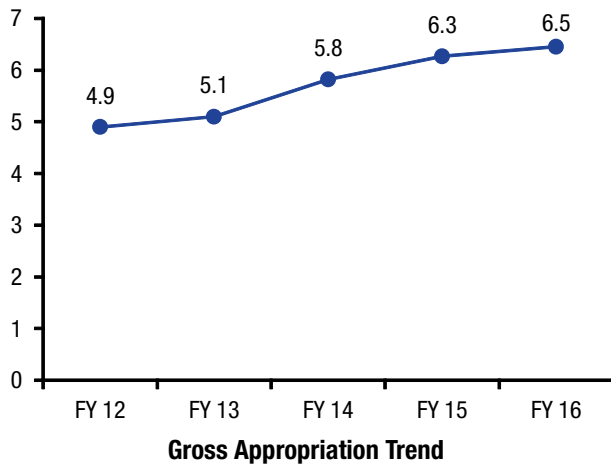
	Positions	Appropriations	Revenues
0001-General Fund (Fund Number 0001)			
Current Level Budget			
FY 2015 Approved Budget	4.0	\$ 603,930	\$ 906,318
Board Approved Adjustments During FY 2015	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	63,749	—
IntraCounty Adjustments	—	2,621	248,904
Other Adjustments	—	—	(46,308)
Subtotal (Current Level Budget)	4.0	\$ 670,300	\$ 1,108,914
Recommended Changes for FY 2016			
IntraCounty Adjustments	—	\$ 280	\$ —
Decision Packages			
Information Technology			
Capital			
Subtotal (Recommended Changes)	—	\$ 280	\$ —
Recommended Budget	4.0	\$ 670,580	\$ 1,108,914



Office of Pretrial Services



Section 2: Public Safety and Justice



Public Purpose

- Public Safety
- Social & Financial Benefits to the Community
- Equitable Treatment of the Accused



Description of Major Services

The Office of Pretrial Services (OPS) 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 include 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 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 advises the Court in bail setting and assists in 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 or detention.

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.

The unit also operates an electronic supervision program which includes alcohol and GPS monitoring. 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. Also during FY 2014, the Office assumed responsibility for providing drug testing services for defendants participating in the Proposition 36 Treatment Program. 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

Electronic Monitoring Program (EMP) Population

The EMP population is increasing. As of February 2015, the EMP caseload has increased to an average of 64 cases per month. The average caseload for Fiscal Year 2014 was 24.

Learning Organization - Just Culture

During FY 2015 the Office of Pretrial Services (OPS) took many steps to further enhance Just Culture within the organization. What follows is a summary of efforts, as well as some departmental background, on Just Culture.

OPS Just Culture efforts staunchly began in the latter half of FY 2014 with the distribution of survey results to all OPS personnel. The distribution of these results were then followed by several meetings with personnel to develop a list of which topics to prioritize. Out of these meetings three improvement efforts were identified for FY 2015:

- Improved communication by supervisors and more effort on their part to create better inter-personal relationships with staff
- Better dissemination of information from management to staff and between operational units

- Cross training of officers within operational units

In addition to identifying these improvement areas, two department champions of Just Culture were identified. These champions were responsible for developing a work plan for FY 2015 as well as setting up training on Just Culture for all personnel. The work plan included several recommended operational enhancements that subsequently occurred during FY 2015

- Mandatory weekly individual supervision meetings between the supervisor and each of their staff were implemented. These meetings focused on developing inter-personal relationships with staff, career growth of staff and dissemination of information
- Twice per month open meetings for all staff with the director were implemented. These meetings allowed employees to provide feedback directly to the Director. They also morphed into an arena for employees to share their ideas regarding operational improvements for better efficiency
- Meeting minutes from all department meetings were required to be generated and shared with all department personnel
- Our new office setting was designed in a new open concept setting based on unit assignment. This allowed staff to turn around and collaborate with fellow team members. This was a huge change for



staff who were previously isolated in individual offices. This improved collaboration and communication between staff

- New communication techniques were learned by supervisors through a suite of classes they were required to attend through SCC Learn. In addition, supervisors received reading materials on communication directly from the director during weekly supervision meetings. Finally, supervisors were required to read “Good Boss, Bad Boss” by Bob Sutton
- Staff were allowed and encouraged to spend a day cross-training in another operational unit

Just Culture training was a focal point for OPS during FY2015. Below is a list of trainings department personnel participated in during FY 2015:

- Director attended Just Culture presented by County Executive

- The Department Just Culture Champion attended five training sessions on Just Culture Systems and Training for Trainers
- The Department management team attended an in-house training presented by the County Executive’s Office on Just Culture
- All department personnel attended Just Culture Training presented by department champion at the annual day-away event
- All department personnel attended a training designed by Learning and Employee Development titled “Steering Clear of the Ladder of Inference.” This training was designed to tie into the Just Culture Initiative and address specific issues within OPS

The Department is currently working to devote a regular portion of all staff meetings to its Just Culture efforts. Some ideas being considered are 10-15 minute flash trainings, videos of examples of Just Culture, follow up staff surveys, and dissemination of other efforts going on throughout the County.

County Executive’s Recommendation

Summary of County Executive's Recommendations

Description	Impact	Impact on Services	Position Impact	FY 2016 Ongoing Net Cost/(Savings)	FY 2016 One-Time Net Cost/(Savings)
Augment Resources for the Electronic Monitoring Program	↑	Increase supervision of defendants on Electronic Monitoring	1.0	\$99,064	(\$12,344)
↑ — Enhanced ◆ — Modified ● — No Change ↓ — Reduced ☒ — Eliminated					

↑ Augment Resources for the Electronic Monitoring Program

Recommended Action: Add 1.0 FTE Pretrial Services Officer I position for the Electronic Monitoring Unit.

Service Impact: The addition of 1.0 FTE Pretrial Services Officer will bring the caseload per officer to 50, which is closer to the goal of 40. The caseload of Pretrial Services has been steadily increasing, in part due to expanded availability of electronic monitoring. The passage of Proposition 47 was expected to reduce the caseload in Pretrial Services, however, in the months since the

passage of Proposition 47, the Department has experienced a leveling of the caseload with neither a significant increase nor decrease.

Background: Prior to 2014, the department had 25 electronic monitoring land line phone units to assist the supervision of criminal defendants. This equipment was purchased in 1999 and has become obsolete. Most pretrial clients no longer have land line phones, and the equipment was so old many of the units were inoperable and replacement parts did not exist. As a result of these issues, defendants being considered by the court for release on electronic monitoring were often referred to a private vendor for this service. Criminal defendants were required to pay the vendor



out of pocket for this service. If the defendant could not afford this service, they were usually denied release. These issues caused the department to serve only one or two defendants daily on electronic monitoring.

Beginning in 2014, the department began leasing modern electronic monitoring equipment. This equipment included cell units, GPS tracking units and alcohol monitoring units. As part of this implementation, OPS provided training to Superior Court Judges as well as to the Office of the Public Defender on the use and operation of the new equipment. These efforts resulted in an increase in the number of pretrial defendants released on electronic

monitoring during FY 2015. The average daily population increased from 10 defendants a day in FY 2014 to now over 50 per day in FY 2015. The increase in EMP usage resulted in the reduction of the use of jail bed days. The success rates for those on EMP were outstanding during FY 2015; only one pretrial defendant was arrested for new criminal offense while on EMP.

Positions Added: 1.0 FTE

Ongoing Cost: \$99,064

One-time Cost: \$4,000

One-time Savings: \$16,344

Salary savings reflecting time for recruitment.

Office of Pretrial Services— Budget Unit 210 Net Expenditures by Cost Center

CC	Cost Center Name	FY 2014 Actuals	FY 2015 Approved	FY 2016 Base Budget	FY 2016 Recommended	Amount Chg From 2015 Approved	% Chg From 2015 Approved
3590	Office Of Pretrial Svcs Fund 0001	\$ 4,649,867	\$ 4,735,776	\$ 4,798,375	\$ 4,877,776	\$ 142,000	3.0%
3591	PTS AB109 Project - Fund 0001	505,013	1,254,422	1,298,688	1,298,688	44,266	3.5%
Total Net Expenditures		\$ 5,154,880	\$ 5,990,198	\$ 6,097,063	\$ 6,176,464	\$ 186,266	3.1%

Office of Pretrial Services— Budget Unit 210 Gross Expenditures by Cost Center

CC	Cost Center Name	FY 2014 Actuals	FY 2015 Approved	FY 2016 Base Budget	FY 2016 Recommended	Amount Chg From 2015 Approved	% Chg From 2015 Approved
3590	Office Of Pretrial Svcs Fund 0001	\$ 4,912,284	\$ 5,013,029	\$ 5,075,628	\$ 5,155,029	\$ 142,000	2.8%
3591	PTS AB109 Project - Fund 0001	505,013	1,254,422	1,298,688	1,298,688	44,266	3.5%
Total Gross Expenditures		\$ 5,417,297	\$ 6,267,451	\$ 6,374,316	\$ 6,453,717	\$ 186,266	3.0%



**Office of Pretrial Services— Budget Unit 210
Expenditures by Object**

Object	FY 2014 Actuals	FY 2015 Approved	FY 2016 Base Budget	FY 2016 Recommended	Amount Chg From 2015 Approved	% Chg From 2015 Approved
Salary and Benefits	\$ 4,820,459	\$ 5,137,365	\$ 5,410,927	\$ 5,492,647	\$ 355,282	6.9%
Services And Supplies	596,838	1,130,086	963,389	961,070	(169,016)	-15.0%
Total Gross Expenditures	\$ 5,417,297	\$ 6,267,451	\$ 6,374,316	\$ 6,453,717	\$ 186,266	3.0%
Expenditure Transfers	(262,417)	(277,253)	(277,253)	(277,253)	—	—
Total Net Expenditures	\$ 5,154,880	\$ 5,990,198	\$ 6,097,063	\$ 6,176,464	\$ 186,266	3.1%

**Office of Pretrial Services— Budget Unit 210
Revenues by Cost Center**

CC	Cost Center Name	FY 2014 Actuals	FY 2015 Approved	FY 2016 Base Budget	FY 2016 Recommended	Amount Chg From 2015 Approved	% Chg From 2015 Approved
3590	Office Of Pretrial Svcs Fund 0001	\$ 1,024,482	\$ 572,981	\$ 575,000	\$ 575,000	\$ 2,019	0.4%
3591	PTS AB109 Project - Fund 0001	—	687,498	745,771	745,771	58,273	8.5%
	Total Revenues	\$ 1,024,482	\$ 1,260,479	\$ 1,320,771	\$ 1,320,771	\$ 60,292	4.8%

**Office of Pretrial Services— Budget Unit 210
Revenues by Type**

Type	FY 2014 Actuals	FY 2015 Approved	FY 2016 Base Budget	FY 2016 Recommended	Amount Chg From 2015 Approved	% Chg From 2015 Approved
Charges For Services	\$ 498,013	\$ 571,981	\$ 562,000	\$ 562,000	(9,981)	-1.7%
Other Financing Sources	526,469	688,498	758,771	758,771	70,273	10.2%
Total Revenues	\$ 1,024,482	\$ 1,260,479	\$ 1,320,771	\$ 1,320,771	\$ 60,292	4.8%

**Office Of Pretrial Svcs Fund 0001 — Cost Center 3590
Major Changes to the Budget**

	Positions	Appropriations	Revenues
0001-General Fund (Fund Number 0001)			
Current Level Budget			
FY 2015 Approved Budget	36.0	\$ 4,735,776	\$ 572,981
Board Approved Adjustments During FY 2015	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	235,974	—
IntraCounty Adjustments	—	(166,697)	—
Other Adjustments	—	(6,678)	2,019



Office Of Pretrial Svcs Fund 0001 — Cost Center 3590
Major Changes to the Budget

	Positions	Appropriations	Revenues
Subtotal (Current Level Budget)	36.0	\$ 4,798,375	\$ 575,000
Recommended Changes for FY 2016			
IntraCounty Adjustments	—	\$ (7,319)	\$ —
Decision Packages			
Augment Resources for the Electronic Monitoring Program	1.0	86,720	—
Information Technology			
Capital			
Subtotal (Recommended Changes)	1.0	\$ 79,401	\$ —
Recommended Budget	37.0	\$ 4,877,776	\$ 575,000

PTS AB109 Project - Fund 0001 — Cost Center 3591
Major Changes to the Budget

	Positions	Appropriations	Revenues
0001-General Fund (Fund Number 0001)			
Current Level Budget			
FY 2015 Approved Budget	5.0	\$ 1,254,422	\$ 687,498
Board Approved Adjustments During FY 2015	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	44,266	—
IntraCounty Adjustments	—	—	118,581
Other Adjustments	—	—	(60,308)
Subtotal (Current Level Budget)	5.0	\$ 1,298,688	\$ 745,771
Recommended Changes for FY 2016			
IntraCounty Adjustments	—	\$ —	\$ —
Decision Packages			
Information Technology			
Capital			
Subtotal (Recommended Changes)	—	\$ —	\$ —
Recommended Budget	5.0	\$ 1,298,688	\$ 745,771



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

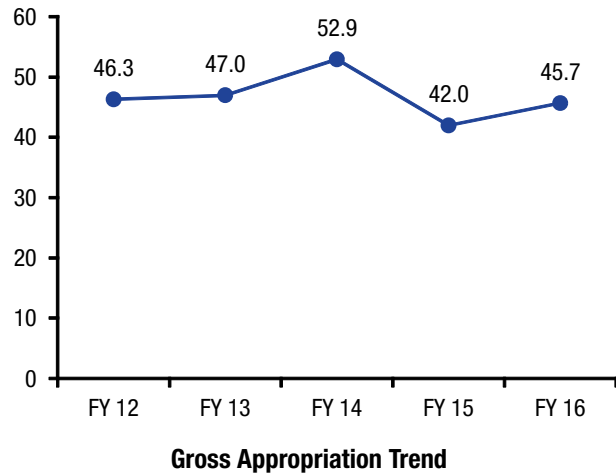
The Trial Court Funding Act of 1997 required Santa Clara County to meet a \$40,324,363 maintenance of effort (MOE) requirement in support of trial court operations. The original MOE requirement consisted of two components:

- 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 2016 MOE requirement is \$39,650,742.



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 \$269,832 for FY 2016.

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).

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 2016, the Administration is estimating that collections will total \$205,000,000, an \$11 million increase over anticipated FY 2015 collections of \$194 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 2015 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 the November 2012 election voters approved the Governor's initiative to constitutionally protect the revenues that fund Public Safety Realignment.

In FY 2016, the County expects to receive \$45.8 million, which includes a one-time revenue of approximately \$4.0 million, allocated to Santa Clara County to help mitigate the impact of changing allocation formulas. The cost for the program in FY 2016 is \$42,390,086.

The Administration is recommending an ongoing reduction to the AB 109 programs in the amount of \$710,758 and one-time increase of \$575,000. These adjustments are discussed in detail with each impacted Department's recommendations.

County Executive's Recommendation

Summary of County Executive's Recommendations

Description	Impact	Impact on Services	Position Impact	FY 2016 Ongoing Net Cost/(Savings)	FY 2016 One-Time Net Cost/(Savings)
Fund Validation System Study	↑	Provide opportunities to improve on existing system.	—	—	\$30,000
Add Funding for Juvenile Justice Systems Collaborative	↑	Provide funding for Juvenile Justice Systems Collaborative projects.	—	\$250,000	—
Public Safety Realignment Program (AB109) - Increase Reserve	●	Increase reserve.	—	0.00	—
↑ — Enhanced ◆ — Modified ● — No Change ↓ — Reduced ☒ — Eliminated					

↑ Fund Validation System Study

Recommended Action: Allocate \$30,000 in one-time funding for an independent classification expert to conduct an updated validation and reliability study of the classification system utilized by the Department of Correction.

Service Impact: The study will evaluate the existing system and provide opportunities for the County to improve upon the existing system by modernizing it to

reflect current standards and practices in the field of jail classification. The evaluation will take into account the changing dimension of the population since the implementation of AB 109, and will also use scoring systems unique to each gender, impacting whether inmates are placed in the appropriate custody level. The proposal was recommended in the MGT Jail Needs Assessment study that was published in January 2015.

One-time Cost: \$30,000



↑ Add Funding for Juvenile Justice Systems Collaborative

Recommended Action: Add ongoing appropriations of \$250,000 for the Juvenile Justice Systems Collaborative (JJSC).

Service Impact: Approximately \$100,000 will be allocated to study Racial and Ethnic Disparity (RED) in the Juvenile Justice system. The analysis and recommendations will guide the JJSC workgroups and help the workgroups implement changes. It will also allow for improved data collection infrastructure and the ability to share outcomes with stakeholders. The remaining \$150,000 would be used to support and expand the work already being done by the workgroups. Each workgroup will submit proposals and funding requests to the JJSC for approval.

Background: The Juvenile Justice Systems Collaborative (JJSC) was created for the juvenile justice system partners to evaluate innovative solutions to unique circumstances within the Santa Clara County juvenile justice system. The Board of Supervisors approved a resolution in June 2008 for the JJSC to commence on July 1, 2008.

Ongoing Cost: \$250,000

● Public Safety Realignment Program (AB109) - Increase Reserve

Recommended Action: Increase reserve for Public Safety Realignment Program (AB109) \$3,483,097.

Reasons for Recommendation: The AB109 program revenues are from a State allocation which is based on a number of factors including local caseloads, crime and population. Beginning in FY 2016, the allocation formula was modified, resulting in Santa Clara County and other counties receiving a lower portion of the allocation. To help ease the transition from one allocation formula to the other, the impacted counties were allocated an additional one-time revenue.

In FY 2016, the anticipated revenue exceeds anticipated expenses. The surplus is placed in reserve to be used for future deficits in the AB109 program.

One-Time Net Cost: \$0

One-time increase to reserves: \$3,483,097

One-time Revenue: \$3,483,097

Criminal Justice Support— Budget Unit 217 Net Expenditures by Cost Center

CC	Cost Center Name	FY 2014 Actuals	FY 2015 Approved	FY 2016 Base Budget	FY 2016 Recommended	Amount Chg From 2015 Approved	% Chg From 2015 Approved
3217	Courts & Conflicts Spt Fund 0001	\$ 43,545,283	\$ 41,970,339	\$ 41,916,253	\$ 45,679,350	\$ 3,709,011	8.8%
Total Net Expenditures		\$ 43,545,283	\$ 41,970,339	\$ 41,916,253	\$ 45,679,350	\$ 3,709,011	8.8%

Criminal Justice Support— Budget Unit 217 Gross Expenditures by Cost Center

CC	Cost Center Name	FY 2014 Actuals	FY 2015 Approved	FY 2016 Base Budget	FY 2016 Recommended	Amount Chg From 2015 Approved	% Chg From 2015 Approved
3217	Courts & Conflicts Spt Fund 0001	\$ 43,545,283	\$ 41,970,339	\$ 41,916,253	\$ 45,679,350	\$ 3,709,011	8.8%
Total Gross Expenditures		\$ 43,545,283	\$ 41,970,339	\$ 41,916,253	\$ 45,679,350	\$ 3,709,011	8.8%



Criminal Justice Support— Budget Unit 217 Expenditures by Object

Object	FY 2014 Actuals	FY 2015 Approved	FY 2016 Base Budget	FY 2016 Recommended	Amount Chg From 2015 Approved	% Chg From 2015 Approved
Services And Supplies	\$ 43,545,283	\$ 41,970,339	\$ 41,916,253	\$ 42,196,253	\$ 225,914	0.5%
Reserves	—	—	—	3,483,097	3,483,097	n/a
Total Net Expenditures	\$ 43,545,283	\$ 41,970,339	\$ 41,916,253	\$ 45,679,350	\$ 3,709,011	8.8%

Criminal Justice Support— Budget Unit 217 Revenues by Cost Center

CC	Cost Center Name	FY 2014 Actuals	FY 2015 Approved	FY 2016 Base Budget	FY 2016 Recommended	Amount Chg From 2015 Approved	% Chg From 2015 Approved
3217	Courts & Conflicts Spt Fund 0001	\$ 201,412,348	\$ 211,831,007	\$ 218,238,146	\$ 221,721,243	\$ 9,890,236	4.7%
Total Revenues		\$ 201,412,348	\$ 211,831,007	\$ 218,238,146	\$ 221,721,243	\$ 9,890,236	4.7%

Criminal Justice Support— Budget Unit 217 Revenues by Type

Type	FY 2014 Actuals	FY 2015 Approved	FY 2016 Base Budget	FY 2016 Recommended	Amount Chg From 2015 Approved	% Chg From 2015 Approved
Fines, Forfeitures, Penalties	\$ 9,704,110	\$ 13,232,961	\$ 8,615,100	\$ 8,615,100	\$ (4,617,861)	-34.9%
Charges For Services	1,209,800	1,457,898	1,457,898	1,457,898	—	—
Aid From Government Agencies - State	186,759,763	193,975,000	205,000,000	205,000,000	11,025,000	5.7%
Other Financing Sources	3,738,674	3,165,148	3,165,148	6,648,245	3,483,097	110.0%
Total Revenues	\$ 201,412,348	\$ 211,831,007	\$ 218,238,146	\$ 221,721,243	\$ 9,890,236	4.7%

Courts & Conflicts Spt Fund 0001 — Cost Center 3217 Major Changes to the Budget

	Positions	Appropriations	Revenues
0001-General Fund (Fund Number 0001)			
Current Level Budget			
FY 2015 Approved Budget	—	\$ 41,970,339	\$ 211,831,007
Board Approved Adjustments During FY 2015	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
IntraCounty Adjustments	—	(54,086)	—
Other Adjustments	—	—	6,407,139
Subtotal (Current Level Budget)	—	\$ 41,916,253	\$ 218,238,146

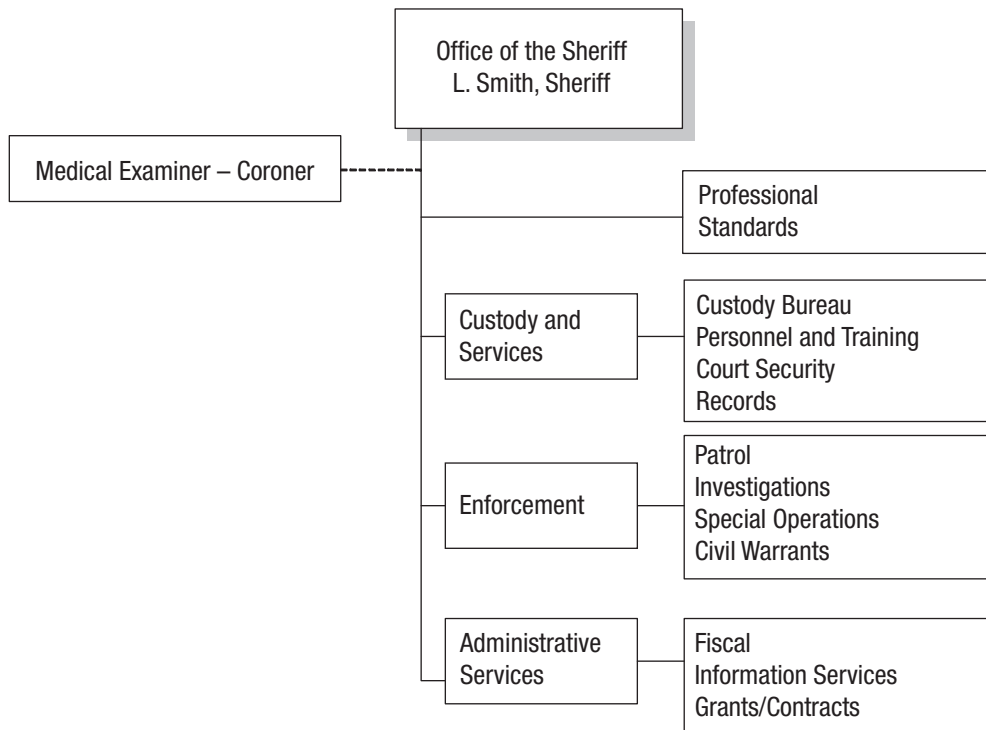


Courts & Conflicts Spt Fund 0001 — Cost Center 3217
Major Changes to the Budget

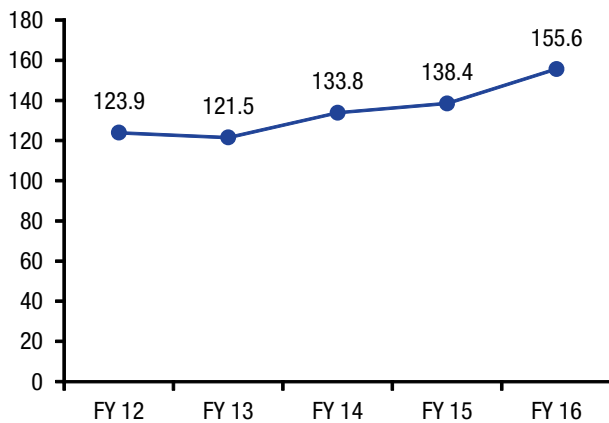
	Positions	Appropriations	Revenues
Recommended Changes for FY 2016			
IntraCounty Adjustments	— \$	— \$	3,483,097
Decision Packages			
Add funding for Juvenile Justice Systems Collaborative	—	250,000	—
Public Safety Realignment Program (AB109) - Increase Reserve	—	3,483,097	—
Fund Classification Validation Study	—	30,000	—
Information Technology			
Capital			
Subtotal (Recommended Changes)	— \$	3,763,097 \$	3,483,097
Recommended Budget	— \$	45,679,350 \$	221,721,243



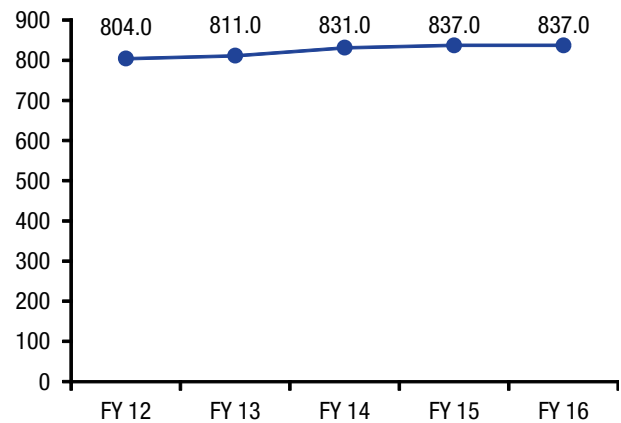
Office of the Sheriff



Section 2: Public Safety and Justice



Gross Appropriation Trend



Staffing Trend

In addition to the 837 positions above, the Sheriff has assigned an additional 780 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

As part of an administrative restructuring of the Department of Correction (DOC), 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 is also responsible for the administrative management of the Medical Examiner - Coroner's Office.

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

This division provides general administrative, fiscal and accounting services. The Information Systems Division manages all systems, including the Sheriff's Law Enforcement Telecommunications System (SLETS), the Jail Management System (JIS), regional information sharing (Coplink), and Cal ID systems. This division is also 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 this division.

Administrative Booking and Records Services

The Administrative Booking and Records Services unit manages all criminal history and warrant files, and performs applicant fingerprinting for employment. The Administrative Booking 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. Also, the Santa Clara County Cal ID Program is responsible for providing accurate, timely, and complete fingerprint identification services to law enforcement agencies.

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 Antonio 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-five 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) team, 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 1,100 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 participates in the County's efforts to assist the homeless and those in need of mental health services. The Transit Patrol Division also includes a downtown San Jose Transit Mall Crime Suppression Unit, which consists of two deputies to supplement local police by providing a uniformed presence to improve the safety and security of the VTA ridership around the Downtown Transit Mall.

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

The Sheriff's Office takes pride in being able to provide the necessary resources throughout the county to address public safety needs. In order to accomplish this, there are various specialized response teams such as the Bomb Squad, Hostage Negotiation Team, Tactical Sheriff's Emergency Response Team (SERT), Underwater Search Dive Team, Crowd Control Unit, Off Road Motorcycle Team, and the Air Support Unit, which all reside within the Special Operations Division. 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 13,700 hours yearly to the community. Except for the coordinator, volunteers provide all services to the County at no cost.

Current and Emerging Issues

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.

Recruitment and Retention

Recruitment and retention of high-caliber law enforcement professionals is a challenge, both in the County and regionally. As of May, the number of Deputy vacancies is approximately 34, 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, and is targeting significant resources at recruiting and backgrounding many applicants. The Administration is supportive of the Sheriff's additional enforcement academies that are being held to fill vacancies within the Department, and will address the issue during Fiscal Year 2016 if additional funds for academies are necessary.

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

At the start of 2011, the Office of the Sheriff established new guidelines for tracking gang activity. As a result of the new guidelines, staff training, and the hiring of a gang crime analyst, gang-related crime tracking has improved. An analysis of Field Interview (FI) cards show that from 2011 to 2014 there were 655 gang-related FI cards. This was a substantial increase over the prior 4-year period of 2007 to 2010, which had 193 gang-related FI cards. There was an overall decrease of 7% of gang-

related cases in 2014 as compared to 2013. The collaborative effort among the Patrol Divisions, Special Operations, and the Investigations Division of the Office of the Sheriff has been crucial to the continued monitoring of gang activity.

Just Culture

Since the summer of 2013, when the Sheriff's Office and Department of Correction Administration presented the concept of Just Culture to about 30 mid-level and executive managers, Just Culture themes and discussions have been continuing and growing. Recurring themes in discussions include the importance of transparency, trust in an organization, the role of management allowing inquiry to take place, and mentoring.

In the fall of 2014, several new executives attended the County's New Executive Onboarding and Networking (NEON) Program. Also, several managers attended the Just Culture train-the-trainer program. Since that time, these managers developed a department-wide plan to roll out the Just Culture initiatives. The initial phase is the presentation of the materials to the Department's executive managers in April 2015. Based on the feedback from the executive managers, the presentation materials will be revised for use by the remainder of the Department. Through the late spring, the training will be presented to all levels of sworn and professional staff in the Department of Correction, Sheriff's Office, and Medical Examiner-Coroner's Office.

County Executive's Recommendation

Summary of County Executive's Recommendations

Description	Impact	Impact on Services	Position Impact	FY 2016 Ongoing Net Cost/(Savings)	FY 2016 One-Time Net Cost/(Savings)
Replace PortaCount Machines	↑	These resources will help to ensure the Department can assess the fit of gas masks for leaks.	—	—	\$44,000
Replace Applicant Fingerprint Devices	↑	These resources will help to ensure the Sheriff's Office can continue to provide a fingerprint background check for the community.	—	—	\$137,000
Increase Funding for Fingerprint Identification Services	◆	This action will allow the County to fund its share for fingerprint identification services.	—	\$203,356	—
Augment Information Technology Infrastructure Support	↑	This position will help to better support the growing number of video capture devices and digital media devices.	1.0	\$112,689	(\$18,781)
Add Assistant Sheriff for Custody Operations	↑	This position will provide more dedicated operational oversight to assist the Chief of Correction in the daily operation of the jails.	1.0	\$309,957	\$25,000
Add Staff for Jail Investigative Unit	↑	The unit will better address sexual assault incidents along with gang and narcotics activity within the jails.	2.0	\$323,256	\$25,000
Re-Organize Accounting Operations	↑	The position will provide the appropriate level of staffing to handle the increased volume and more complex workload.	—	\$24,468	(\$18,313)
↑ — Enhanced ◆ — Modified ● — No Change ↓ — Reduced ☒ — Eliminated					



Summary of County Executive's Recommendations

Description	Impact	Impact on Services	Position Impact	FY 2016 Ongoing Net Cost/(Savings)	FY 2016 One-Time Net Cost/(Savings)
Provide Funding for E-Discovery Pilot Project	↑	This will provide electronic discovery for criminal cases to inmates at Main Jail.	—	—	\$40,000
Augment Criminal Evidence and Subpoena Tracking Support	↑	These positions will manage subpoena notification and tracking system to better ensure that deputies appear in court.	2.0	\$198,838	(\$8,139)
Enhance Training Program	↑	This position will provide a resident training expert and ensure that required training hours are completed.	1.0	—	—
Provide security for Adult Probation	↑	These positions will provide an enhanced level of security for staff at Adult Probation.	2.0	—	—
↑ — Enhanced ◆ — Modified ● — No Change ↓ — Reduced ☒ — Eliminated					

↑ Replace PortaCount Machines

Recommended Action: Allocate one-time funding in the amount of \$44,000 to replace four failing PortaCount machines used for mandated annual gas mask fit testing for staff in the Sheriff's Office and Department of Correction.

Service Impact: Cal-OSHA mandates annual gas mask fit testing to be completed by all badge personnel within the Sheriff's Office and Department of Correction. A PortaCount is a specialized piece of equipment designed to assess the fit of each individual gas mask for leaks on each of the deputies. The Department uses five PortaCount units to complete the fit testing of approximately 1,600 deputies throughout the year. The use of multiple PortaCount units allows staff to provide this mandated testing to deputies on duty, with no overtime used, while still maintaining jail staffing standards.

A PortaCount's life expectancy is 10 years, and four units were purchased in 2002. The fifth unit was purchased in 2014 after an old unit failed completely. Annual calibration for each unit is required, and due to the age of the current units, repairs for failed calibration are not available, and the units must be replaced.

One-time Cost: \$44,000

↑ Replace Applicant Fingerprint Devices

Recommended Action: Allocate one-time funding in the amount of \$137,000 to replace six end-of-life Applicant Fingerprint Livescan devices.

Service Impact: The Sheriff's Office has six Applicant Livescan devices located in the Westside substation, South County substation, Stanford University, and Sheriff's Headquarters sites. These are not criminal Livescan fingerprint devices, and are not attached in any way to the Cal ID funding or program. The Applicant Livescan is a legally required applicant fingerprint background process that has been in existence in California since 1998, and the Sheriff's Office has been participating in this State-wide process since that time.

The users of this applicant fingerprint service are community members who are mandated to receive a fingerprint background check, such as volunteers who work with children, school teachers, and financial institutions. The Department receives revenues in the amount of \$300,000 per year for this service. The current Livescan devices were purchased in 2005. The operating system is Windows XP and is no longer supported, and the fingerprint hardware and software will not be supported after March 31, 2016.

One-time Cost: \$137,000



◆ Increase Funding for Fingerprint Identification Services

Recommended Action: Allocate ongoing funding in the amount of \$203,356 for the increase in the Department's share of regional fingerprint identification services.

Service Impact: The Sheriff's Office is the administrator of the regional Cal ID program, which identifies 10-print fingerprints from new arrestees, and latent fingerprints from crime scenes. The Cal ID operating budget is funded from contributions from local law enforcement agencies including cities, the County, and some State and Federal agencies. The recommendation will increase one-time funding in the amount of \$203,356 related to the County's share for fingerprint identification services to meet the FY 2016 obligation.

Ongoing Cost: \$203,356

↑ Augment Information Technology Infrastructure Support

Recommended Action: Add 1.0 Information Systems Technician II/I position to augment information technology infrastructure support.

Service Impact: The support of digital media is a growing concern for the Department. The position will support the growing number of video capture devices, as well as digital media information requests from the public or other government entities. Over the past few years, there have been several high-liability issues and digital media requests related to police pursuits and community interaction with deputies. Problems surfaced when the cameras in the vehicles were either not functioning or improperly configured.

In addition to the technical support needed for the existing digital media devices, many law enforcement agencies are moving toward implementing body worn devices and enhancing existing in-car video capabilities. The Department is currently exploring the feasibility of implementing body worn cameras in patrol, through a referral from the Board of Supervisors. This position will support not only the technical aspects of the growing

number of digital media devices, but also manage the significant growth in public information requests for audio and video data.

Positions Added: 1.0 FTE

Ongoing Cost: \$112,689

One-time Savings: \$18,781

Salary savings reflecting time for recruitment

↑ Add Assistant Sheriff for Custody Operations

Recommended Action: Add 1.0 FTE Assistant Sheriff position to provide additional management oversight for custody operations and increase ongoing funding in the amount of \$12,000 for one unmarked vehicle and \$25,000 in one-time funds for acquisition of the vehicle.

Service Impact: This proposal will add 1.0 FTE Assistant Sheriff position to manage the jail operational issues, inmate population management, and the future initiatives to upgrade or replace the jail facilities. Currently, the department has two Assistant Sheriff positions who report directly to the Undersheriff/Chief. One of the Assistant Sheriff positions oversees Support Services and Custody, and the other oversees Enforcement Services.

The administrative restructuring of the Department of Correction and the Sheriff's Office was approved by the Board on July 1, 2010. The administration of the two departments has been handled since that time by Sheriff's Administration. In the last three years, the scope of responsibility and complexity of custody issues has increased significantly. AB 109 has increased the population of maximum and high medium security inmates. These inmates have a higher level of sophistication and are incarcerated longer in facilities meant for shorter jail sentences. The County's aging facilities have been impacted, and do not have enough maximum security beds. An unmet need of the Department is more dedicated operational oversight to assist the Chief of Correction in the daily operation of the jails. The MGT Jail Needs Assessment study that was published in January 2015 calls for the creation of a dedicated Assistant Sheriff position that oversees corrections.

This proposal will also rewrite the job specification of Assistant Sheriff to include the knowledge, skills, and abilities obtained through administrative experience in correctional or law enforcement environments. Currently the job specification is limited to law enforcement personnel by virtue of needing a State Peace Officer Standards and Training certificate.

Positions Added: 1.0 FTE
Ongoing Cost: \$309,957
One-time Cost: \$25,000

↑ Add Staff for Jail Investigative Unit

Recommended Action: Add 2.0 Deputy Sheriff positions and increase ongoing funding in the amount of \$12,000 for one unmarked vehicle and \$25,000 in one-time funds for acquisition of the vehicle.

Service Impact: This proposal will allow the Department to fully staff a Jail Investigative Unit to address the Federal requirements of investigating sexual assaults and harassments in a custodial setting under the Prison Rape Elimination Act (PREA). PREA requires specific training to investigate sexual assaults in the jails or prisons. The positions will be responsible for the documentation, investigation, and evidence collection for incidents that occur in our jails, such as in-custody deaths, suicides, and assaults. The unit addresses gang and narcotics activity in our community and jails. Gang and narcotics investigations within the jails involve gathering intelligence, and liaising with other law enforcement agencies to help prevent and solve gang and narcotics related crimes. The unit will also be utilized for night time investigations within the community, or Crime Scene Investigation (CSI) duties since we have deleted several detective positions in previous budget reductions.

This proposal also provides more efficient coverage for supervising staff at both Main Jail and Elmwood. On July 1, 2014, the Board approved the addition of 3.0 FTE Deputy Sheriff positions to implement this unit. Then, in January 2015, the Board approved a re-organization of jail Sergeant positions that allowed the Department to move 4 Sheriff's Sergeant positions into the Jail Investigative Unit, bringing the staffing up to 3 Deputy positions and 4 Sheriff's Sergeant positions. This proposal would add two more Deputy Sheriff positions to the unit, allowing for 24/7 coverage of both the Main Jail and Elmwood facilities to investigate PREA,

narcotics, and gang investigations. This staffing level provides a small relief factor and allows the existing sergeants in the jail to supervise line staff and not be diverted or delegated to other responsibilities such as criminal investigations and report writing.

Positions Added: 2.0 FTE
Ongoing Cost: \$323,256
One-time Cost: \$25,000

↑ Re-Organize Accounting Operations

Recommended Action: Add 1.0 FTE Accountant II position and delete 1.0 FTE Account Clerk II position in the Accounting Operations Unit of the Sheriff's Office.

Service Impact: Since the consolidation of the Sheriffs Office and DOC in 2010, the Fiscal Units from each Department have been re-organized into two new units: a Budget Management Unit and an Accounting Operations unit. The Accounting Operations unit has a need for higher level accounting staff to handle the more complex accounting operations. Of the 15 staff in the unit, only three are professional accounting level staff, and the rest are clerical or clerical supervisors. There has been a significant increase in work volume for payroll, billing, and fiscal reconciliations because of the addition of new operations such as Cal ID, VMC security, academy billing, Levi Stadium reimbursements, the increased Parks services contract, and the increased SB 90 reimbursement claims. The accounting required for these programs needs more advanced skills typically provided by a higher-level professional accounting staff. The Accountant II produces and analyzes a variety of complex reports, researches a wide variety of raw data and subsidiary reports, locating errors and making corrections, reconciles bank balance and trust fund balances, reviews journal entries of subordinate staff, and supervises staff performing Account Clerk duties.

Adding this position will provide the appropriate level of staffing to handle the increased volume and more complex workload.

Net Positions Added: 0.0 FTE

Positions Added: 1.0 FTE

Positions Deleted: 1.0 FTE

Ongoing Cost: \$24,468

One-time Savings: \$18,313

Salary savings reflecting time for recruitment

↑ Provide Funding for E-Discovery Pilot Project

Recommended Action: Allocate one-time funding in the amount of \$40,000 to implement a pilot project for E-Discovery services for inmates.

Service Impact: This E-Discovery pilot project will provide electronic discovery for criminal cases to the inmates at Main Jail. The discovery will be provided in a secure manner to inmates on devices that are large enough to view electronic content in any format. This will allow the Department to look at vendor solutions that would pilot new devices and software for E-Discovery. Other potential capabilities of the system could include access to a digital law library, online training, attorney video conferencing, and inmate correspondence.

One-time Cost: \$40,000

↑ Augment Criminal Evidence and Subpoena Tracking Support

Recommended Action: Add 2.0 Law Enforcement Records Technician/Law Enforcement Records Clerk positions to support criminal evidence and subpoena tracking and increase expenditures by \$25,000 on a one-time basis for overtime expenses.

Service Impact: The two positions will be responsible for managing the subpoena notification and tracking system that alerts deputies when to appear in court, and providing assistance with the disposal of evidence from adjudicated criminal cases. With regard to the criminal and traffic subpoenas, the positions will issue and track these orders, and ensure that deputies appear in court. It is imperative that the deputies attend the court hearings to support the Department's criminal case against the defendant. As shown in recent media

stories, the Sheriff's Office has a 20% non-appearance rate for court proceedings, and it was discovered that operational issues with the subpoena process have contributed to this 20% rate.

Most criminal evidence items submitted into the Evidence Room must be eventually removed in order to make room for new and constantly incoming evidence items. Some evidence needs to be stored forever, such as items from sexual assaults and homicides. The Evidence Room is currently overstocked with evidence that need to be discarded because the misdemeanor criminal cases have already been adjudicated. With the increased volume of items in the Evidence Room, the risk of misplacing of evidence is greatly increased. There are currently 5,000 to 6,000 misdemeanor cases that need to be purged. When the Department moves to a new Records Management System as part of the County's Public Safety and Justice System Program initiative, it does not make sense to move the evidence tracking for these closed cases into the new system. The one-time funding would provide the overtime needed to purge these cases.

Positions Added: 2.0 FTE

Ongoing Cost: \$198,838

One-time Net Savings: \$8,139

Salary savings reflecting time for recruitment

One-time Overtime: \$25,000

↑ Enhance Training Program

Recommended Action: Add 1.0 Sheriff Sergeant position for the Sheriff's Office training program.

Service Impact: This critical position was deleted in FY 2012 due to budget reductions. The Sheriff's Office is mandated by the State to meet certain minimum training requirements for peace officers working for the Sheriff's Office. The State Peace Officer Standards and Training (POST) Board requires training for enforcement peace officers for a minimum of 24 hours every two years. The Standards and Training for Corrections (STC) Board requires 24 hours of mandated training every year for the correctional staff.

Since the consolidation of DOC and the Sheriff's Office in 2010, the workload in the training unit has more than doubled. This position would ensure that the annual POST and STC mandated training hours are completed. What the Department has realized since cutting the position in 2012 is that there is a compelling need for a

resident expert in the areas of Force Options Training, (Emergency Vehicle Operations Course) EVOC, Active Shooter, and CPR to assist with mandated training for the Sheriff's Office and DOC. The Department often has to cancel or reschedule training due to instructor schedule conflicts, and having a resident training expert on site will ensure efficient training at all times. At all of the training facilities, an on-site supervisor will ensure proper and safe training techniques are utilized by outside agencies that contract for training.

This proposal will allow the Department to add more State-reimbursed POST and STC training courses, which are reimbursable. Getting a training course approved by the State requires a great deal of research to justify the need for the course, create a lesson plan, and also develop a safety plan.

Positions Added: 1.0 FTE

Ongoing Net Cost: \$0

Ongoing cost: \$204,032

Ongoing Revenue: \$204,032

Ongoing transfer in provided by the Justice Training Center Trust Fund to offset the cost of this position.

Service Impact: These positions are being added to create a public entry door and screening area since there are no screening areas for weapons and/or contraband. These positions will help to support a security system which will require all persons entering the building to pass through a magnetometer before gaining access to the public areas of the buildings (i.e., public lobbies, interview rooms and arrest area). This system will be similar to the screening station set-up at the County's Re-Entry Resource Center.

In recent months, the number of Probation clients and their friends/families entering the building while in possession of deadly weapons and/or contraband has increased. In the last few months alone, Probation staff has seized a variety of drugs, drug paraphernalia and knives from this population. In one recent incident, a non-probationer accompanying her sister to the building confronted another probation client by brandishing a knife at him. This required the intervention of deputy probation officers to deescalate the situation and prevent serious injury.

Positions Added: 2.0 FTE

Net Ongoing Cost: \$0

Ongoing Cost: \$382,338

Ongoing Reimbursement from Probation: \$382,338

One-time Savings: \$63,723

Salary savings reflecting time for recruitment

↑ Provide Security for Adult Probation

Recommended Action: Add 2.0 Deputy Sheriff positions to provide security services at a public entry screening station at Adult Probation.

**Sheriff's Department— Budget Unit 230
Net Expenditures by Cost Center**

CC	Cost Center Name	FY 2014 Actuals	FY 2015 Approved	FY 2016 Base Budget	FY 2016 Recommended	Amount Chg From 2015 Approved	% Chg From 2015 Approved
023001	Administration Fund 0001	\$ 5,263,538	\$ 5,222,148	\$ 5,932,050	\$ 6,270,197	\$ 1,048,049	20.1%
023002	Administrative Svcs Fund 0001	16,968,873	17,693,665	19,842,437	20,456,097	2,762,432	15.6%
023003	Field Enforcement Bureau Fund 0001	50,288,575	54,174,046	62,372,499	62,945,507	8,771,461	16.2%
023004	Services Bureau Fund 0001	49,300,635	53,435,920	56,326,851	56,715,026	3,279,106	6.1%
023005	Internal Affairs Fund 0001	753,582	804,221	911,611	912,236	108,015	13.4%
Total Net Expenditures		\$ 122,575,203	\$ 131,330,000	\$ 145,385,448	\$ 147,299,063	\$ 15,969,063	12.2%



Sheriff's Department— Budget Unit 230 Gross Expenditures by Cost Center

CC	Cost Center Name	FY 2014 Actuals	FY 2015 Approved	FY 2016 Base Budget	FY 2016 Recommended	Amount Chg From 2015 Approved	% Chg From 2015 Approved
023001	Administration Fund 0001	\$ 6,505,989	\$ 5,222,148	\$ 5,932,050	\$ 6,270,197	\$ 1,048,049	20.1%
023002	Administrative Svcs Fund 0001	17,014,134	20,897,496	23,324,585	23,938,245	3,040,749	14.6%
023003	Field Enforcement Bureau Fund 0001	54,038,855	57,070,443	65,822,341	66,395,349	9,324,906	16.3%
023004	Services Bureau Fund 0001	50,141,066	54,039,562	56,971,283	57,678,073	3,638,511	6.7%
023005	Internal Affairs Fund 0001	1,155,444	1,198,359	1,335,590	1,336,215	137,856	11.5%
Total Gross Expenditures		\$ 128,855,487	\$ 138,428,008	\$ 153,385,849	\$ 155,618,079	\$ 17,190,071	12.4%

Sheriff's Department— Budget Unit 230 Expenditures by Object

Object	FY 2014 Actuals	FY 2015 Approved	FY 2016 Base Budget	FY 2016 Recommended	Amount Chg From 2015 Approved	% Chg From 2015 Approved
Salary and Benefits	\$ 109,058,579	\$ 120,205,572	\$ 132,835,170	\$ 134,257,792	\$ 14,052,220	11.7%
Services And Supplies	19,709,135	18,222,436	20,550,679	21,106,255	2,883,819	15.8%
Fixed Assets	87,773	—	—	50,000	50,000	n/a
Operating/Equity Transfers	—	—	—	204,032	204,032	n/a
Total Gross Expenditures	\$ 128,855,487	\$ 138,428,008	\$ 153,385,849	\$ 155,618,079	\$ 17,190,071	12.4%
Expenditure Transfers	(6,280,284)	(7,098,008)	(8,000,401)	(8,319,016)	(1,221,008)	17.2%
Total Net Expenditures	\$ 122,575,203	\$ 131,330,000	\$ 145,385,448	\$ 147,299,063	\$ 15,969,063	12.2%

Sheriff's Department— Budget Unit 230 Revenues by Cost Center

CC	Cost Center Name	FY 2014 Actuals	FY 2015 Approved	FY 2016 Base Budget	FY 2016 Recommended	Amount Chg From 2015 Approved	% Chg From 2015 Approved
023001	Administration Fund 0001	\$ 948,850	\$ 596,113	\$ 615,500	\$ 615,500	\$ 19,387	3.3%
023002	Administrative Svcs Fund 0001	2,674,667	3,526,779	2,273,433	2,273,433	(1,253,346)	-35.5%
023003	Field Enforcement Bureau Fund 0001	21,703,406	21,830,814	24,287,450	24,287,450	2,456,636	11.3%
023004	Services Bureau Fund 0001	30,555,097	31,981,948	35,941,878	35,941,878	3,959,930	12.4%
Total Revenues		\$ 55,882,020	\$ 57,935,654	\$ 63,118,261	\$ 63,118,261	\$ 5,182,607	8.9%



Sheriff's Department— Budget Unit 230

Revenues by Type

Type	FY 2014 Actuals	FY 2015 Approved	FY 2016 Base Budget	FY 2016 Recommended	Amount Chg From 2015 Approved	% Chg From 2015 Approved
Licenses, Permits, Franchises	\$ 21,912	\$ 41,250	\$ 31,500	\$ 31,500	(9,750)	-23.6%
Fines, Forfeitures, Penalties	60,331	65,250	65,250	65,250	—	—
Aid From Government Agencies - Federal	935,935	—	—	—	—	—
Other Financing Sources	36,988,605	38,941,575	42,822,848	42,822,848	3,881,273	10.0%
Charges For Services	17,414,010	18,253,367	20,078,663	20,078,663	1,825,296	10.0%
Aid From Government Agencies - State	204,776	90,000	90,000	90,000	—	—
Revenue From Other Government Agencies	256,450	544,212	30,000	30,000	(514,212)	-94.5%
Total Revenues	\$ 55,882,020	\$ 57,935,654	\$ 63,118,261	\$ 63,118,261	5,182,607	8.9%

Administration Fund 0001 — Cost Center 023001

Major Changes to the Budget

	Positions	Appropriations	Revenues
0001-General Fund (Fund Number 0001)			
Current Level Budget			
FY 2015 Approved Budget	18.0	\$ 5,222,148	\$ 596,113
Board Approved Adjustments During FY 2015	—	214,796	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	346,755	—
IntraCounty Adjustments	—	141,888	48,942
Other Adjustments	—	6,463	(29,555)
Subtotal (Current Level Budget)	18.0	\$ 5,932,050	\$ 615,500
Recommended Changes for FY 2016			
IntraCounty Adjustments	—	\$ 3,190	\$ —
Decision Packages			
Add Assistant Sheriff for Custody Operations	1.0	334,957	—
Information Technology			
Capital			
Subtotal (Recommended Changes)	1.0	\$ 338,147	\$ —
Recommended Budget	19.0	\$ 6,270,197	\$ 615,500



Administrative Svcs Fund 0001 — Cost Center 023002 Major Changes to the Budget

	Positions	Appropriations	Revenues
0001-General Fund (Fund Number 0001)			
Current Level Budget			
FY 2015 Approved Budget	169.0	\$ 17,693,665	\$ 3,526,779
Board Approved Adjustments During FY 2015	1.0	177,473	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	1,484,531	—
IntraCounty Adjustments	—	782,124	(1,170,559)
Other Adjustments	—	(295,356)	(82,787)
Subtotal (Current Level Budget)	170.0	\$ 19,842,437	\$ 2,273,433
Recommended Changes for FY 2016			
IntraCounty Adjustments	—	\$ 225,565	\$ —
Decision Packages			
Re-Organize Accounting Operations	—	6,155	—
Replace PortaCount Machines	—	44,000	—
Augment Information Technology Infrastructure Support	1.0	93,908	—
Provide Funding for E-Discovery Pilot Project	—	40,000	—
Enhance Training Program	1.0	204,032	—
Information Technology			
Capital			
Subtotal (Recommended Changes)	2.0	\$ 613,660	\$ —
Recommended Budget	172.0	\$ 20,456,097	\$ 2,273,433

Field Enforcement Bureau Fund 0001 — Cost Center 023003 Major Changes to the Budget

	Positions	Appropriations	Revenues
0001-General Fund (Fund Number 0001)			
Current Level Budget			
FY 2015 Approved Budget	284.0	\$ 54,174,046	\$ 21,830,814
Board Approved Adjustments During FY 2015	1.0	167,834	167,834
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	4.0	7,570,271	—
IntraCounty Adjustments	—	684,960	1,056
Other Adjustments	—	(224,612)	2,287,746
Subtotal (Current Level Budget)	289.0	\$ 62,372,499	\$ 24,287,450
Recommended Changes for FY 2016			
IntraCounty Adjustments	—	\$ 34,053	\$ —
Decision Packages			
Add Staff for Jail Investigative Unit	2.0	348,256	—



Field Enforcement Bureau Fund 0001 — Cost Center 023003
Major Changes to the Budget

	Positions	Appropriations	Revenues
Augment Criminal Evidence and Subpoena Tracking Support	2.0	190,699	—
Information Technology			
Capital			
Subtotal (Recommended Changes)	4.0	\$ 573,008	\$ —
Recommended Budget	293.0	\$ 62,945,507	\$ 24,287,450

Services Bureau Fund 0001 — Cost Center 023004
Major Changes to the Budget

	Positions	Appropriations	Revenues
0001-General Fund (Fund Number 0001)			
Current Level Budget			
FY 2015 Approved Budget	360.0	\$ 53,435,920	\$ 31,981,948
Board Approved Adjustments During FY 2015	-11.0	(2,144,528)	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	-4.0	4,680,714	—
IntraCounty Adjustments	—	298,193	4,033,784
Other Adjustments	—	56,552	(73,854)
Subtotal (Current Level Budget)	345.0	\$ 56,326,851	\$ 35,941,878
Recommended Changes for FY 2016			
IntraCounty Adjustments	—	\$ (270,796)	\$ —
Decision Packages			
Replace Applicant Fingerprint Devices	—	137,000	—
Increase Funding for Fingerprint Identification Services	—	203,356	—
Provide Security for Adult Probation	2.0	318,615	—
Information Technology			
Capital			
Subtotal (Recommended Changes)	2.0	\$ 388,175	\$ —
Recommended Budget	347.0	\$ 56,715,026	\$ 35,941,878

Internal Affairs Fund 0001 — Cost Center 023005
Major Changes to the Budget

	Positions	Appropriations	Revenues
0001-General Fund (Fund Number 0001)			
Current Level Budget			
FY 2015 Approved Budget	6.0	\$ 804,221	\$ —
Board Approved Adjustments During FY 2015	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	122,489	—
IntraCounty Adjustments	—	(14,438)	—
Other Adjustments	—	(661)	—

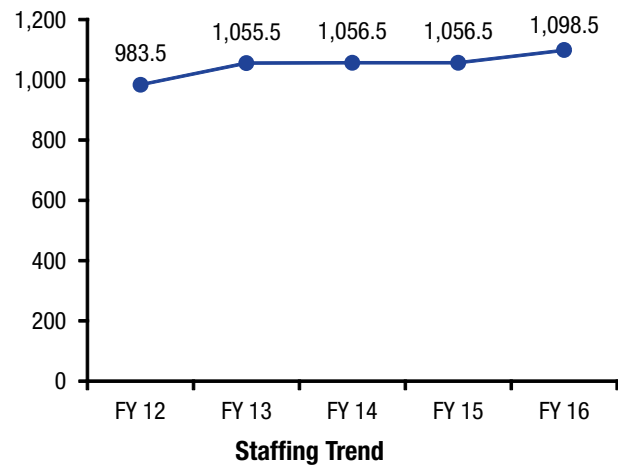
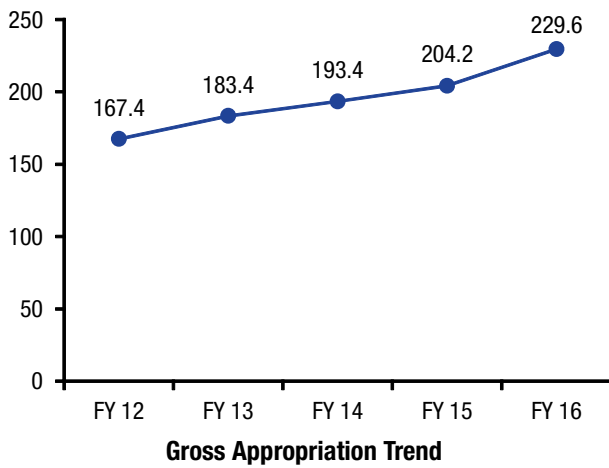


Internal Affairs Fund 0001 — Cost Center 023005
Major Changes to the Budget

	Positions	Appropriations	Revenues
Subtotal (Current Level Budget)	6.0	\$ 911,611	\$ —
Recommended Changes for FY 2016			
IntraCounty Adjustments	—	\$ 625	\$ —
Decision Packages			
Information Technology			
Capital			
Subtotal (Recommended Changes)	—	\$ 625	\$ —
Recommended Budget	6.0	\$ 912,236	\$ —



Department of Correction



Of the above 1,098.5 positions, the Sheriff has authorized the assignment of 780 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, services include the following:

Intake Booking: All Intake Booking is done at the Main Jail and initiates the County custody process for most inmates. Approximately 44,800 arrestees were accepted and processed at the County jail facilities in Fiscal Year 2014.

Release: Inmates who are scheduled for release are released in a timely manner.

Classifying 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 Title 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 13,000 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 the opportunity for two one-hour visits each week.

Provide Clean Laundry: The DOC projects it will wash approximately 2.1 million pounds of inmate laundry and handle approximately 140,000 pounds of homeless laundry annually for various local homeless shelters in Fiscal Year 2015.

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 the 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. Services include:

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, industrial safety, embroidery, engraving, and garment printing.

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 of out-of-custody

individuals involves compliance checks, drug screening, and physical checks/searches of the individual, their residence, and employment site.

Current and Emerging Issues

Public Safety Realignment

Public Safety Realignment (AB 109) transferred a number of services previously provided by the State, to the local government. The most significant impact on the Department of Correction is a result of sentencing changes that make offenders without any current or prior serious or violent or sex convictions 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, for some reasons, 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 number 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 the 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 FY 2015 and this population continues to grow. 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

In this decade, the percentage of inmates 55 years of age or older has increased from 2.1% to 5.8%, and from an Average Daily Population (ADP) of 86 to 229 in the first half of FY 2015. 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 2015, the need for special management beds for the mentally ill was exhausted, resulting in the need to open suitable housing 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 have very old facilities that are in need of renovation or replacement. The annual maintenance and repair cost for these facilities continues to increase. In addition, the population of AB 109 inmates is continuing to increase. These inmates have longer lengths of stay and add wear and tear to these facilities.

The jail facilities were the subject of a recent Jail Needs Assessment study performed by MGT of America. The report contained a recommendation that the Main Jail South facility be replaced, that facility hardening renovations be completed at Main Jail North, and that medium security beds and programming space be added to Elmwood. Significant one-time and ongoing costs are associated with the report's recommendations.



Issues with Recruitment and Retention

Recruitment and retention of high-caliber law enforcement professionals is a challenge, both in the County and regionally. As of May, the number of Correctional Deputy vacancies was approximately 36, which is 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. The Administration is supportive of the Sheriff's additional correctional academies that are being held to fill vacancies within the Department, and will address the issue during Fiscal Year 2016 if additional funds for academies are necessary.

Inmate Telephone Services and Inmate Welfare Fund Revenue

By order of the Federal Communications Commission (FCC) and effective February 11, 2014, the rates charged for interstate inmate telephone calls were capped at a level significantly lower than the rates charged prior to the order. This reduction in the cost of interstate inmate telephone calls has caused a corresponding reduction to the level of commissions paid to the Inmate Welfare Fund (IWF). Additionally, the FCC has asserted it has regulatory authority over other call categories (intrastate and international) and has also expressed its intent to seek reductions to those rate categories as well. The Department is preparing for any mandated changes by the FCC and plans to respond to these changes while continuing to ensure appropriate service levels at all times.

County Executive's Recommendation

Summary of County Executive's Recommendations

Description	Impact	Impact on Services	Position Impact	FY 2016 Ongoing Net Cost/(Savings)	FY 2016 One-Time Net Cost/(Savings)
Add Staffing for Americans with Disabilities Act (ADA) issues	↑	This position will allow the County to better address the ADA needs of inmates.	1.0	\$141,146	(\$23,524)
Increase Overtime for Special Housing Unit	↑	These resources will allow the Department to better segregate high-security gang-related inmates.	—	—	\$1,218,000
Add Staffing for Professional Compliance	↑	This position will help to ensure staff compliance with policies, laws, and regulations.	1.0	\$171,788	—
Restore Main Jail South Visiting	↑	These positions will allow visitation seven days a week.	2.0	\$282,292	(\$47,048)
Increase Overtime for W-1 Housing Unit at Elmwood	↑	These resources will allow the Department to better address the female population and security housing issues.	—	—	\$2,436,000
Add Staffing for Acute Mental Health Care Unit	↑	These positions will offer an increased number of acute mental health care beds.	7.0	\$418,472	(\$494,011)
Add Staffing for Maximum Security Housing Units	↑	These positions will allow the Department to better address the needs of maximum security inmates.	19.0	\$2,681,774	(\$1,340,887)
↑ — Enhanced ◆ — Modified ● — No Change ↓ — Reduced ☒ — Eliminated					



Summary of County Executive's Recommendations

Description	Impact	Impact on Services	Position Impact	FY 2016 Ongoing Net Cost/(Savings)	FY 2016 One-Time Net Cost/(Savings)
Public Safety Realignment Program (AB 109) - Delete Correctional Deputy positions for Custodial Alternative Supervision Unit	◆	This change better reflects current service levels given the declining eligible inmates.	(2.0)	—	—
Add Staffing for Management Oversight for Main Jail and Elmwood	↑	These positions will provide additional management oversight for daily jail operations.	2.0	\$396,098	—
Enhance Women's Vocational Programs	↑	This position will allow female inmates additional opportunities for vocational programs.	1.0	\$91,664	(\$15,277)
Re-Organize Budget Management Operation	↑	This position will provide the appropriate level of staffing to handle purchase requisitions more efficiently.	—	\$16,701	(\$19,532)
Replace Industrial Washers and Dryers	↑	These resources will allow the Department to continue to wash inmate clothing and bedding and also wash blankets, sheets, and clothing for the homeless.	—	—	\$712,000
Public Safety Realignment Program (AB 109) - Augment Bus Tokens for Re-entry Services	↑	This will allow clients of the Re-Entry Resource Center to get to and from services in the community.	—	—	—
Public Safety Realignment Program (AB 109)-Delete Rehabilitation Officer for Custodial Alternative Supervision Unit	◆	This change better reflects current service levels given the declining eligible inmates.	(1.0)	—	—
Eliminate Custody Inmate Co-Pay	◆	Increase funding to Custody Health to offset the elimination of the inmate co-pay program.	—	\$25,000	—
Increase Custody Pharmaceutical Cost	◆	Increase funding to Custody Health for the increased cost of Hepatitis C medications for inmates incarcerated in the Main Jail and Elmwood.	—	\$1,600,000	—
↑ — Enhanced ◆ — Modified ● — No Change ↓ — Reduced ☒ — Eliminated					

↑ Add Staffing for Americans with Disabilities Act (ADA) issues

Recommended Action: Add 1.0 FTE Sheriff's Correctional Deputy position to manage Americans with Disabilities Act (ADA) and Armstrong (class action) issues.

Service Impact: Twenty years ago, a class action (Armstrong) was filed against the California Department of Corrections and Rehabilitation (CDCR) alleging problems with how CDCR has handled ADA issues in State prison. The State eventually lost the case in 2012 and the Federal Court imposed various

requirements as to how disabled inmates had to be treated and required CDCR to inform the local jails whenever former State inmates with disabilities are housed in local facilities. Although various counties have taken the position that the Armstrong court order does not apply to them, the plaintiffs' lawyers in the Armstrong case are now focusing on ADA issues in the local jails, especially as it applies to AB 109 inmates. Counsel has already filed Armstrong-like lawsuits against at least four counties, recently certifying a class action in Monterey County and threatening legal action here if the County does not engage an expert to assess the ADA issues and provide ongoing support for inmates with disabilities.



This position will allow the County to take a proactive approach to planning for and addressing not only the ADA needs of the Armstrong class members, but all of the inmates housed in the jail who may need an ADA accommodation during their incarceration. The ADA/Armstrong Deputy will be responsible for monitoring policy compliance, maintaining records, responding to inmate request and grievance forms, interviewing inmates, conducting internal inspections and audits, and recording and tracking ADA/Armstrong inmates while in custody. This position will allow the Department to address all ADA issues timely, competently, and efficiently.

Positions Added: 1.0 FTE

Ongoing Cost: \$141,146

One-time Savings: \$23,524

Salary savings reflecting time for recruitment

↑ Increase Overtime for Special Housing Unit

Recommended Action: Allocate one-time funding in the amount of \$1,218,000 for overtime expenses related to the new Special Housing Unit at Main Jail South.

Service Impact: In November 2014, the Department worked with County Administration to create a Special Housing Unit within the 3rd West floor of Main Jail South for high security gang-related inmates. This required an additional annual overtime expense of approximately \$1,218,000, for the equivalent of 2 posts (9.3 FTE), and there was no budget added at that time.

The November 2014 plan created a Special Housing Unit (SHU) in 3rd West from existing cells for the more serious Nuestra Familia maximum security inmates. This was accomplished by moving one of the existing 3rd floor Correctional Deputies and adding 2 more Correctional Deputies per shift. The SHU holds 28 maximum security inmates supervised by 3 dedicated Correctional Deputies. The three Correctional Deputies are responsible for all movement, meals, cleaning, and any other needs of the SHU inmates. Due to the serious nature of the inmates' violent gang affiliations and charges and the level of segregation needed, no inmate workers and no other badge or civilian staff are allowed in this area. The need for a SHU may not be permanent, and so this proposal increases one-time overtime

funding for FY 2016. Future needs for the SHU will be re-evaluated, and the Department will return again for funding in FY 2017 if needed.

One-time Cost: \$1,218,000

↑ Add Staffing for Professional Compliance

Recommended Action: Add 1.0 FTE Sheriff's Correctional Sergeant position for Professional Compliance in the Department of Correction.

Service Impact: The January 2015 MGT Jail Needs Assessment recommended that the Department restore a compliance unit with the necessary positions. The purpose of this unit is to provide staff with operational guidance through proper and responsive policy development and implementation. The Unit will also monitor Department compliance with all policies, applicable standards, and statutory requirements through the use of a comprehensive audit system. The Department currently manages approximately 220 operational policies, covering areas such as emergency response, safety and security, personnel, inmate rights, inmate medical and mental health care, and use of force. There is currently one Captain and one on-loan Correctional Deputy who handle all of the compliance and audit duties. This new position will help the Department to routinely determine operational compliance through a standardized system inspection and audits. This position will help to ensure staff compliance with policies, laws, and regulations through the use of internal inspections and audits. The Compliance Sergeant position will be responsible for developing regular and ad hoc internal inspections and audits. The position's primary responsibility will be to develop and implement inspections and audits by researching, developing inspection/audit criteria, investigating, analyzing audit information, reporting, recommending corrective action, and maintaining accurate records. The Compliance Sergeant position will also be responsible for coordinating, facilitating, and responding to all audits conducted by outside agencies.

Positions Added: 1.0 FTE

Ongoing Cost: \$171,788

↑ Restore Main Jail South Visiting

Recommended Action: Add 2.0 FTE Sheriff's Correctional Deputy positions to staff the Main Jail South Visiting Desk.

Service Impact: These positions provide enough staffing to operate the Main Jail South Visiting Information Desk during the daytime and evenings. The positions will be responsible for the safety and security of staff and visitors at the public entrance of Main Jail South. In addition to managing the visiting function, the positions are responsible for the adjacent jail administrative offices and a fiscal unit.

In 2011, the Visiting Desk was staffed seven days a week during the daytime hours. In the FY 2012 Approved Budget, the two positions were deleted from the function, which limited visiting hours to the weekends only. Visiting sign-ups were moved to Main Jail North at that time, and official visits and access by maintenance personnel to Main Jail South also had to be re-directed to Main Jail North. These changes significantly reduced the number of visiting slots per week for the inmates housed in Main Jail South, caused delays for official visitors and maintenance personnel, and increased the volume of members of the public accessing Main Jail North.

As time went on, the Department found that the most problematic impact of the budget cut was the reduction in visiting slots for family and friends of the inmates. With approval of the County Executive's Office during FY 2015, the Department re-opened visiting slots on Tuesdays and Thursdays from 9:00am to 9:00pm, which increased overtime expenses by approximately \$200,000 per year. This was designed as a temporary stop-gap solution only. Adding back the remainder of the deleted post will allow the Department to stop the use of overtime to staff the Visiting Desk on Tuesdays and Thursdays, and enhance visiting opportunities by adding evening visiting slots to the 7 day a week daytime schedule.

Positions Added: 2.0 FTE
Ongoing Cost: \$282,292
One-time Savings: \$47,048

2 months salary savings reflecting time for recruitment

↑ Increase Overtime for W-1 Housing Unit at Elmwood

Recommended Action: Allocate one-time funding in the amount of \$2,436,000 for overtime expenses related to providing security for the W-1 Housing Unit at the Correctional Center for Women at Elmwood.

Service Impact: In FY 2004, the Department was required to close part of the W-1 Housing Unit for women as a result of budget reductions, and deleted 14.0 FTE Correctional Officer positions. Further budget reductions in FY 2005 required the closure of the remainder of W-1, and the deletion of the remaining 14.0 FTE Correctional Officer positions.

Due to AB 109 population increases in general, and female population increases in particular, the Department was required in October 2013 to open part of W-1. This required the use of five posts (23 positions) equivalent in overtime costs, without any additional funding added to the budget. In April 2014, the Department had to open the remainder of W-1 to address the female population and security housing issues, and so added one more post (4.65 positions) worth of overtime expenses. The need for using W-1 may not be permanent, and so this proposal increases one-time overtime funding for FY 2016. Future needs for the operation of W-1 will be re-evaluated, and the Department will return again for funding in FY 2017 if needed.

One-time Cost: \$2,436,000

↑ Add Staffing for Acute Mental Health Care Unit

Recommended Action: Add 7.0 FTE Sheriff's Correctional Deputy positions (1.5 posts) in the Department of Correction, and increase revenue by \$569,550 related to the opening of a new acute mental health care unit at Main Jail North.

Service Impact: The County maintains a housing unit located on the 8th floor of the Main Jail North, which is designed, equipped, and staffed specifically to address the needs of inmates that require full-time mental health care. The housing unit is known internally as the Acute Mental Health care housing unit, or simply 8A.

In addition to housing local inmates with special mental health care needs from within the Santa Clara County justice system, the Department also provides mental health care to a limited number of inmates sent to Santa Clara County on a contractual basis by other nearby counties, specifically Alameda, Contra Costa, Marin, San Mateo, and Sonoma counties. Three of these contracts provide bed space on an as-available basis. Contracts with the two remaining counties, Alameda and San Mateo, provide guaranteed bed space every day (1 for Alameda and 2 for San Mateo). Alameda and San Mateo Counties each pay DOC a fixed annual dollar amount in return for a guarantee that acute mental health care beds will be available to them at all times.

This action will convert one half of an adjoining housing module called 8C into a second acute mental health care housing unit. Part of the DOC and Custody Health Services costs would be offset by increased revenue from mental health contracts with other counties, by increasing the daily contract rate and also allowing interested counties to increase their guaranteed bed days. These contracts will be coming to the Board for review and approval before June 2015.

Because of the time necessary for construction, unit 8C is not expected to have the modifications completed before January 2016, and thus, there are additional salary savings.

Custody Health Services is also adding positions to provide necessary mental health care for this unit.

Positions Added: 7.0 FTE
Ongoing Net Cost: \$418,472
Ongoing Cost: \$988,022
Ongoing Revenue: \$569,550
One-time Savings: \$494,011

6 months salary savings reflecting time for construction modifications

↑ Add Staffing for Maximum Security Housing Units

Recommended Action: Add 19.0 FTE Sheriff's Correctional Deputy positions (four posts) to support the hardening of Main Jail North housing units 4A, 5A, 5B, and 5C from medium-security to maximum-security housing units.

Service Impact: An increase in persons charged with violent criminal behavior has created the need for an increase in maximum-security beds. The January 2015

MGT Jail Needs Assessment calls for the replacement of Main Jail South, which contains medium and high security level beds. This issue is complicated by the lack of high-level security housing at the Main Jail North facility. These positions will support the FY 2016 Capital project for the conversion of Main Jail North 4A, 5A, 5B, and 5C housing units to maximum-security housing units. This plan will increase maximum-security housing by 192 beds and subdivide each of the housing units into three separate pods, creating the need for four additional posts.

Because of the time necessary for construction, the first pod is not expected to be operational before January 2016, and thus, there are additional salary savings.

Position Added: 19.0 FTE
Ongoing Cost: \$2,681,774
One-time Savings: \$1,340,887

6 months salary savings reflecting time for construction of new pods

◆ Public Safety Realignment Program (AB 109) - Delete Correctional Deputy positions for Custodial Alternative Supervision Unit

Recommended Action: Delete 2.0 FTE Correctional Deputy positions in the Custodial Alternative Supervision Unit (CASU) Program at the Re-entry Resource Center.

Service Impact: As part of the FY 2012 Public Safety Realignment Program, the Office of the Sheriff and the Department of Correction added the Custodial Alternative Supervision Unit at the Re-entry Resource Center, which is an intensive monitoring of post-sentenced inmates by Correctional Deputies in an alternative environment rather than in a custodial setting. Rehabilitation Officers assist the Correctional Deputies by providing programming and linkages to services. During the first six months of 2014, there were 55 CASU participants, however, the last six months of 2014 only 14 were enrolled. The numbers in this program have dropped due to the declining eligible inmates.

Positions Deleted: 2.0 FTE
Ongoing Savings: \$325,008

Savings will be offset by a reduced Transfer-in from the AB 109 Fund.

↑ Add Staffing for Management Oversight for Main Jail and Elmwood

Recommended Action: Add 2.0 FTE Sheriff's Correctional Lieutenant positions to provide additional management oversight for daily jail operations.

Service Impact: Currently, the Main Jail and Elmwood do not have a Watch Commander position on the day shift. Following the consolidation of the Sheriff's Office and Department of Correction in 2010, the Lieutenants who are responsible for Assistant Division Commander duties also assumed responsibility for the Watch Commander duties, which are daily management of jail operations during the day shift. Over time with the added responsibilities of the AB 109 population, the Department has discovered that this consolidated supervision model is not ideal to deal with the impact of the more serious and sophisticated inmates who are serving longer sentences. Both the Assistant Division Commander and Watch Commander responsibilities are extremely demanding and both positions are required to ensure the optimal level of facility operation and staff performance. This proposal will add one day shift Watch Commander position to Elmwood, and one to Main Jail.

In the normal course of duties today, the Assistant Division Commanders must delegate most daily operational responsibilities to the Watch Commander, so in the absence of a Watch Commander position on day shift, it is very difficult for the Assistant Division Commander to run a jail effectively and safely.

Watch Commanders manage the oversight of daily jail operation and coordinate personnel and resources, and supervise Sergeants and civilian supervisors. They respond to and assume command of emergencies, and ensure proper oversight of the incident. They are responsible for making decisions about daily operational activities, and there are 16 departmental policies that specifically reference the need for a Watch Commander's direct involvement in daily jail operations, or require a Watch Commander's authorization before staff can perform an activity or use certain special equipment. Also, a Watch Commander's review is required whenever force is used to control an

inmate. The Watch Commander position is responsible for reviewing the incident and determining if the use of force was necessary and proper.

Position Added: 2.0 FTE
Ongoing Costs: \$396,098

↑ Enhance Women's Vocational Programs

Recommended Action: Add 1.0 FTE Custody Support Assistant position to support the Women's Embroidery Vocational and Digital Screen Printing Programs at Elmwood.

Service Impact: The Elmwood Complex Women's Embroidery and Digital Screen Printing Vocational Programs provides female offenders with hands-on training on both a 6-head Embroidery Machine and a Digital Screen-Printing Machine. The hands-on training includes product production, graphics and logo designing, packaging, and simple machine repairs. Besides learning how to operate these industrial machines, the female inmates learn small business skills, such as business planning, inventory control, marketing strategies, customer service, and budgeting. This is a highly sought after program by female inmates.

Currently, the program is supported by assigning existing staff from the Operations/Industries Unit. This is not a feasible approach for these long-term vocational programs, since other important duties are either not getting done, or the Department has to rely on overtime expenses. The position will ensure inmate attendance and participation, provide tool management and oversight, supervise the inmate workers on the use of the machinery, and assist with inmate movement associated with the training needed to work with the machines.

Position Added: 1.0 FTE
Ongoing Costs: \$91,664
One-time Savings: \$15,277

Salary savings reflecting time for recruitment

↑ Re-Organize Budget Management Operation

Recommended Action: Add 1.0 FTE Supervising Account Clerk II/I position and delete 1.0 FTE Accountant Auditor Appraiser/Accountant Assistant position in the Budget Management Unit.

Service Impact: The Budget Management Unit has many responsibilities, including the purchasing function for a large department. Purchase categories range from routine items like office supplies and cleaning materials, to unique purchases like weapons for law enforcement personnel, specialized forensic kits for crime investigators, restraint chairs for troubled inmates, ballistic vests for firearms safety, and specially designed devices like LiveScan fingerprint machines. There are also major equipment purchases like industrial bakery mixers, food tray lines, steam kettles, embroidery machines, and laser printing hardware.

A Supervising Account Clerk II/I will assist with the review of requisitions and ensure that the various purchases are in compliance with policies and procedures. The position will guide purchasing staff in the interpretation of contracts and policies, and help them to resolve difficult issues. The volume and complexity of purchasing has increased after the consolidation of DOC and the Sheriff's Office.

The management of purchasing functions will be more effectively handled with a Supervising Account Clerk II/I position than an Accountant Auditor Appraiser position. Purchase requisitions can be processed more efficiently, and this supervising position can more easily ensure that purchasing staff process requisitions in compliance with departmental and County policies.

Net Positions Added: 0.0 FTE

Positions Added: 1.0 FTE
Positions Deleted: 1.0 FTE

Ongoing Net Cost: \$16,701

One-time Savings: \$19,532

Salary savings reflecting time for recruitment

↑ Replace Industrial Washers and Dryers

Recommended Action: Allocate one-time funding in the amount of \$712,000 to replace two failing industrial washing machines and two failing industrial dryers.

Service Impact: The Laundry Unit at Elmwood washes an average of 165,000 pounds of inmate clothing and bedding every month, as well as washing blankets, sheets, and clothing for the homeless. The current industrial washer and dryer units have exceeded their normal life cycle and need replacement. The machines have become unserviceable, and parts for these

machines are no longer available. Also, warranties are no longer valid nor are they available for purchase. Replacing these machines will allow the Department to continue to wash inmate clothing and bedding, as well as wash blankets, sheets, and clothing for the homeless.

One-time Cost: \$712,000

↑ Public Safety Realignment Program (AB 109) - Augment Bus Tokens for Re-entry Services

Recommended Action: Allocate \$30,000 in ongoing funding to supply bus tokens to AB 109 and Reentry clients.

Service Impact: Transportation continues to be a critical need to improve the outcomes for the clients that request service from the CASU team at the Re-entry Resource Center. Staff will distribute bus tokens and bus passes as needed to clients using the Re-entry Resource Center who have no other means of transportation to get to and from services in the community.

Ongoing Cost: \$30,000

Cost will be offset by a Transfer-in from the AB 109 Fund.

◆ Public Safety Realignment Program (AB 109) - Delete Rehabilitation Officer for Custodial Alternative Supervision Unit

Recommended Action: Delete 1.0 FTE Rehabilitation Officer position in the Custodial Alternative Supervision Unit (CASU) Program at the Re-entry Resource Center.

Service Impact: As part of the FY2012 Public Safety Realignment Program, the Office of the Sheriff and the Department of Correction added the Custodial Alternative Supervision Unit at the Re-entry Resource Center, which is an intensive monitoring of post-sentenced inmates by Correctional Deputies in an alternative environment rather than in a custodial setting. Rehabilitation Officers assist the Correctional Deputies by providing programming and linkages to services. During the first six months of 2014, there were 55 CASU participants, however, the last six months of

2014 only 14 were enrolled. The numbers in this program have dropped due to the declining eligible inmates.

Positions Deleted: 1.0 FTE
Ongoing Savings: \$180,201

Savings will be offset by a reduced Transfer-in from the AB 109 Fund.

◆ Eliminate Custody Inmate Co-Pay

Recommended Action: Increase reimbursement to Custody Health Services to offset the elimination of the inmate co-pay program in Custody Health Services.

Service Impact: The Inmate Co-Pay program was initiated in December 2011, as a means of generating limited revenue for health services provided to inmates. The co-pay of \$3.00 is regulated under Title XV, and provides the ability of counties to charge inmates for inmate-initiated services that are not related to the treatment of acute or chronic conditions, or services that are mandated by regulation. However, the revenue received from this program is less than the cost to oversee and audit the program.

Ongoing Cost: \$25,000

There is an ongoing Reimbursement with Custody Health Services for this.

◆ Increase Custody Pharmaceutical Cost

Recommended Action: Increase reimbursement to Custody Health Services for the increased cost of Hepatitis C medications for inmates incarcerated in the Main Jail and Elmwood.

Service Impact: Due to inmates' lengths of stay in the jails from the impact of AB 109, treatment of inmates that clinically qualify for treatment must be treated, as treatment has become a standard of care in the prison system. The current standard of care is to use the new medications for Hepatitis C that has recently been made available. These new medications are more expensive; however, they effect a cure at a rate of 90%, have minimal side effects and treatment can be completed in a three month period of time. The older medications take six to nine months for treatment with a cure rate of only 40%.

Ongoing Cost: \$1,600,000

There is an ongoing Reimbursement with Custody Health Services for this.

Sheriff's DOC Contract— Budget Unit 235 Net Expenditures by Cost Center

CC	Cost Center Name	FY 2014 Actuals	FY 2015 Approved	FY 2016 Base Budget	FY 2016 Recommended	Amount Chg From 2015 Approved	% Chg From 2015 Approved
3106	Academy Fund 0001	\$ 111,238	\$ 167,395	\$ 163,090	\$ 163,090	\$ (4,305)	-2.6%
3107	Professional Compliance Audit Unit Fund 0001	—	—	—	289,410	289,410	n/a
3112	Internal Affairs Fund 0001	543,716	632,062	677,660	677,549	45,487	7.2%
3124	Training And Staff Dev Fund 0001	11,100	20,181	20,439	20,439	258	1.3%
3133	Inmate Screening Unit Fund 0001	95,289	226,950	199,627	199,627	(27,323)	-12.0%
3135	Classification Fund 0001	4,609,986	4,556,888	4,848,876	4,847,917	291,029	6.4%
3136	Elmwood Men's Facility Fund 0001	55,387,987	57,211,448	60,850,810	63,275,449	6,064,001	10.6%
3141	Elmwood Women's Facility Fund 0001	78,177	—	—	—	—	—



Sheriff's DOC Contract— Budget Unit 235 Net Expenditures by Cost Center

CC	Cost Center Name	FY 2014 Actuals	FY 2015 Approved	FY 2016 Base Budget	FY 2016 Recommended	Amount Chg From 2015 Approved	% Chg From 2015 Approved
3142	Custodial Alternative Supervision-Fund 0001	1,000,488	1,119,922	1,196,563	871,297	(248,625)	-22.2%
3146	Inmate Progs-Psp Fund 0001	2,530,732	2,497,908	2,671,256	2,670,666	172,758	6.9%
023503	Main Jail Complex Fund 0001	53,529,463	56,655,014	61,423,975	64,700,461	8,045,447	14.2%
023509	Central Services Fund 0001	322,150	328,903	1,215,191	1,214,932	886,029	269.4%
Total Net Expenditures		\$ 118,220,326	\$ 123,416,671	\$ 133,267,487	\$ 138,930,837	\$ 15,514,166	12.6%

Sheriff's DOC Contract— Budget Unit 235 Gross Expenditures by Cost Center

CC	Cost Center Name	FY 2014 Actuals	FY 2015 Approved	FY 2016 Base Budget	FY 2016 Recommended	Amount Chg From 2015 Approved	% Chg From 2015 Approved
3106	Academy Fund 0001	\$ 111,238	\$ 167,395	\$ 163,090	\$ 163,090	(4,305)	-2.6%
3107	Professional Compliance Audit Unit Fund 0001	—	—	—	289,410	289,410	n/a
3112	Internal Affairs Fund 0001	543,716	632,062	677,660	677,549	45,487	7.2%
3124	Training And Staff Dev Fund 0001	11,100	20,181	20,439	20,439	258	1.3%
3133	Inmate Screening Unit Fund 0001	95,289	226,950	199,627	199,627	(27,323)	-12.0%
3135	Classification Fund 0001	4,609,986	4,556,888	4,848,876	4,847,917	291,029	6.4%
3136	Elmwood Men's Facility Fund 0001	55,387,987	57,211,448	60,850,810	63,275,449	6,064,001	10.6%
3141	Elmwood Women's Facility Fund 0001	78,177	—	—	—	—	—
3142	Custodial Alternative Supervision-Fund 0001	1,000,488	1,119,922	1,196,563	871,297	(248,625)	-22.2%
3146	Inmate Progs-Psp Fund 0001	2,530,732	2,497,908	2,671,256	2,670,666	172,758	6.9%
023503	Main Jail Complex Fund 0001	53,529,463	56,655,014	61,423,975	64,700,461	8,045,447	14.2%
023509	Central Services Fund 0001	322,150	328,903	1,215,191	1,214,932	886,029	269.4%
Total Gross Expenditures		\$ 118,220,326	\$ 123,416,671	\$ 133,267,487	\$ 138,930,837	\$ 15,514,166	12.6%

Sheriff's DOC Contract— Budget Unit 235 Expenditures by Object

Object	FY 2014 Actuals	FY 2015 Approved	FY 2016 Base Budget	FY 2016 Recommended	Amount Chg From 2015 Approved	% Chg From 2015 Approved
Salary and Benefits	\$ 118,220,326	\$ 123,416,671	\$ 133,242,293	\$ 138,930,837	\$ 15,514,166	12.6%
Services And Supplies	—	—	25,194	0	0	n/a
Fixed Assets	0	—	—	—	—	—
Total Net Expenditures	\$ 118,220,326	\$ 123,416,671	\$ 133,267,487	\$ 138,930,837	\$ 15,514,166	12.6%



Sheriff's DOC Contract— Budget Unit 235 Revenues by Cost Center

CC	Cost Center Name	FY 2014 Actuals	FY 2015 Approved	FY 2016 Base Budget	FY 2016 Recommended	Amount Chg From 2015 Approved	% Chg From 2015 Approved
3135	Classification Fund 0001	\$ 316,152	\$ 479,724	\$ 513,999	\$ 513,999	\$ 34,275	7.1%
3136	Elmwood Men's Facility Fund 0001	6,462,054	4,360,533	4,874,826	4,874,826	514,293	11.8%
3142	Custodial Alternative Supervision-Fund 0001	952,000	1,144,621	1,224,797	899,789	(244,832)	-21.4%
3146	Inmate Progs-Psp Fund 0001	327,835	480,834	520,513	520,513	39,679	8.3%
023503	Main Jail Complex Fund 0001	105,384	2,350,972	2,499,629	2,499,629	148,657	6.3%
Total Revenues		\$ 8,163,425	\$ 8,816,684	\$ 9,633,764	\$ 9,308,756	\$ 492,072	5.6%

Sheriff's DOC Contract— Budget Unit 235 Revenues by Type

Type	FY 2014 Actuals	FY 2015 Approved	FY 2016 Base Budget	FY 2016 Recommended	Amount Chg From 2015 Approved	% Chg From 2015 Approved
Other Financing Sources	\$ 8,163,425	\$ 8,816,684	\$ 9,633,764	\$ 9,308,756	\$ 492,072	5.6%
Total Revenues	\$ 8,163,425	\$ 8,816,684	\$ 9,633,764	\$ 9,308,756	\$ 492,072	5.6%

Academy Fund 0001 — Cost Center 3106 Major Changes to the Budget

	Positions	Appropriations	Revenues
0001-General Fund (Fund Number 0001)			
Current Level Budget			
FY 2015 Approved Budget	—	\$ 167,395	\$ —
Board Approved Adjustments During FY 2015	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
IntraCounty Adjustments	—	—	—
Other Adjustments	—	(4,305)	—
Subtotal (Current Level Budget)	—	\$ 163,090	\$ —
Recommended Changes for FY 2016			
IntraCounty Adjustments	—	\$ —	\$ —
Decision Packages			
Information Technology			
Capital			
Subtotal (Recommended Changes)	—	\$ —	\$ —
Recommended Budget	—	\$ 163,090	\$ —



Professional Compliance Audit Unit Fund 0001 — Cost Center 3107
Major Changes to the Budget

	Positions	Appropriations	Revenues
0001-General Fund (Fund Number 0001)			
Current Level Budget			
FY 2015 Approved Budget	—	\$ —	\$ —
Board Approved Adjustments During FY 2015	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
IntraCounty Adjustments	—	—	—
Other Adjustments	—	—	—
Subtotal (Current Level Budget)	—	\$ —	\$ —
Recommended Changes for FY 2016			
IntraCounty Adjustments	—	\$ —	\$ —
Decision Packages			
Add Staffing for Americans with Disabilities Act (ADA) issue	1.0	117,622	—
Add Staffing for Professional Compliance	1.0	171,788	—
Information Technology			
Capital			
Subtotal (Recommended Changes)	2.0	\$ 289,410	\$ —
Recommended Budget	2.0	\$ 289,410	\$ —

Internal Affairs Fund 0001 — Cost Center 3112
Major Changes to the Budget

	Positions	Appropriations	Revenues
0001-General Fund (Fund Number 0001)			
Current Level Budget			
FY 2015 Approved Budget	3.0	\$ 632,062	\$ —
Board Approved Adjustments During FY 2015	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	45,157	—
IntraCounty Adjustments	—	111	—
Other Adjustments	—	330	—
Subtotal (Current Level Budget)	3.0	\$ 677,660	\$ —
Recommended Changes for FY 2016			
IntraCounty Adjustments	—	\$ (111)	\$ —
Decision Packages			
Information Technology			
Capital			
Subtotal (Recommended Changes)	—	\$ (111)	\$ —
Recommended Budget	3.0	\$ 677,549	\$ —



Training And Staff Dev Fund 0001 — Cost Center 3124
Major Changes to the Budget

	Positions	Appropriations	Revenues
0001-General Fund (Fund Number 0001)			
Current Level Budget			
FY 2015 Approved Budget	—	\$ 20,181	\$ —
Board Approved Adjustments During FY 2015	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
IntraCounty Adjustments	—	—	—
Other Adjustments	—	258	—
Subtotal (Current Level Budget)	—	\$ 20,439	\$ —
Recommended Changes for FY 2016			
IntraCounty Adjustments	—	\$ —	\$ —
Decision Packages			
Information Technology			
Capital			
Subtotal (Recommended Changes)	—	\$ —	\$ —
Recommended Budget	—	\$ 20,439	\$ —

Inmate Screening Unit Fund 0001 — Cost Center 3133
Major Changes to the Budget

	Positions	Appropriations	Revenues
0001-General Fund (Fund Number 0001)			
Current Level Budget			
FY 2015 Approved Budget	1.0	\$ 226,950	\$ —
Board Approved Adjustments During FY 2015	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	(29,035)	—
IntraCounty Adjustments	—	—	—
Other Adjustments	—	1,712	—
Subtotal (Current Level Budget)	1.0	\$ 199,627	\$ —
Recommended Changes for FY 2016			
IntraCounty Adjustments	—	\$ —	\$ —
Decision Packages			
Information Technology			
Capital			
Subtotal (Recommended Changes)	—	\$ —	\$ —
Recommended Budget	1.0	\$ 199,627	\$ —



Classification Fund 0001 — Cost Center 3135
Major Changes to the Budget

	Positions	Appropriations	Revenues
0001-General Fund (Fund Number 0001)			
Current Level Budget			
FY 2015 Approved Budget	26.0 \$	4,556,888 \$	479,724
Board Approved Adjustments During FY 2015	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	299,129	—
IntraCounty Adjustments	—	959	44,304
Other Adjustments	—	(8,100)	(10,029)
Subtotal (Current Level Budget)	26.0 \$	4,848,876 \$	513,999
Recommended Changes for FY 2016			
IntraCounty Adjustments	— \$	(959) \$	—
Decision Packages			
Information Technology			
Capital			
Subtotal (Recommended Changes)	— \$	(959) \$	—
Recommended Budget	26.0 \$	4,847,917 \$	513,999

Elmwood Men's Facility Fund 0001 — Cost Center 3136
Major Changes to the Budget

	Positions	Appropriations	Revenues
0001-General Fund (Fund Number 0001)			
Current Level Budget			
FY 2015 Approved Budget	344.0 \$	57,211,448 \$	4,360,533
Board Approved Adjustments During FY 2015	4.0	770,708	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	-4.0	2,930,321	—
IntraCounty Adjustments	—	11,361	1,195,114
Other Adjustments	—	(73,028)	(680,821)
Subtotal (Current Level Budget)	344.0 \$	60,850,810 \$	4,874,826
Recommended Changes for FY 2016			
IntraCounty Adjustments	— \$	(11,361) \$	—
Decision Packages			
Increase Overtime for W-1 Housing Unit at Elmwood	—	2,436,000	—
Information Technology			
Capital			
Subtotal (Recommended Changes)	— \$	2,424,639 \$	—
Recommended Budget	344.0 \$	63,275,449 \$	4,874,826



Custodial Alternative Supervision-Fund 0001 — Cost Center 3142 Major Changes to the Budget

	Positions	Appropriations	Revenues
0001-General Fund (Fund Number 0001)			
Current Level Budget			
FY 2015 Approved Budget	7.0	\$ 1,119,922	\$ 1,144,621
Board Approved Adjustments During FY 2015	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	77,830	—
IntraCounty Adjustments	—	258	143,357
Other Adjustments	—	(1,447)	(63,181)
Subtotal (Current Level Budget)	7.0	\$ 1,196,563	\$ 1,224,797
Recommended Changes for FY 2016			
IntraCounty Adjustments	—	\$ (258)	\$ (325,008)
Decision Packages			
AB109--Delete Correctional Deputy Positions for CASU	-2.0	(325,008)	—
Information Technology			
Capital			
Subtotal (Recommended Changes)	-2.0	\$ (325,266)	\$ (325,008)
Recommended Budget	5.0	\$ 871,297	\$ 899,789

Inmate Progs-Psp Fund 0001 — Cost Center 3146 Major Changes to the Budget

	Positions	Appropriations	Revenues
0001-General Fund (Fund Number 0001)			
Current Level Budget			
FY 2015 Approved Budget	14.0	\$ 2,497,908	\$ 480,834
Board Approved Adjustments During FY 2015	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	173,078	—
IntraCounty Adjustments	—	590	52,501
Other Adjustments	—	(320)	(12,822)
Subtotal (Current Level Budget)	14.0	\$ 2,671,256	\$ 520,513
Recommended Changes for FY 2016			
IntraCounty Adjustments	—	\$ (590)	\$ —
Decision Packages			
Information Technology			
Capital			
Subtotal (Recommended Changes)	—	\$ (590)	\$ —
Recommended Budget	14.0	\$ 2,670,666	\$ 520,513



Main Jail Complex Fund 0001 — Cost Center 023503

Major Changes to the Budget

	Positions	Appropriations	Revenues
0001-General Fund (Fund Number 0001)			
Current Level Budget			
FY 2015 Approved Budget	344.0	\$ 56,655,014	\$ 2,350,972
Board Approved Adjustments During FY 2015	7.0	1,318,793	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	-1.0	3,508,885	—
IntraCounty Adjustments	—	11,656	158,686
Other Adjustments	—	(70,373)	(10,029)
Subtotal (Current Level Budget)	350.0	\$ 61,423,975	\$ 2,499,629
Recommended Changes for FY 2016			
IntraCounty Adjustments	—	\$ (11,656)	\$ —
Decision Packages			
Increase Overtime for Special Housing Unit	—	1,218,000	—
Restore Main Jail South Visiting	2.0	235,244	—
Add Staffing for Acute Mental Health Care Unit	7.0	494,011	—
Add Staffing for Maximum Security Housing Unit	19.0	1,340,887	—
Information Technology			
Capital			
Subtotal (Recommended Changes)	28.0	\$ 3,276,486	\$ —
Recommended Budget	378.0	\$ 64,700,461	\$ 2,499,629

Central Services Fund 0001 — Cost Center 023509

Major Changes to the Budget

	Positions	Appropriations	Revenues
0001-General Fund (Fund Number 0001)			
Current Level Budget			
FY 2015 Approved Budget	2.0	\$ 328,903	\$ —
Board Approved Adjustments During FY 2015	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	5.0	886,066	—
IntraCounty Adjustments	—	259	—
Other Adjustments	—	(37)	—
Subtotal (Current Level Budget)	7.0	\$ 1,215,191	\$ —
Recommended Changes for FY 2016			
IntraCounty Adjustments	—	\$ (259)	\$ —
Decision Packages			
Information Technology			
Capital			
Subtotal (Recommended Changes)	—	\$ (259)	\$ —
Recommended Budget	7.0	\$ 1,214,932	\$ —



Department of Correction— Budget Unit 240
Net Expenditures by Cost Center

CC	Cost Center Name	FY 2014 Actuals	FY 2015 Approved	FY 2016 Base Budget	FY 2016 Recommended	Amount Chg From 2015 Approved	% Chg From 2015 Approved
3400	Administration Fund 0001	\$ 4,435,634	\$ 4,158,278	\$ 4,728,147	\$ 4,729,024	\$ 570,746	13.7%
3406	Academy Fund 0001	2,110,573	1,854,531	1,927,938	1,932,081	77,550	4.2%
3412	Internal Affairs Fund 0001	49,116	170,645	169,967	170,452	(193)	-0.1%
3432	Admin Booking Fund 0001	3,447,007	4,578,049	4,823,400	4,828,113	250,064	5.5%
3435	Classification Fund 0001	917,209	1,003,719	1,079,041	1,084,148	80,429	8.0%
3436	Elmwood Men's Facility Fund 0001	19,724,697	19,619,465	20,034,970	21,075,933	1,456,468	7.4%
3442	Custodial Alternative Supervision-Fund 0001	43,727	67,288	79,138	80,299	13,011	19.3%
024002	Administrative Services Bureau Fund 0001	4,644,750	5,506,570	5,692,702	5,699,000	192,430	3.5%
024003	Main Jail Complex Fund 0001	24,863,385	26,073,649	29,288,670	31,199,358	5,125,709	19.7%
024008	Inmate Program Fund 0001	3,067,202	3,436,913	3,841,828	3,666,748	229,835	6.7%
024009	Central Services Fund 0001	13,768,014	14,173,764	15,978,428	15,991,597	1,817,833	12.8%
Total Net Expenditures		\$ 77,071,314	\$ 80,642,871	\$ 87,644,230	\$ 90,456,753	\$ 9,813,882	12.2%

Department of Correction— Budget Unit 240
Gross Expenditures by Cost Center

CC	Cost Center Name	FY 2014 Actuals	FY 2015 Approved	FY 2016 Base Budget	FY 2016 Recommended	Amount Chg From 2015 Approved	% Chg From 2015 Approved
3400	Administration Fund 0001	\$ 4,435,634	\$ 4,158,278	\$ 4,728,147	\$ 4,729,024	\$ 570,746	13.7%
3406	Academy Fund 0001	2,110,573	1,854,531	1,927,938	1,932,081	77,550	4.2%
3412	Internal Affairs Fund 0001	49,116	170,645	169,967	170,452	(193)	-0.1%
3432	Admin Booking Fund 0001	3,447,007	4,578,049	4,823,400	4,828,113	250,064	5.5%
3435	Classification Fund 0001	917,209	1,003,719	1,079,041	1,084,148	80,429	8.0%
3436	Elmwood Men's Facility Fund 0001	19,724,697	19,619,465	20,034,970	21,075,933	1,456,468	7.4%
3442	Custodial Alternative Supervision-Fund 0001	43,727	67,288	79,138	80,299	13,011	19.3%
024002	Administrative Services Bureau Fund 0001	4,644,750	5,506,570	5,692,702	5,699,000	192,430	3.5%
024003	Main Jail Complex Fund 0001	24,863,385	26,073,649	29,288,670	31,199,358	5,125,709	19.7%
024008	Inmate Program Fund 0001	3,067,202	3,436,913	3,841,828	3,666,748	229,835	6.7%
024009	Central Services Fund 0001	13,941,410	14,342,722	16,153,879	16,167,048	1,824,326	12.7%
Total Gross Expenditures		\$ 77,244,710	\$ 80,811,829	\$ 87,819,681	\$ 90,632,204	\$ 9,820,375	12.2%



Department of Correction— Budget Unit 240 Expenditures by Object

Object	FY 2014 Actuals	FY 2015 Approved	FY 2016 Base Budget	FY 2016 Recommended	Amount Chg From 2015 Approved	% Chg From 2015 Approved
Salary and Benefits	\$ 29,705,697	\$ 32,574,402	\$ 34,534,907	\$ 34,824,280	\$ 2,249,878	6.9%
Services And Supplies	47,448,097	48,237,427	53,284,774	55,807,924	7,570,497	15.7%
Fixed Assets	90,916	—	—	—	—	—
Total Gross Expenditures	\$ 77,244,710	\$ 80,811,829	\$ 87,819,681	\$ 90,632,204	\$ 9,820,375	12.2%
Expenditure Transfers	(173,396)	(168,958)	(175,451)	(175,451)	(6,493)	3.8%
Total Net Expenditures	\$ 77,071,314	\$ 80,642,871	\$ 87,644,230	\$ 90,456,753	\$ 9,813,882	12.2%

Department of Correction— Budget Unit 240 Revenues by Cost Center

CC	Cost Center Name	FY 2014 Actuals	FY 2015 Approved	FY 2016 Base Budget	FY 2016 Recommended	Amount Chg From 2015 Approved	% Chg From 2015 Approved
3400	Administration Fund 0001	\$ 1,918,326	\$ 2,550,048	\$ 2,571,165	\$ 2,571,165	\$ 21,117	0.8%
3406	Academy Fund 0001	754,219	—	—	—	—	—
3432	Admin Booking Fund 0001	302,100	397,696	367,184	367,184	(30,512)	-7.7%
3435	Classification Fund 0001	159,366	168,120	185,212	185,212	17,092	10.2%
3436	Elmwood Men's Facility Fund 0001	2,508,583	1,276,340	1,290,968	1,290,968	14,628	1.1%
024002	Administrative Services Bureau Fund 0001	860,845	886,018	924,003	924,003	37,985	4.3%
024003	Main Jail Complex Fund 0001	8,276,935	7,557,188	7,673,434	8,272,984	715,796	9.5%
024008	Inmate Program Fund 0001	1,516,188	2,218,151	2,584,589	2,404,308	186,157	8.4%
024009	Central Services Fund 0001	175,331	187,703	188,747	188,747	1,044	0.6%
Total Revenues	\$ 16,471,894	\$ 15,241,264	\$ 15,785,302	\$ 16,204,571	\$ 963,307	6.3%	

Department of Correction— Budget Unit 240 Revenues by Type

Type	FY 2014 Actuals	FY 2015 Approved	FY 2016 Base Budget	FY 2016 Recommended	Amount Chg From 2015 Approved	% Chg From 2015 Approved
Aid From Government Agencies - State	\$ 1,291,557	\$ 1,193,691	\$ 1,193,691	\$ 1,193,691	—	—
Charges For Services	10,813,629	10,132,953	10,298,952	10,868,502	735,549	7.3%
Other Financing Sources	4,366,708	3,914,620	4,292,659	4,142,378	227,758	5.8%
Total Revenues	\$ 16,471,894	\$ 15,241,264	\$ 15,785,302	\$ 16,204,571	\$ 963,307	6.3%



Administration Fund 0001 — Cost Center 3400 Major Changes to the Budget

	Positions	Appropriations	Revenues
0001-General Fund (Fund Number 0001)			
Current Level Budget			
FY 2015 Approved Budget	8.0	\$ 4,158,278	\$ 2,550,048
Board Approved Adjustments During FY 2015	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	64,152	—
IntraCounty Adjustments	—	508,883	85,901
Other Adjustments	—	(3,166)	(64,784)
Subtotal (Current Level Budget)	8.0	\$ 4,728,147	\$ 2,571,165
Recommended Changes for FY 2016			
IntraCounty Adjustments	—	\$ 877	\$ —
Decision Packages			
Information Technology			
Capital			
Subtotal (Recommended Changes)	—	\$ 877	\$ —
Recommended Budget	8.0	\$ 4,729,024	\$ 2,571,165

Academy Fund 0001 — Cost Center 3406 Major Changes to the Budget

	Positions	Appropriations	Revenues
0001-General Fund (Fund Number 0001)			
Current Level Budget			
FY 2015 Approved Budget	50.0	\$ 1,854,531	\$ —
Board Approved Adjustments During FY 2015	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	1,662,825	—
IntraCounty Adjustments	—	62,219	—
Other Adjustments	—	(1,651,637)	—
Subtotal (Current Level Budget)	50.0	\$ 1,927,938	\$ —
Recommended Changes for FY 2016			
IntraCounty Adjustments	—	\$ 4,143	\$ —
Decision Packages			
Information Technology			
Capital			
Subtotal (Recommended Changes)	—	\$ 4,143	\$ —
Recommended Budget	50.0	\$ 1,932,081	\$ —



Internal Affairs Fund 0001 — Cost Center 3412
Major Changes to the Budget

	Positions	Appropriations	Revenues
0001-General Fund (Fund Number 0001)			
Current Level Budget			
FY 2015 Approved Budget	—	\$ 170,645	\$ —
Board Approved Adjustments During FY 2015	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
IntraCounty Adjustments	—	(521)	—
Other Adjustments	—	(157)	—
Subtotal (Current Level Budget)	—	\$ 169,967	\$ —
Recommended Changes for FY 2016			
IntraCounty Adjustments	—	\$ 485	\$ —
Decision Packages			
Information Technology			
Capital			
Subtotal (Recommended Changes)	—	\$ 485	\$ —
Recommended Budget	—	\$ 170,452	\$ —

Admin Booking Fund 0001 — Cost Center 3432
Major Changes to the Budget

	Positions	Appropriations	Revenues
0001-General Fund (Fund Number 0001)			
Current Level Budget			
FY 2015 Approved Budget	41.5	\$ 4,578,049	\$ 397,696
Board Approved Adjustments During FY 2015	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	252,097	—
IntraCounty Adjustments	—	38,017	26,266
Other Adjustments	—	(44,763)	(56,778)
Subtotal (Current Level Budget)	41.5	\$ 4,823,400	\$ 367,184
Recommended Changes for FY 2016			
IntraCounty Adjustments	—	\$ 4,713	\$ —
Decision Packages			
Information Technology			
Capital			
Subtotal (Recommended Changes)	—	\$ 4,713	\$ —
Recommended Budget	41.5	\$ 4,828,113	\$ 367,184



Classification Fund 0001 — Cost Center 3435
Major Changes to the Budget

	Positions	Appropriations	Revenues
0001-General Fund (Fund Number 0001)			
Current Level Budget			
FY 2015 Approved Budget	6.0	\$ 1,003,719	\$ 168,120
Board Approved Adjustments During FY 2015	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	59,101	—
IntraCounty Adjustments	—	18,496	—
Other Adjustments	—	(2,275)	17,092
Subtotal (Current Level Budget)	6.0	\$ 1,079,041	\$ 185,212
Recommended Changes for FY 2016			
IntraCounty Adjustments	—	\$ 5,107	\$ —
Decision Packages			
Information Technology			
Capital			
Subtotal (Recommended Changes)	—	\$ 5,107	\$ —
Recommended Budget	6.0	\$ 1,084,148	\$ 185,212

Elmwood Men's Facility Fund 0001 — Cost Center 3436
Major Changes to the Budget

	Positions	Appropriations	Revenues
0001-General Fund (Fund Number 0001)			
Current Level Budget			
FY 2015 Approved Budget	32.0	\$ 19,619,465	\$ 1,276,340
Board Approved Adjustments During FY 2015	—	(34,500)	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	-6.0	(353,326)	—
IntraCounty Adjustments	—	813,352	179,534
Other Adjustments	—	(10,021)	(164,906)
Subtotal (Current Level Budget)	26.0	\$ 20,034,970	\$ 1,290,968
Recommended Changes for FY 2016			
IntraCounty Adjustments	—	\$ 54,526	\$ —
Decision Packages			
Add Staff for Management Oversight for Main Jail & Elmwood	1.0	198,049	—
Enhance Women's Vocational Programs	1.0	76,387	—
Replace Industrial Washers and Dryers	—	712,000	—
Information Technology			
Capital			
Subtotal (Recommended Changes)	2.0	\$ 1,040,962	\$ —
Recommended Budget	28.0	\$ 21,075,933	\$ 1,290,968



Custodial Alternative Supervision-Fund 0001 — Cost Center 3442 Major Changes to the Budget

	Positions	Appropriations	Revenues
0001-General Fund (Fund Number 0001)			
Current Level Budget			
FY 2015 Approved Budget	—	\$ 67,288	\$ —
Board Approved Adjustments During FY 2015	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
IntraCounty Adjustments	—	11,850	—
Other Adjustments	—	—	—
Subtotal (Current Level Budget)	—	\$ 79,138	\$ —
Recommended Changes for FY 2016			
IntraCounty Adjustments	—	\$ 1,161	\$ —
Decision Packages			
Information Technology			
Capital			
Subtotal (Recommended Changes)	—	\$ 1,161	\$ —
Recommended Budget	—	\$ 80,299	\$ —

Administrative Services Bureau Fund 0001 — Cost Center 024002 Major Changes to the Budget

	Positions	Appropriations	Revenues
0001-General Fund (Fund Number 0001)			
Current Level Budget			
FY 2015 Approved Budget	33.0	\$ 5,506,570	\$ 886,018
Board Approved Adjustments During FY 2015	—	12,067	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	191,354	—
IntraCounty Adjustments	—	(12,373)	11,341
Other Adjustments	—	(4,916)	26,644
Subtotal (Current Level Budget)	33.0	\$ 5,692,702	\$ 924,003
Recommended Changes for FY 2016			
IntraCounty Adjustments	—	\$ 9,129	\$ —
Decision Packages			
Re-Organize Budget Management Operation	—	(2,831)	—
Information Technology			
Capital			
Subtotal (Recommended Changes)	—	\$ 6,298	\$ —
Recommended Budget	33.0	\$ 5,699,000	\$ 924,003



Main Jail Complex Fund 0001 — Cost Center 024003 Major Changes to the Budget

	Positions	Appropriations	Revenues
0001-General Fund (Fund Number 0001)			
Current Level Budget			
FY 2015 Approved Budget	42.0	\$ 26,073,649	\$ 7,557,188
Board Approved Adjustments During FY 2015	—	(19,500)	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	-5.0	(215,800)	—
IntraCounty Adjustments	—	3,463,689	—
Other Adjustments	—	(13,368)	116,246
Subtotal (Current Level Budget)	37.0	\$ 29,288,670	\$ 7,673,434
Recommended Changes for FY 2016			
IntraCounty Adjustments	—	\$ 1,682,639	\$ 30,000
Decision Packages			
Add Staff for Management Oversight for Main Jail & Elmwood	1.0	198,049	—
Add Staffing for Acute Mental Health Care Unit	—	—	569,550
AB109 - Augment Bus Tokens for Re-entry Services	—	30,000	—
Information Technology			
Capital			
Subtotal (Recommended Changes)	1.0	\$ 1,910,688	\$ 599,550
Recommended Budget	38.0	\$ 31,199,358	\$ 8,272,984

Inmate Program Fund 0001 — Cost Center 024008 Major Changes to the Budget

	Positions	Appropriations	Revenues
0001-General Fund (Fund Number 0001)			
Current Level Budget			
FY 2015 Approved Budget	21.0	\$ 3,436,913	\$ 2,218,151
Board Approved Adjustments During FY 2015	1.0	188,644	168,196
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	247,647	—
IntraCounty Adjustments	—	5,318	150,045
Other Adjustments	—	(36,694)	48,197
Subtotal (Current Level Budget)	22.0	\$ 3,841,828	\$ 2,584,589
Recommended Changes for FY 2016			
IntraCounty Adjustments	—	\$ 5,201	\$ (180,281)
Decision Packages			
AB109-Delete Rehabilitation Officer for CASU	-1.0	(180,281)	—
Information Technology			
Capital			
Subtotal (Recommended Changes)	-1.0	\$ (175,080)	\$ (180,281)
Recommended Budget	21.0	\$ 3,666,748	\$ 2,404,308

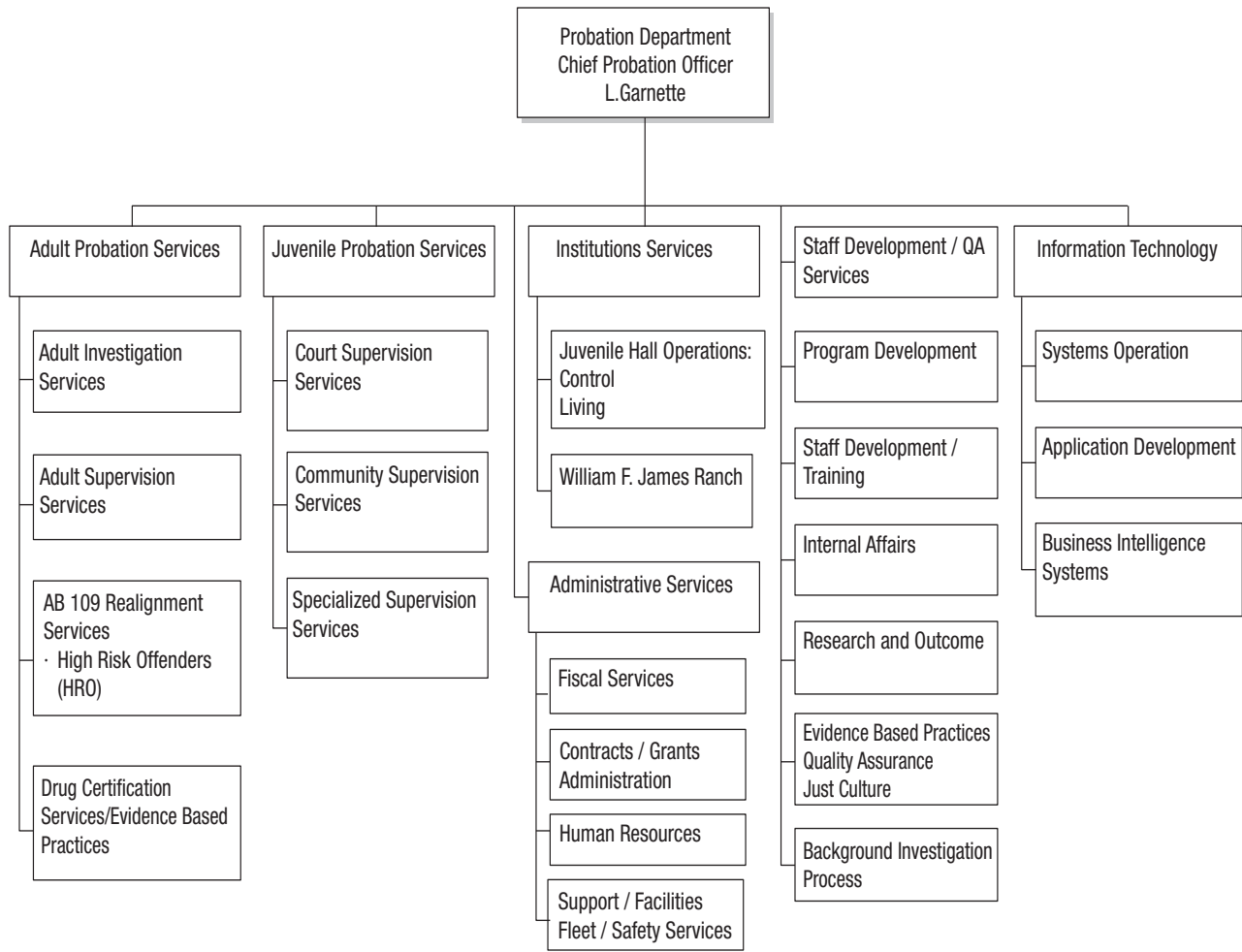


Central Services Fund 0001 — Cost Center 024009
Major Changes to the Budget

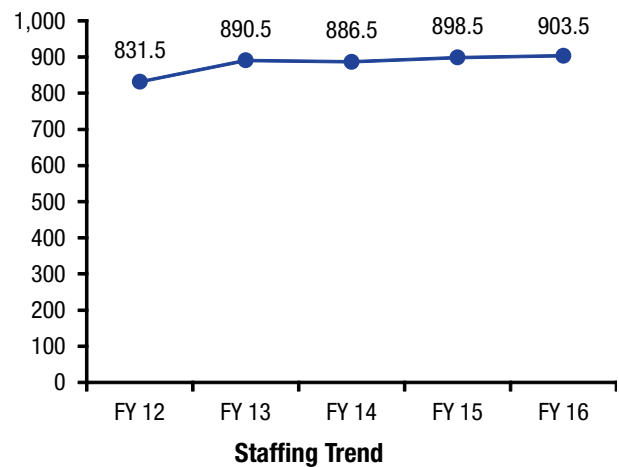
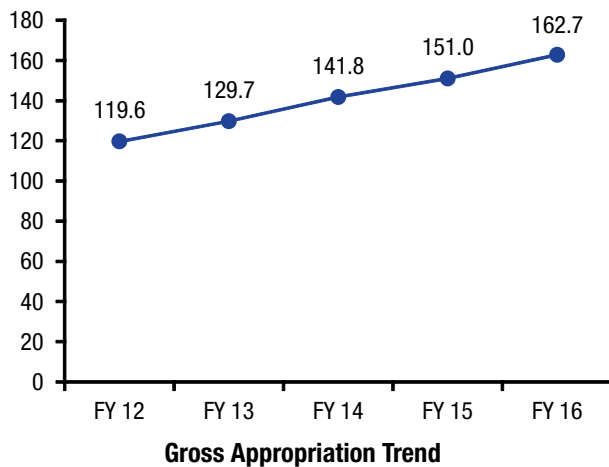
	Positions	Appropriations	Revenues
0001-General Fund (Fund Number 0001)			
Current Level Budget			
FY 2015 Approved Budget	82.0	\$ 14,173,764	\$ 187,703
Board Approved Adjustments During FY 2015	—	54,000	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	11.0	1,611,775	—
IntraCounty Adjustments	—	168,416	—
Other Adjustments	—	(29,527)	1,044
Subtotal (Current Level Budget)	93.0	\$ 15,978,428	\$ 188,747
Recommended Changes for FY 2016			
IntraCounty Adjustments	—	\$ 13,169	\$ —
Decision Packages			
Information Technology			
Capital			
Subtotal (Recommended Changes)	—	\$ 13,169	\$ —
Recommended Budget	93.0	\$ 15,991,597	\$ 188,747



Probation Department



Section 2: Public Safety and Justice



Public Purpose

- ➔ Protection of the Community
- ➔ Reduction of Crime
- ➔ Prevention of Repeat Offenders



Description of Major Services

The Probation Department provides a wide range of administrative, rehabilitative, investigative, supervision, and Court services for adult and juvenile offenders. Services to the community are as follows:

Juvenile Rehabilitation Facility

The Department operates the William F. James Ranch, which serves three distinct populations; young boys ages 13 to 15 ½, boys 15 ½ to 18 and girls up to 18 years old.

The youth are Court ordered to complete a six to eight month program. The ranch operates via a comprehensive cognitive treatment modality to provide services to the youth and families. Services and treatment are based on an individual case plan formulated through a Multi-Disciplinary Team (MDT). The team uses results from assessments and evaluations, as well as youth and family input, to develop a responsive strategy. Other 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. As the youth progresses through the program, the team begins to plan for re-entry into the community. Two additional MDT meetings are convened where the re-entry plan is developed and formalized prior to the youth exiting the ranch. The youth will continue to receive supervision and support for ten weeks after leaving the ranch.

Special Programs Unit

Staff assigned to this Unit attend special Court sessions adjudicating certain types of cases for juvenile offenders, including a Juvenile Justice Co-Occurrence Court, or PATH2Services (Progress Achieved through Hope & Holistic Services), and a Juvenile Domestic Violence/Family Violence Court. PATH2Services is a diversionary probation program implemented in Juvenile Justice Court to address the needs of youth presenting to the court with specific mental health diagnoses, substance use disorders, or both (co-occurring disorders).

Both specialty Courts assist youth with serious substance abuse challenges, using recovery and treatment services ranging from evidence based community treatment, residential care, and one-on-one mentoring, with frequent review hearings by the Court and close supervision of youth in the community by probation officers.

The E.D.G.E. (Encouraging Diversity, Growth and Education)/ P.E.A.K (Providing, Education, Alternatives, & Knowledge)

The EDGE is an intensive, therapeutic, day treatment program operated in collaboration with the Santa Clara County Office of Education that serves 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.

Family Preservation

The Family Preservation Unit is comprised of a team of probation officers with small, intensive caseloads who partner with Wraparound providers to keep high risk, high need youth safe and productive in the community. Most of these youth were previously either in secure care or in out of home placement.

Dually Involved Youth Unit

The Dually Involved Youth Unit is a partnership with the Department of Family and Children's Services (DFCS) that pairs Probation Officers and Social Workers to work collaboratively with high need clients who are involved with, or at-risk of, involvement in both the juvenile justice and child protective service systems. The clients generally have a history of involvement with DFCS and are escalating in their criminal behavior. The staff are co-located in the community and partner with a Youth Advocate, funded by the Mental Health Department to utilize a family centered approach to services. Through a formalized, coordinated and holistic approach by which DFCS and the Juvenile Probation Department (JPD) work together to identify youth who are susceptible to crossing over, and jointly provide appropriate services with intensive case management, youth and families benefit from the unique expertise of both systems. Services include: Intensive in-home wraparound, parenting programs, mental health and substance abuse services. The goal of the unit is to prevent further penetration of the minor and family into either system, while providing services to minors and families with a myriad of needs. This unit includes a unit supervisor and plans to expand to four Probation Officers through an internal reallocation of resources.

Placement Unit

This Unit is responsible for locating an appropriate out-of-home placement for youth with unique treatment and residential requirements that cannot be met in their homes. Probation officers provide case management and supervision with the overall goal of family reunification, or if not possible, successful emancipation. This unit also includes youth who are eligible and voluntarily participating in extended foster care services (after age 18), focusing on independent living skills, competency building and are placed in supportive living environments.

Community Based Re-Entry Services

The juvenile re-entry program compliments the design of the enhanced ranch program that provides clients who have graduated from the James Ranch or are exiting from a long term commitment in the Juvenile Hall, with six months of services to assist in their transition back into the community. These services include: Community support, family reunification, substance abuse treatment and support, mental health interventions and educational support. The services are provided by a team of professionals, who with the youth and family create a transition plan before the youth is released from secure care. The re-entry program includes intensive in-home services through wraparound providers, substance abuse treatment, and probation officers with small, intensive caseloads to the plan, with re-entry planning developed and services provided 90 days prior to release from the Ranch.

Current and Emerging Issues

Implementing Evidence-Based Practices and Continuous Quality Management

The Department continues to aggressively infuse evidence based practices in all areas of operation. Extensive training and resources have been dedicated to this effort to ensure that service delivery models and programming efforts are based on proven practices. This transformation to serving clients and their families will provide positive outcomes with appropriate and effective treatment services and supporting strength

based assets to build capacity, thus reducing the likelihood that clients will re-offend. The Department's focus on Continuous Quality Management will assist in managing key operational and support processes, through quality assurance, quality control and quality improvement. The development of a strategic plan is underway that will support and enhance the current work in the area of evidence based practices.



Learning Organization - Just Culture

In FY2016 the Department will embark on the implementation of Just Culture. In FY2015 Probation Executives and Managers were trained by the County Executive's Office, and several managers were identified and trained to give the foundational presentations department-wide. The values and principles of Just Culture are naturally aligned with evidence-based practices, continuous quality improvement efforts and will be embedded within the Department's strategic plan.

Public Safety Realignment - AB 109 Program

Public Safety Realignment, the legislation which shifted the responsibility of supervising specified offenders being released from state custody back to local counties for supervision, and changed sentencing laws to keep offenders from being committed to state prison, continues to be a major focus of services. The expansion of the County's Re-Entry Resource Center, the myriad of services being provided as a result of this effort and the partnerships forged with the faith based community has positively impacted outcomes for this population. Data collection and specific outcome measurements continue as the Department moves into the fourth year of this program. The Community Corrections Partnership, chaired by the Chief Probation Officer, adopted a definition of recidivism which will be the basis of defining success. Recently, the department was able to fill all existing vacancies in the AB 109 units, ensuring that these high risk clients are supervised with a 30:1 ratio.

Development of Alternatives to Custody for Adults

The Department, in collaboration with our other justice and community partners, will develop a continuum of services for adults in the criminal justice system. Often low to moderate risk clients remain in jail because they cannot afford bail and there are limited services available to provide adequate community supervision. The department will work closely with Pre-Trial Services, the Sheriff's Custody Bureau and other essential stakeholders to maximize existing resources, limit the duplication of services and to provide the appropriate supervision level to match the risk level of the client.

Additionally, while the AB 109 clients receive a fairly robust array of services, the vast majority of adult probationers do not. Unlike juvenile, adult probation services are almost completely dependent on County General Fund support because there are not specific state and federal funding streams for this use. As the department expands its continuum of community supervision, commensurate services will also be activated to address the high needs of this population.

Title IVE California Well Being Project (Title IV-E Waiver)

In October 2014, the County of Santa Clara, jointly with the Department of Family and Children's Services opted to participate in a 5 year, Title IV-E (Foster Care) California Well-Being Project. The Well Being Project is a federal program that provides a capped funding allocation to participating counties that are contingent upon an approved submitted Title IV-E Waiver Plan. Plans are approved and funds are monitored by the California Department of Social Services. The capped allocation is in lieu of the quarterly fluctuating administrative funding stream. The overall goals of the project are to improve the array of services and supports available to children, youth and families involved in the child welfare and probation systems, engage families through more individualized casework with an emphasis on family involvement, increase child safety without an over-reliance on out of home care, improve permanency outcomes and child/family well-being, and to decrease recidivism and delinquency for youth involved with probation. The Department has the option of submitting a plan with up to three interventions. Currently, the plan submitted includes a subset of higher risk youth, regardless of their legal status, to receive wraparound services. The Well Being Project includes a required evaluation component of wraparound services, which was identified by all the participating probation departments as a primary intervention of the project.

Dually Involved Youth Initiative

The Probation Department and the Department of Family and Children's Services (DFCS) have partnered to implement new programming to address the needs of youth involved in both the juvenile justice and child welfare systems. This process has included on-going leadership by a robust group of stakeholders who have met monthly for over two years. A Dually Involved Youth Unit, consisting of probation officers, social workers and a youth advocate, was established in

FY 2014 in an effort to create an environment in which staff from different disciplines work together to understand and serve the family unit as a whole and respond effectively to the complex needs of the youth and family. This team is empowered and encouraged to develop non-traditional solutions to meet specific needs. The initial group of youth and families served by this model are showing very promising outcomes. Additionally, many other jurisdictions nationally are attempting to replicate this strategy in their own systems. There are many more youth and families who could benefit from this unique approach, but the unit has reached full capacity. As a result, in FY 2016 the Dually Involved Youth Unit will be expanding to serve more youth and families in this holistic manner. Probation will primarily use existing resources to expand the unit.

Commercially Sexually Exploited Children (CSEC)

Pursuant to Senate Bill 855, the Welfare and Institutions code has been amended to clarify that “commercially and sexually exploited children whose parents or guardians failed or were unable to protect them may be adjudged dependents of the juvenile court”. Additionally, counties can participate in a state funded county CSEC Program administered by the California Department of Social Services (CDSS.) As part of this program, the Department of Family and Children’s Services (DFCS) is required to develop a local protocol to be implemented by July 1, 2015. In support of DFCS’s efforts to appropriately respond to the unique needs of this population, Probation and other stakeholders are participating in the development of a county protocol. This work is occurring parallel to the County’s Human Trafficking Commission, which focuses on all types of trafficking for both youth and adults.

Education Related Issues

Educational attainment of juvenile justice engaged youth remains an important life domain for both the Department and the Court. In an effort to better serve clients, Probation entered into a cost sharing agreement with East Side Union High School District to fund a Social Worker position at the District. This Social Worker will be dedicated to helping students and families through the re-enrollment process. The goal of this joint venture is to eliminate barriers to the re-enrollment process and get youth quickly re-engaged in school. The Social Worker will provide ongoing case management and truancy assistance, with the help of campus Social Workers, and the families will receive

support through the Parent Liaisons on each campus as needed. Through this initiative, the Department hopes to reduce truancy, recidivism and the loss of educational opportunity, to youth engaged in the juvenile justice system. The County Office of Education will act as a conduit for information related to the educational services and/or assessments that were conducted while the client was in custody and will provide professional development to the Probation Officers regarding educational issues.

County Executive's Recommendation

Summary of County Executive's Recommendations

Description	Impact	Impact on Services	Position Impact	FY 2016 Ongoing Net Cost/(Savings)	FY 2016 One-Time Net Cost/(Savings)
Enhance Resources for the Commercially Sexually Exploited Programs	↑	Increased services for juveniles and adults who may be victims of sexual exploitation	2.0	\$360,508	(\$60,084)
Public Safety Realignment Program (AB 109) - Reduce Allocation for Expenses	●	None	—	\$0.00	—
Enhance Resources for Fiscal Services	↑	Increased fiscal resources	1.0	\$95,016	(\$15,386)
Enhance Resources to Adult Division	↑	Increased collaboration with Department of Family and Children's Services	1.0	\$180,254	(\$30,042)
Enhance Security for Adult Probation	↑	Increased security provided by Deputy Sheriff Officers	—	\$382,339	(\$63,724)

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

↑ Enhance Resources for the Commercially Sexually Exploited Programs

Recommended Action: Add 2.0 FTE Deputy Probation Officer III/II/I positions to work with juveniles and adults who may be victims of sexual exploitation.

Service Impact: The Deputy Probation Officer positions will provide subject matter expertise, supervision and support to an identified group of sexually exploited victims under supervision and act as a resource for other Probation Officers throughout the department with clients at-risk, or suspected of being victims of sexual exploitation. The Probation Officer positions will partner with community based organizations to ensure that needed services such as mental health, substance abuse counseling, job training, and educational support are in place.

Background: Sexually exploited victims have a myriad of complex needs. Many juvenile victims fall within the jurisdiction of the Juvenile Justice Court and Dependency and require a dynamic, yet concentrated, approach to meet their service needs.

Many young adult victims of sexual exploitation find themselves in the adult criminal system without receiving the intensive support services needed as a part of their accountability measures.

Sexual exploitation, or sex trafficking, occurs when adults and children are forced into performing various forms of sexual activity. Women are the most common victims of sex trafficking, followed by juvenile girls, then men, and finally juvenile boys. Many juvenile girls, as young as 12 years old, are recruited locally and then forced into sex trafficking and control by criminal offenders using physiological pressure and violence. Adult and youth engaged in the criminal justice system and with a history of dependency system involvement are more vulnerable to exploitation.

Many of the victims/witnesses involved in human trafficking are youth who cycle in and out of both the juvenile justice and dependency systems. This recommendation provides supervision and support for juvenile and adult victim/witnesses, and provides a team approach for transition age youth (TAY) between 18 to 25 years of age on adult probation, who may be victims of sexual exploitation.

Positions Added: 2.0 FTE
Ongoing Cost: \$360,508
One-Time Savings: \$60,084

● Public Safety Realignment Program (AB 109) - Reduce Allocation for Expenses

Recommended Action: Decrease expenditure allocation for special department expense and transportation by \$100,000 offset by a decrease in revenue from AB 109 funds.

Service Impact: The AB 109 Program conducted a thorough review of operating expense usage and determined it can reduce the allocation. The reduction will have no service impact.

Ongoing Net Cost: \$0.00

Ongoing reduction in Services and Supplies: \$100,000
Ongoing Revenue Reduction: \$100,000

↑ Enhance Resources for Fiscal Services

Recommended Action: Add 1.0 FTE Office Specialist III position to the Fiscal Services Unit.

Service Impact: The addition of one Office Specialist III (OS III) will allow the other fiscal clerks to concentrate on their main duties instead of covering front desk duties on a rotational basis.

Background: The Fiscal Services Unit is responsible for the supervision and maintenance of the Department's financial records and disbursement of funds. The unit's primary function is to maintain an organized system and procedures in compliance with the County's policies and procedures. Furthermore, the unit provides data that can be analyzed and interpreted for the benefit of all executives and managers in making financial decisions to achieve the goals and objectives of the Department. The unit's basic functions are Grant Management, Accounts Payable, Accounts Receivable, Payroll and Scheduling. Other functions include performing costs analysis, developing program costs and calculating per unit cost rates of the department's services and programs.

The Fiscal Services Unit currently has seven Account Clerks II who share the duties of Payroll, Accounts Payable, and Travel Arrangements for the department. In addition, they rotate responsibility for additional duties including:

- Count and prepare bank deposits of money/checks/credit card payments received each day by APD and JPD and bring it to the Controller's Office.
- Sort the incoming mail including keeping an excel log of A/P received with correspondence; distribute to appropriate Account Clerks to make payments.
- Copy and seal checks received for Accounts Receivable before they get deposited in the proper revenue accounts.
- Staff the Counter including answering the phone and directing the calls, replenishing supplies for the division by submitting orders, trouble-shooting when copy machines or other equipment is inoperable, filing documents, and assisting on heavy payroll days.
- Relieve the Travel clerk when needed so travel documents will be processed on a timely basis.

Ongoing Cost: \$95,016

One-time Savings: \$15,386

Salary savings reflecting time for recruitment

↑ Enhance Resources to Adult Division

Recommended Action: Add 1.0 FTE Deputy Probation Officer III/II/I position to the Adult Services Division to work in collaboration with the Department of Family and Children's Services (DFCS).

Service Impact: This position will provide for a pilot program that allows one Probation Officer to manage a caseload of formal Probation clients who also have a child with a case open to DFCS. Through this pilot, it is anticipated that policies and procedures will be established to:

- Routinely identify clients who have open DFCS cases,
- Implement evidence based strategies that would assist with successful reunification,
- Create a safety plan for the clients' children in the event they are arrested again,
- Identify best practices in serving this population,
- Create communication expectations between the departments.

Background: Many adult probation clients have children involved with DFCS. This is often a direct result of their criminal involvement. It is common for DFCS to intervene when a parent is arrested and unavailable to care for their children. Currently, there is informal coordination that is done between departments if the information is disclosed by the client, but there are not processes memorialized that would increase the chance of reunification and reduce the duplication of services. A client could easily be engaged in drug/alcohol testing and mandated counseling for both agencies; creating unnecessary duplication of services and increasing the chances the client will fail.

Most probation clients have cycled in and out of jail, been to court many times, and are not necessarily motivated to accept services that could break this cycle. The Department believes that by recognizing and prioritizing the client as a parent, the Department will be better positioned to assist the client in succeeding on probation.

Positions Added: 1.0 FTE

Ongoing Cost: \$180,254

One-time Savings: \$30,042

Salary savings reflecting time for recruitment

↑ Increase Security for Adult Probation Department

Recommended Action: Add funding to reimburse the Office of the Sheriff to staff a Public Entry Screening Station at the Adult Services building.

Service Impact: The implementation of entry screening will increase the safety and security of both staff and visitors, and when working with clients one on one within the staff areas during interviews and making arrests. This action will establish a security system which will require all persons entering the building to pass through a magnetometer before gaining access to the public areas of the buildings (i.e., public lobbies, interview rooms and arrest area).

Background: The Adult Services building uses two lobby areas on the first floor to effectively serve clients. On average, 4,500 clients per month enter the building and report to one of the two designated lobbies to see their Deputy Probation Officers and/or receive services. Public access into the Adult Services building is unmonitored and unscreened for weapons and/or other contraband. Approximately 16,000 adults are on some type of formal supervision in Santa Clara County. The majority of clients reporting to the Adult Services building pose a significantly higher security risk than the general public. Many clients have serious criminal histories, suffer from mental illness, are affiliated with criminal street gangs and are potentially at risk of losing their freedom when reporting to the Probation Department. For these reasons, many are agitated and volatile when required to report to the building and frequently under the influence of controlled substances, often rendering their actions as desperate and unpredictable.

Ongoing Cost: \$382,339

Reimbursement to the Office of the Sheriff

Probation Department— Budget Unit 246 Net Expenditures by Cost Center

CC	Cost Center Name	FY 2014 Actuals	FY 2015 Approved	FY 2016 Base Budget	FY 2016 Recommended	Amount Chg From 2015 Approved	% Chg From 2015 Approved
3710	Information Services Fund 0001	4,422,083	4,268,161	4,691,857	4,696,201	428,040	10.0%
3720	Administrative Svcs Fund 0001	14,606,569	17,238,921	17,888,921	17,979,083	740,162	4.3%



Probation Department— Budget Unit 246 Net Expenditures by Cost Center

CC	Cost Center Name	FY 2014 Actuals	FY 2015 Approved	FY 2016 Base Budget	FY 2016 Recommended	Amount Chg From 2015 Approved	% Chg From 2015 Approved
3722	Staff Training Fund 0001	985,760	1,307,031	1,405,605	1,406,508	99,477	7.6%
024615	Adult Probation Svcs Div Fund 0001	36,628,288	41,359,143	44,756,150	45,308,319	3,949,176	9.5%
024616	Juvenile Probation Svcs Div Fund 0001	29,961,588	33,783,346	36,414,644	36,589,188	2,805,842	8.3%
024617	Institution Services Division - Fund 0001	52,070,878	52,680,980	56,304,928	56,353,894	3,672,914	7.0%
Total Net Expenditures \$		138,675,165 \$	150,637,582 \$	161,462,105 \$	162,333,194 \$	11,695,612	7.8%

Probation Department— Budget Unit 246 Gross Expenditures by Cost Center

CC	Cost Center Name	FY 2014 Actuals	FY 2015 Approved	FY 2016 Base Budget	FY 2016 Recommended	Amount Chg From 2015 Approved	% Chg From 2015 Approved
3710	Information Services Fund 0001	4,422,083	4,268,161	4,691,857	4,696,201	428,040	10.0%
3720	Administrative Svcs Fund 0001	14,759,540	17,423,851	18,073,851	18,164,013	740,162	4.2%
3722	Staff Training Fund 0001	985,760	1,307,031	1,405,605	1,406,508	99,477	7.6%
024615	Adult Probation Svcs Div Fund 0001	36,849,632	41,579,651	44,976,658	45,528,827	3,949,176	9.5%
024616	Juvenile Probation Svcs Div Fund 0001	30,044,263	33,783,346	36,414,644	36,589,188	2,805,842	8.3%
024617	Institution Services Division - Fund 0001	52,070,878	52,680,980	56,304,928	56,353,894	3,672,914	7.0%
Total Gross Expenditures \$		139,132,155 \$	151,043,020 \$	161,867,543 \$	162,738,632 \$	11,695,612	7.7%

Probation Department— Budget Unit 246 Expenditures by Object

Object	FY 2014 Actuals	FY 2015 Approved	FY 2016 Base Budget	FY 2016 Recommended	Amount Chg From 2015 Approved	% Chg From 2015 Approved
Salary and Benefits	\$ 122,377,647	\$ 129,832,668	\$ 139,666,701	\$ 140,196,967	\$ 10,364,299	8.0%
Services And Supplies	16,711,269	21,210,352	22,200,842	22,541,665	1,331,313	6.3%
Fixed Assets	43,239	—	—	—	—	—
Total Gross Expenditures \$	139,132,155 \$	151,043,020 \$	161,867,543 \$	162,738,632 \$	11,695,612	7.7%
Expenditure Transfers	(456,990)	(405,438)	(405,438)	(405,438)	—	—
Total Net Expenditures \$	138,675,165 \$	150,637,582 \$	161,462,105 \$	162,333,194 \$	11,695,612	7.8%



Probation Department— Budget Unit 246 Revenues by Cost Center

CC	Cost Center Name	FY 2014 Actuals	FY 2015 Approved	FY 2016 Base Budget	FY 2016 Recommended	Amount Chg From 2015 Approved	% Chg From 2015 Approved
3710	Information Services Fund 0001	\$ (10,328)	\$ —	\$ —	\$ —	—	—
3720	Administrative Svcs Fund 0001	25,229,510	21,816,903	18,546,679	18,546,679	(3,270,224)	-15.0%
3722	Staff Training Fund 0001	—	136,972	—	—	(136,972)	-100.0%
024615	Adult Probation Svcs Div Fund 0001	12,367,606	15,005,832	13,804,502	13,704,502	(1,301,330)	-8.7%
024616	Juvenile Probation Svcs Div Fund 0001	2,712,991	6,721,626	6,497,762	6,497,762	(223,864)	-3.3%
024617	Institution Services Division - Fund 0001	412,445	280,052	280,052	280,052	—	—
Total Revenues		\$ 40,712,224	\$ 43,961,385	\$ 39,128,995	\$ 39,028,995	\$ (4,932,390)	-11.2%

Probation Department— Budget Unit 246 Revenues by Type

Type	FY 2014 Actuals	FY 2015 Approved	FY 2016 Base Budget	FY 2016 Recommended	Amount Chg From 2015 Approved	% Chg From 2015 Approved
Other Financing Sources	\$ 30,839,660	\$ 32,208,926	\$ 31,032,294	\$ 30,932,294	\$ (1,276,632)	-4.0%
Aid From Government Agencies - State	3,113,100	1,173,566	875,013	875,013	(298,553)	-25.4%
Aid From Government Agencies - Federal	5,855,212	9,619,719	6,616,514	6,616,514	(3,003,205)	-31.2%
Charges For Services	852,267	898,074	544,074	544,074	(354,000)	-39.4%
Licenses, Permits, Franchises	2,250	1,000	1,000	1,000	—	—
Fines, Forfeitures, Penalties	49,735	60,100	60,100	60,100	—	—
Total Revenues	\$ 40,712,224	\$ 43,961,385	\$ 39,128,995	\$ 39,028,995	\$ (4,932,390)	-11.2%

Information Services Fund 0001 — Cost Center 3710 Major Changes to the Budget

	Positions	Appropriations	Revenues
0001-General Fund (Fund Number 0001)			
Current Level Budget			
FY 2015 Approved Budget	18.0	\$ 4,268,161	\$ —
Board Approved Adjustments During FY 2015	—	484,000	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	186,306	—
IntraCounty Adjustments	—	(246,610)	—
Other Adjustments	—	—	—
Subtotal (Current Level Budget)	18.0	\$ 4,691,857	\$ —



Information Services Fund 0001 — Cost Center 3710
Major Changes to the Budget

	Positions	Appropriations	Revenues
Recommended Changes for FY 2016			
IntraCounty Adjustments	—	\$ 4,344	\$ —
Decision Packages			
Information Technology			
Capital			
Subtotal (Recommended Changes)	—	\$ 4,344	\$ —
Recommended Budget	18.0	\$ 4,696,201	\$ —

Administrative Svcs Fund 0001 — Cost Center 3720
Major Changes to the Budget

	Positions	Appropriations	Revenues
0001-General Fund (Fund Number 0001)			
Current Level Budget			
FY 2015 Approved Budget	74.0	\$ 17,238,921	\$ 21,816,903
Board Approved Adjustments During FY 2015	2.0	94,011	172,339
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	-3.0	14,910	—
IntraCounty Adjustments	—	530,119	—
Other Adjustments	—	10,960	(3,442,563)
Subtotal (Current Level Budget)	73.0	\$ 17,888,921	\$ 18,546,679
Recommended Changes for FY 2016			
IntraCounty Adjustments	—	\$ 10,532	\$ —
Decision Packages			
Enhance Resources for Fiscal Services	1.0	79,630	—
Information Technology			
Capital			
Subtotal (Recommended Changes)	1.0	\$ 90,162	\$ —
Recommended Budget	74.0	\$ 17,979,083	\$ 18,546,679

Staff Training Fund 0001 — Cost Center 3722
Major Changes to the Budget

	Positions	Appropriations	Revenues
0001-General Fund (Fund Number 0001)			
Current Level Budget			
FY 2015 Approved Budget	7.0	\$ 1,307,031	\$ 136,972
Board Approved Adjustments During FY 2015	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	94,747	—
IntraCounty Adjustments	—	5,330	—
Other Adjustments	—	(1,503)	(136,972)



Staff Training Fund 0001 — Cost Center 3722
Major Changes to the Budget

	Positions	Appropriations	Revenues
Subtotal (Current Level Budget)	7.0	\$ 1,405,605	\$ —
Recommended Changes for FY 2016			
IntraCounty Adjustments	—	\$ 903	\$ —
Decision Packages			
Information Technology			
Capital			
Subtotal (Recommended Changes)	—	\$ 903	\$ —
Recommended Budget	7.0	\$ 1,406,508	\$ —

Adult Probation Svcs Div Fund 0001 — Cost Center 024615
Major Changes to the Budget

	Positions	Appropriations	Revenues
0001-General Fund (Fund Number 0001)			
Current Level Budget			
FY 2015 Approved Budget	270.0	\$ 41,359,143	\$ 15,005,832
Board Approved Adjustments During FY 2015	—	(15,000)	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	1.0	3,226,826	—
IntraCounty Adjustments	—	217,169	64,985
Other Adjustments	—	(31,988)	(1,266,315)
Subtotal (Current Level Budget)	271.0	\$ 44,756,150	\$ 13,804,502
Recommended Changes for FY 2016			
IntraCounty Adjustments	—	\$ 351,745	\$ (100,000)
Decision Packages			
Enhance Resources for the Commercially Sexually Exploited	1.0	150,212	—
Enhance Resources to Adult Division	1.0	150,212	—
Public Safety Realignment Program (AB109) - Reduce Expenses	—	(100,000)	—
Information Technology			
Capital			
Subtotal (Recommended Changes)	2.0	\$ 552,169	\$ (100,000)
Recommended Budget	273.0	\$ 45,308,319	\$ 13,704,502



Juvenile Probation Svcs Div Fund 0001 — Cost Center 024616
Major Changes to the Budget

	Positions	Appropriations	Revenues
0001-General Fund (Fund Number 0001)			
Current Level Budget			
FY 2015 Approved Budget	192.5 \$	33,783,346 \$	6,721,626
Board Approved Adjustments During FY 2015	-1.0	(247,580)	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	1.5	2,674,190	—
IntraCounty Adjustments	—	205,394	—
Other Adjustments	—	(706)	(223,864)
Subtotal (Current Level Budget)	193.0 \$	36,414,644 \$	6,497,762
Recommended Changes for FY 2016			
IntraCounty Adjustments	— \$	24,332 \$	—
Decision Packages			
Enhance Resources for the Commercially Sexually Exploited	1.0	150,212	—
Information Technology			
Capital			
Subtotal (Recommended Changes)	1.0 \$	174,544 \$	—
Recommended Budget	194.0 \$	36,589,188 \$	6,497,762

Institution Services Division - Fund 0001 — Cost Center 024617
Major Changes to the Budget

	Positions	Appropriations	Revenues
0318-Juvenile Welfare Trust (Fund Number 0318)			
Current Level Budget			
FY 2015 Approved Budget	— \$	35,000 \$	35,000
Board Approved Adjustments During FY 2015	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
IntraCounty Adjustments	—	—	—
Other Adjustments	—	—	—
Subtotal (Current Level Budget)	— \$	35,000 \$	35,000
Recommended Changes for FY 2016			
IntraCounty Adjustments	— \$	— \$	—
Decision Packages			
Information Technology			
Capital			
Subtotal (Recommended Changes)	— \$	— \$	—
Recommended Budget	— \$	35,000 \$	35,000

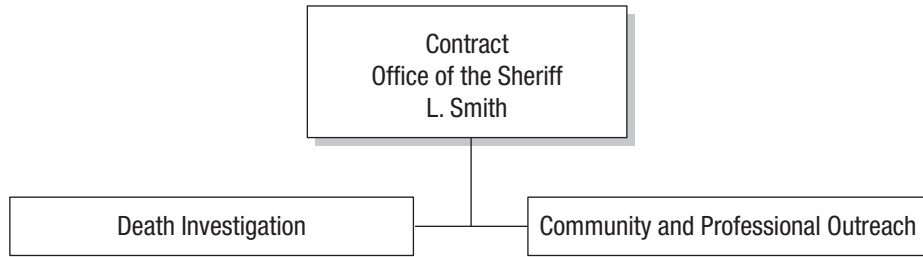


Institution Services Division - Fund 0001 — Cost Center 024617
Major Changes to the Budget

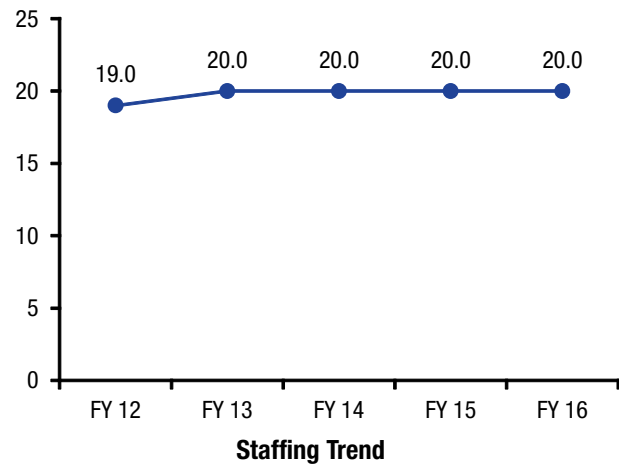
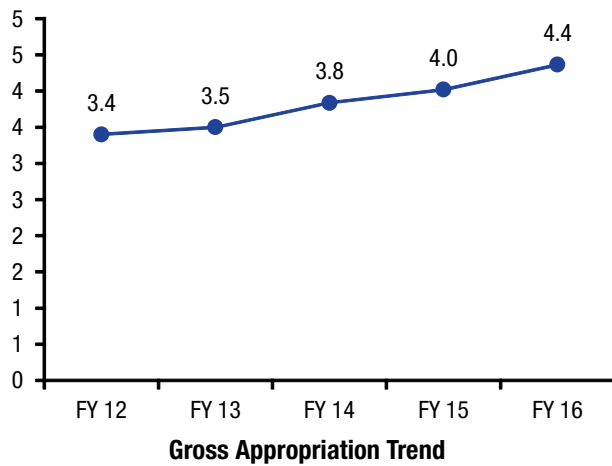
	Positions	Appropriations	Revenues
0001-General Fund (Fund Number 0001)			
Current Level Budget			
FY 2015 Approved Budget	337.0	\$ 52,645,980	\$ 245,052
Board Approved Adjustments During FY 2015	—	(10,000)	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	0.5	3,313,166	—
IntraCounty Adjustments	—	354,088	—
Other Adjustments	—	(33,306)	—
Subtotal (Current Level Budget)	337.5	\$ 56,269,928	\$ 245,052
Recommended Changes for FY 2016			
IntraCounty Adjustments	—	\$ 48,966	\$ —
Decision Packages			
Information Technology			
Capital			
Subtotal (Recommended Changes)	—	\$ 48,966	\$ —
Recommended Budget	337.5	\$ 56,318,894	\$ 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

Equipment Replacement and Capital Improvements

The Office of the Medical Examiner-Coroner (MEC) has been focusing on equipment replacement and capital improvements that support business processes and services to the community. With regard to replacing outdated equipment, the Department replaced gurneys that are in use 24 hours a day and replaced a critical cooling unit used for specimen storage for criminal evidence. For future equipment needs, the Department is developing a multi-year equipment replacement plan in order to anticipate end-of-life purchasing needs and more effectively budget for these needs. In conjunction

with the County's Facilities and Fleet Department, the Department was able to address a major capital need, which was the replacement of the building's HVAC system. The new system allows the Department to more effectively control the environment, especially in the areas that require specific temperatures for the storage of cadavers.

The Department was able to meet the community's need for a continuity of operations in a major disaster by installing a mass fatality storage unit on property adjacent to the building. In planning for the future, the Department is reviewing office reconfiguration plans to

better utilize the existing space and improve the office layout for visitors and employees.

County Executive's Recommendation

Summary of County Executive's Recommendations

Description	Impact	Impact on Services	Position Impact	FY 2016 Ongoing Net Cost/(Savings)	FY 2016 One-Time Net Cost/(Savings)
Replace Death Scene Investigation Cameras	↑	These resources will allow the investigators to better document the death scene.	—	—	\$6,000
Add Autopsy Sink Disposals	↑	These resources will increase productivity of the doctors and technicians.	—	—	\$10,000
Replace Autopsy Saws	↑	These resources will help staff to perform more efficient autopsies.	—	—	\$7,500
Fund Maintenance Agreement for X-ray Machine	↑	These resources will help to maintain this machine beyond the warranty period.	—	\$10,000	—

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

↑ Replace Death Scene Investigation Cameras

Recommended Action: Allocate one-time funding in the amount of \$6,000 to replace ten cameras that are used by investigators at death scenes.

Service Impact: The Office of the Medical Examiner-Coroner (MEC) has nine MEC Investigators and one supervisor who are responsible for responding to the death scene, documenting the scene, and reporting on their findings. An integral portion of the death scene investigations is photographing the scene and the decedent.

Each Investigator currently is issued a digital camera that they are responsible for maintaining, but these cameras have reached their end-of-life and malfunctions are impacting the investigators performing their duties. Also, camera technology has advanced in the years since the current cameras were purchased, and newer cameras would allow clearer photo documentation of the death scene. Clearer photos are needed for evidentiary value in Court and the MEC case files. While on scene, Investigators often consult with the Assistant Medical Examiner-Coroners (doctors) concerning the cases, and the Investigators provide a verbal report of what they see. The new cameras have a wireless communication setting so the

Investigators can send pictures to their laptop while on scene and immediately e-mail the pictures to the doctor. This allows the doctors to make more informed decisions concerning the Investigators' actions needed at the scene.

One-time Cost: \$6,000

↑ Add Autopsy Sink Disposals

Recommended Action: Allocate one-time funding in the amount of \$10,000 for the purchase and installation of sink disposals.

Service Impact: The Office of the Medical Examiner-Coroner uses five stations for conducting autopsies. Three of the stations are set up with industrial sink disposals, an essential component to have in place to protect the plumbing when certain procedures are performed. The two stations without the sink disposals limit the ability to for the doctors to fully utilize these autopsy stations.

Presently, the Forensic Technicians must adjust the workload according to each station's ability to handle the tasks needed for the procedures. Installing the proper sink disposals, with the necessary plumbing and wiring, will allow procedures to be performed at any of the five stations. The new sink disposals will increase



productivity of the doctors and technicians, more effectively protect the plumbing, and reduce the need to move decedents from station to station.

One-time Cost: \$10,000

↑ Replace Autopsy Saws

Recommended Action: Allocate one-time funding in the amount of \$7,500 for the replacement of oscillating electrical saws.

Service Impact: The Office of the Medical Examiner-Coroner (MEC) uses oscillating electrical saws as one tool in the performance of autopsies. These saws are heavily used, and due to normal wear and tear, need to be replaced. The existing saws are heating up during use, which is a sign that the motors are quickly approaching the end-of-life. The existing saws cut at a lower rotation-per-minute (RPM) which causes them to cut slower and the technicians need to use more physical force while conducting routine cuts. New saws would allow for faster cuts and reduce the amount of physical force needed to operate the saws.

One-time Cost: \$7,500

↑ Fund Maintenance Agreement for X-ray Machine

Recommended Action: Allocate ongoing funding in the amount of \$10,000 to fund a maintenance agreement for a new x-ray machine.

Service Impact: The Office of the Medical Examiner-Coroner (MEC) utilizes an x-ray machine while conducting autopsies. Due to an immediate need to replace the failing x-ray machine in November 2014, the MEC purchased an x-ray machine for \$89,315 out of its operating budget. As part of the FY 2015 mid-year budget review, the County added one-time funding to replace the operating budget expense. There is a one-year warranty on the machine. This recommendation would add \$10,000 in ongoing funding to purchase the annual maintenance agreement beyond the warranty period in November 2015.

Ongoing Cost: \$10,000

Med Exam-Coroner Fund 0001— Budget Unit 293 Net Expenditures by Cost Center

CC	Cost Center Name	FY 2014 Actuals	FY 2015 Approved	FY 2016 Base Budget	FY 2016 Recommended	Amount Chg From 2015 Approved	% Chg From 2015 Approved
3750	Med-Exam/Coroner Fund 0001	\$ 3,832,116	\$ 4,019,632	\$ 4,355,257	\$ 4,364,947	\$ 345,315	8.6%
Total Net Expenditures		\$ 3,832,116	\$ 4,019,632	\$ 4,355,257	\$ 4,364,947	\$ 345,315	8.6%

Med Exam-Coroner Fund 0001— Budget Unit 293 Gross Expenditures by Cost Center

CC	Cost Center Name	FY 2014 Actuals	FY 2015 Approved	FY 2016 Base Budget	FY 2016 Recommended	Amount Chg From 2015 Approved	% Chg From 2015 Approved
3750	Med-Exam/Coroner Fund 0001	\$ 3,832,116	\$ 4,019,632	\$ 4,355,257	\$ 4,364,947	\$ 345,315	8.6%
Total Gross Expenditures		\$ 3,832,116	\$ 4,019,632	\$ 4,355,257	\$ 4,364,947	\$ 345,315	8.6%



Med Exam-Coroner Fund 0001— Budget Unit 293 Expenditures by Object

Object	FY 2014 Actuals	FY 2015 Approved	FY 2016 Base Budget	FY 2016 Recommended	Amount Chg From 2015 Approved	% Chg From 2015 Approved
Salary and Benefits	\$ 3,174,091	\$ 3,344,791	\$ 3,522,101	\$ 3,522,101	\$ 177,310	5.3%
Services And Supplies	658,025	674,841	833,156	842,846	168,005	24.9%
Total Net Expenditures	\$ 3,832,116	\$ 4,019,632	\$ 4,355,257	\$ 4,364,947	\$ 345,315	8.6%

Med Exam-Coroner Fund 0001— Budget Unit 293 Revenues by Cost Center

CC	Cost Center Name	FY 2014 Actuals	FY 2015 Approved	FY 2016 Base Budget	FY 2016 Recommended	Amount Chg From 2015 Approved	% Chg From 2015 Approved
3750	Med-Exam/Coroner Fund 0001	\$ 354,771	\$ 394,367	\$ 341,367	\$ 341,367	\$ (53,000)	-13.4%
	Total Revenues	\$ 354,771	\$ 394,367	\$ 341,367	\$ 341,367	\$ (53,000)	-13.4%

Med Exam-Coroner Fund 0001— Budget Unit 293 Revenues by Type

Type	FY 2014 Actuals	FY 2015 Approved	FY 2016 Base Budget	FY 2016 Recommended	Amount Chg From 2015 Approved	% Chg From 2015 Approved
Licenses, Permits, Franchises	\$ 23,855	\$ 24,437	\$ 24,437	\$ 24,437	\$ —	—
Charges For Services	38,679	93,000	40,000	40,000	(53,000)	-57.0%
Other Financing Sources	292,237	276,930	276,930	276,930	—	—
Total Revenues	\$ 354,771	\$ 394,367	\$ 341,367	\$ 341,367	\$ (53,000)	-13.4%

Med-Exam/Coroner Fund 0001 — Cost Center 3750 Major Changes to the Budget

	Positions	Appropriations	Revenues
0001-General Fund (Fund Number 0001)			
Current Level Budget			
FY 2015 Approved Budget	20.0	\$ 4,019,632	\$ 394,367
Board Approved Adjustments During FY 2015	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	186,275	—
IntraCounty Adjustments	—	98,315	—
Other Adjustments	—	51,035	(53,000)
Subtotal (Current Level Budget)	20.0	\$ 4,355,257	\$ 341,367
Recommended Changes for FY 2016			



Med-Exam/Coroner Fund 0001 — Cost Center 3750
Major Changes to the Budget

	Positions	Appropriations	Revenues
IntraCounty Adjustments	—	\$ (23,810)	\$ —
Decision Packages			
Replace Death Scene Investigation Cameras	—	6,000	—
Add Autopsy Sink Disposals	—	10,000	—
Replace Autopsy Saws	—	7,500	—
Fund Maintenance Agreement for X-ray Machine	—	10,000	—
Information Technology			
Capital			
Subtotal (Recommended Changes)	—	\$ 9,690	\$ —
Recommended Budget	20.0	\$ 4,364,947	\$ 341,367



Section 3: Children, Seniors, and Families

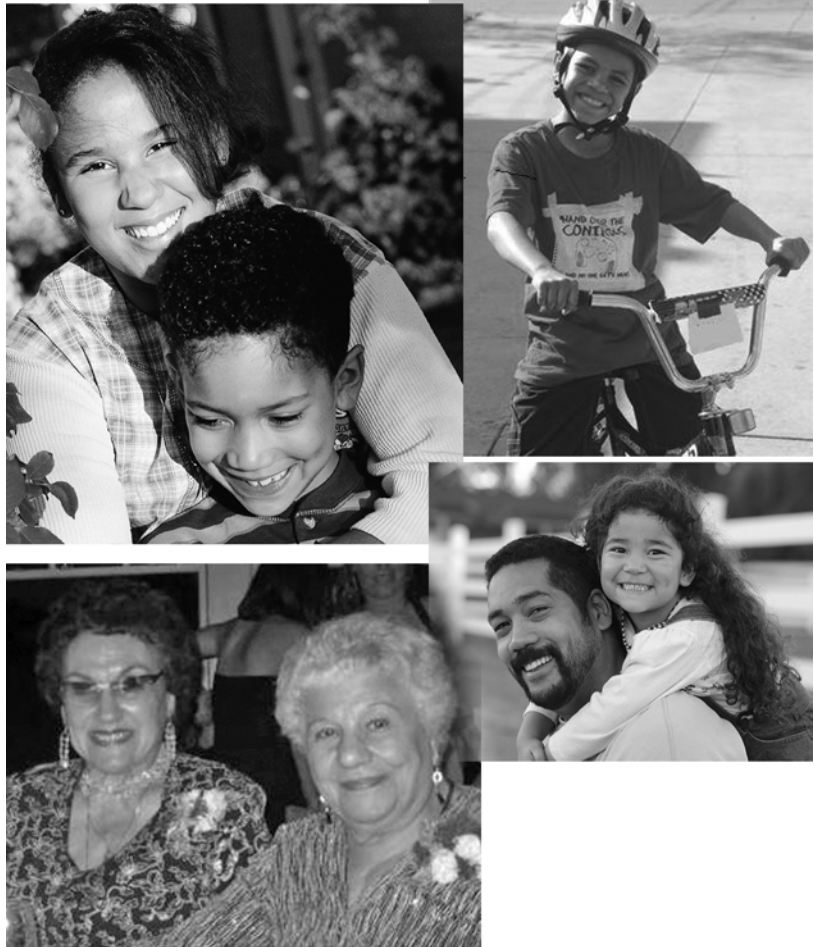
Section 3: Children, Seniors,
and Families



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

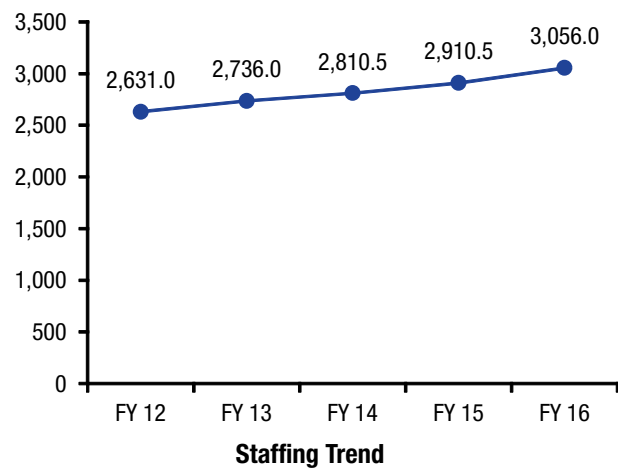
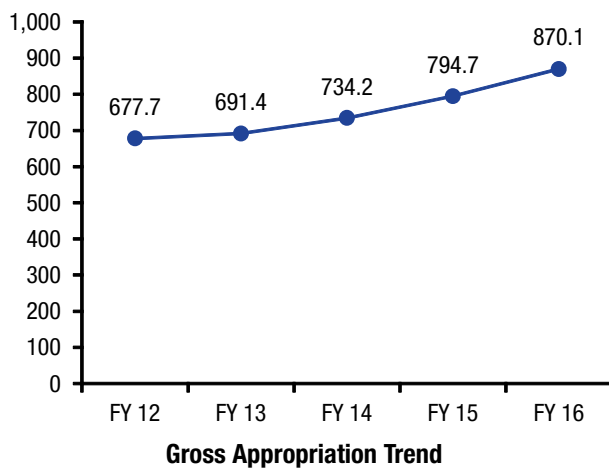
Agency Office – SSA
Budget Unit 502

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 2014 Actuals	FY 2015 Approved	FY 2016 Base Budget	FY 2016 Recommended	Amount Chg From 2015 Approved	% Chg From 2015 Approved
200	Dept of Child Support Services	\$ 37,862,442	\$ 36,975,866	\$ 38,772,498	\$ 37,306,980	\$ 331,114	0.9%
116	In-Home Supportive Services	116,901,708	134,751,954	157,267,730	157,267,730	22,515,775	16.7%
502	Social Services Agency	124,825,710	131,814,274	141,906,894	142,540,489	10,726,215	8.1%
506	1991 Realignment	—	—	—	—	—	—
503	Department of Family & Children's Services	158,239,528	183,456,467	190,117,425	192,854,447	9,397,980	5.1%
504	Department of Employment & Benefit Svc	244,713,888	268,621,940	293,694,485	294,165,834	25,543,894	9.5%
505	Department of Aging and Adult Services Fund 0001	34,650,236	38,428,076	43,049,683	45,438,507	7,010,431	18.2%
Total Net Expenditures		\$ 717,193,512	\$ 794,048,578	\$ 864,808,715	\$ 869,573,987	\$ 75,525,410	9.5%

Gross Expenditures By Department

BU	Department Name	FY 2014 Actuals	FY 2015 Approved	FY 2016 Base Budget	FY 2016 Recommended	Amount Chg From 2015 Approved	% Chg From 2015 Approved
200	Dept of Child Support Services	\$ 37,862,442	\$ 36,975,866	\$ 38,772,498	\$ 37,306,980	\$ 331,114	0.9%
116	In-Home Supportive Services	116,901,708	134,751,954	157,267,730	157,267,730	22,515,775	16.7%
502	Social Services Agency	125,066,762	132,334,548	142,324,354	142,957,949	10,623,401	8.0%
506	1991 Realignment	—	—	—	—	—	—
503	Department of Family & Children's Services	158,328,237	183,539,778	190,200,736	192,937,758	9,397,980	5.1%
504	Department of Employment & Benefit Svc	245,843,247	268,621,940	293,694,485	294,165,834	25,543,894	9.5%
505	Department of Aging and Adult Services Fund 0001	34,650,236	38,429,660	43,049,683	45,438,507	7,008,847	18.2%
Total Gross Expenditures		\$ 718,652,633	\$ 794,653,747	\$ 865,309,486	\$ 870,074,758	\$ 75,421,012	9.5%

Revenues By Department

BU	Department Name	FY 2014 Actuals	FY 2015 Approved	FY 2016 Base Budget	FY 2016 Recommended	Amount Chg From 2015 Approved	% Chg From 2015 Approved
200	Dept of Child Support Services	\$ 38,511,911	\$ 36,975,866	\$ 36,984,610	\$ 37,306,980	\$ 331,114	0.9%
116	In-Home Supportive Services	59,833,256	71,886,639	91,872,434	91,872,434	19,985,795	27.8%
502	Social Services Agency	30,266,980	28,979,393	18,707,808	18,707,808	(10,271,585)	-35.4%

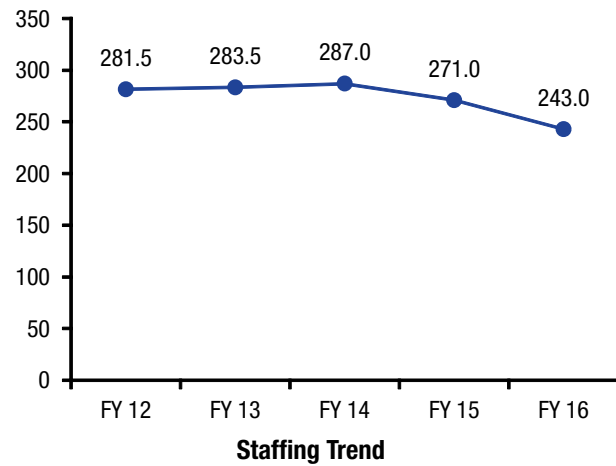
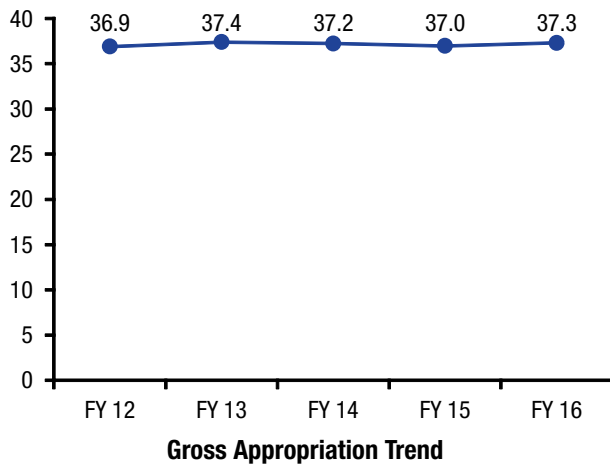
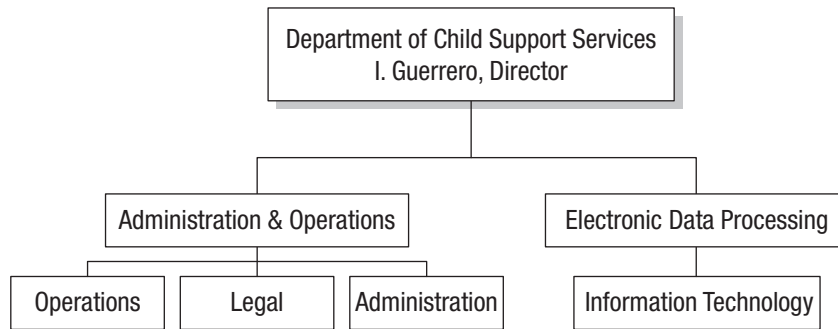


Revenues By Department

BU	Department Name	FY 2014 Actuals	FY 2015 Approved	FY 2016 Base Budget	FY 2016 Recommended	Amount Chg From 2015 Approved	% Chg From 2015 Approved
506	1991 Realignment	—	—	82,404,157	82,404,157	82,404,157	n/a
503	Department of Family & Children's Services	199,073,561	220,975,127	153,880,069	154,019,954	(66,955,173)	-30.3%
504	Department of Employment & Benefit Svc	285,727,459	318,034,069	336,684,104	337,192,897	19,158,828	6.0%
505	Department of Aging and Adult Services Fund 0001	27,571,427	33,270,033	39,036,452	40,734,279	7,464,246	22.4%
Total Revenues		\$ 640,984,595	\$ 710,121,126	\$ 759,569,634	\$ 762,238,509	\$ 52,117,383	7.3%



Department of Child Support Services



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 to their children.

Establishment of Paternity and Court Orders

These services enforce financial and medical support for minor children, and 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.

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 via income withholding orders (court-ordered payroll deductions), use of automatic fund transfers for individuals, intercepts of Federal and State tax refunds, and other methods. Just over 65% of money collected comes from wage assignments. All court orders include income withholding orders. 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 engages in outreach efforts to inform stakeholders about services and important issues impacting the child support program. Outreach efforts include community groups, County agencies, and local hospitals.

Current and Emerging Issues

Modernization of the Child Support Program

In November 2014, the Federal Office of Child Support Enforcement (OCSE) issued a Notice of Proposed Rulemaking (NPRM) in response to President Obama's directive in Executive Order 13563: Improving Regulation and Regulatory Review. The NPRM proposes revisions to make child support program operations and enforcement procedures more flexible, more effective, and more efficient by recognizing the benefit of existing best practices, leveraging advancements in technology, and establishing a renewed focus to improve customer service. In addition, changes are proposed to clarify and correct technical provisions in existing child support regulations. This is the first major review and revision of child support regulations since the establishment of the child support program under Title IV-D of the Social Security Act approximately 40 years ago.

The County of Santa Clara Department of Child Support Services (DCSS) has been working in conjunction with the Child Support Directors Association of California (CSDA) and the California Department of Child Support Services (CDCSS) to review and analyze the proposed regulatory changes and issue comments to OCSE for consideration in finalizing any new child support rules. Key components of the proposed rules include expanding child support services to include the establishment of parenting time orders, employment services for non-custodial parents, and setting accurate orders based on actual income.

The new regulations provide opportunity for progressive change in state and local child support policy and practice.

Budget Strategy

DCSS has been flat-funded from the State for over a decade. This historical flat funding, combined with increased labor and operating expenses, has fueled a projected deficit. In discussions with the State regarding the Department's need for additional funding, CDCSS has given the Department direction to streamline operations, implement efficiencies, and become more cost effective so that the requests for additional funding can be appropriately evaluated. This includes aligning the Department's child support operations with current funding by leveraging best practices and proven efficiencies already in place in other California counties.

For FY 2015, the Department held a significant number of positions vacant to mitigate its ongoing deficit with salary savings. At the onset of the FY 2016 budget process, DCSS was facing a \$2.9 million budget deficit, not including prior year salary savings. The \$2.9 million deficit equates to approximately 8% of total funding from the CDCSS. After the Department submitted its proposals for the FY 2016 Budget Review, favorable

Intra-County adjustments to the base budget were made and thus, reduced the \$2.9 million deficit to approximately \$1.8 million.

The Department will engage in a comprehensive operational assessment to help develop a long-term budget plan. The assessment is necessary to set clear strategic direction, identify appropriate operational goals, create positive change, and ensure the effective and efficient use of resources. The assessment will include a review of Santa Clara County's child support business model, which includes current processes, policies, and related staffing. It will also include a review of industry best practices for implementation. The completed assessment will be used by the Department to implement recommendations to improve operations and develop sustainable budget solutions.

The goal of the assessment is to maximize program performance, improve customer service, streamline business processes, and transform the organization to better align with new state mandates relating to the more efficient delivery of child support services. It is anticipated that a new business model would be implemented in deliberate and methodical phases over the next few years commencing with the FY 2017 budget proposal.

After DCSS can demonstrate to CDCSS that the organization is both more efficient and effective in meeting its mission, the Department will be better positioned to negotiate future increases in its State funding allocation.

County Executive's Recommendation

Summary of County Executive's Recommendations

Description	Impact	Impact on Services	Position Impact	FY 2016 Ongoing Net Cost/(Savings)	FY 2016 One-Time Net Cost/(Savings)
Eliminate Vacant Positions	↓	Reduced services to customers in all areas	-16.0	(\$2,016,084)	—
Eliminate Positions and Utilize Butte County Regional Call Center	↑	Increase operational efficiency on the number of calls answered and the turnaround time for responses to customers' questions	-12.0	(\$1,126,071)	—
Federal Financial Participation Match (FFP)	●	Services offered to customers will not change	—	—	(\$322,370)
Ongoing Reductions in Services and Supplies	●	Services offered to customers will not change	—	(\$278,893)	—
Reduce Salary Savings	↑	Improve long-term structural deficit and identify a more effective business model	—	\$1,921,104	—

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

↓ Eliminate Vacant Positions

Recommended Action: Delete 16.0 FTE vacant positions.

Summary of Position Changes

Classification	FTE	Cost
Account Clerk II	-1.0	(\$92,826)
Child Support Officer II	-8.0	(\$989,024)
Sr. Child Support Officer	-1.0	(\$130,467)
Child Support Specialist	-1.0	(\$95,169)
Legal Clerk	-1.0	(\$108,621)

Classification	FTE	Cost
Child Support Document Examiner	-1.0	(\$109,740)
Utility Worker	-1.0	(\$92,188)
Attorney IV	-1.0	(\$309,223)
Office Specialist II	-1.0	(\$88,826)
Total	-16.0	(\$2,016,084)

Service Impact: The deletions of the 16 vacant positions will impact almost all of the units in the Department. Work will be redistributed to the



remaining staff within each classification thereby increasing the workload of each of the employees. In some cases, the work will be done by supervisors and managers, which results in less time for them to plan, train, and supervise.

Background: In FY2016, the Department will have a \$1.8 million deficit. A significant portion of the deficit is due to another year of flat-line funding from the State and increases in Salary and Benefits costs. In order for DCSS to stay within its State allocation, it is necessary to delete these 16 vacant positions.

In the Accounting Unit, two vacant positions will be deleted consisting of one FTE Account Clerk II position and 1.0 FTE Child Support Specialist position. Loss of these positions will result in fewer employees to handle the child support financial records, which includes creating, adjusting and/or modifying child support obligations or financial records, analyzing welfare disbursement processes and resolving discrepancies, reviewing collections of excess monies and determining appropriate distribution, performing calculations of interest on support orders, and responding to requests from other counties or entities.

The deletion of eight Child Support Officers II (CSO) positions will impact the Enforcement Unit, Establishment Unit, and Court Unit. The impact of these deletions will result in the re-distribution of caseloads for the remaining CSOs, thereby increasing the size of the caseloads for each CSO. The Child Support Enforcement (CSE) computer system automates much of the clerical part of case work, but the CSO still needs to make decisions regarding case actions, generate the appropriate documents, and interface with customers regarding their child support cases.

Generally, an Operations Team has two Senior CSOs that are responsible for training, reviewing casework, and assisting the Supervising CSO. With the deletion of 1.0 FTE Senior CSO position, the other Senior CSO will have to absorb the additional workload.

Document Examiners are responsible for processing legal documents and ensuring accuracy and completeness. As mentioned above, with the CSE computer system, most of the documents generated are formatted, produced in duplicate, and can be reviewed prior to being generated. The deletion of 1.0 FTE

Document Examiner position will have less of an impact on casework than in other areas. The CSE computer system automated process reduces the need for collating and reviewing documents after they are generated by the CSO.

In the Court Unit, Legal Clerks attend court on an assigned schedule to generate court documents, take payments from customers, serve documents, research information, and manage the court calendar. In the office, they generate documents for contempt, prepare court calendars for the Contempt Attorneys, research and locate information, and process orders from court calendars. In a unit that is currently understaffed, losing 1.0 FTE Legal Clerk position will impact the unit's ability to perform assigned duties during a busy court calendar and to process documents within mandatory time frames. This will have an immense impact on the Department's performance measurements.

The deletion of 1.0 FTE Office Specialist II position will impact how the mail will be handled in the future when it arrives in the Department. When the employee in this position retired in December 2014, the Supervisor began sorting mail and distributing it for the Department. If mail is not delivered to the legal staff on a daily basis, it could have legal implications if mandatory time frames are not met due to the delay of receiving legal actions or notices.

The deletion of 1.0 FTE Utility Worker position in the warehouse will impact the workload of the Supervisor because any facilities-related work will have to be handled by the Supervisor.

The Child Support Attorney IV position is responsible to fill-in at court for an absent attorney, consult with attorneys on cases, handle personnel issues, and oversee the Court Unit. With the deletion of 1.0 FTE Child Support Attorney IV position, the remaining attorneys will have to handle the casework and other duties.

**Positions Deleted: 16.0 FTE
Ongoing Savings: \$2,016,084**

↑ Eliminate Positions and Utilize Butte County Regional Call Center

Recommended Action: Delete 6.0 FTE vacant positions and 6.0 FTE filled positions and utilize the Butte County Regional Call Center, and recognize \$7,000 in ongoing savings resulting from reduced Premium Pay.

Summary of Position Changes

Classification	FTE	Cost
Office Management Coordinator	-1.0	(\$128,496)
Office Specialist III	-11.0	(\$990,573)
Total	-12.0	(\$1,119,071)

Service Impact: The Department has an opportunity to significantly upgrade the service it provides to customers and alleviate the workload of burdened Child Support Officers by utilizing the Butte County Regional Call Center at no cost to the Department. Butte County DCSS operates a full-service 90/10 child support call center from 8:00 a.m. to 4:00 p.m., Monday through Friday. In addition, Butte County Regional Call Center is able to answer 90% of all questions from customers on the first call, which will have a positive impact on customers in Santa Clara County. Customers will not have to wait three business days to get answers to their questions. The County of Santa Clara DCSS lobby will continue to remain open to customers from 8:00 a.m. until 5:00 p.m., Monday through Friday.

Background: The California Child Support Program has eight shared services call centers operating throughout the State. The State Department of Child Support Services is moving towards approximately four to five regional call centers. DCSS operates a Communication Center currently staffed by a pool of 9.0 FTE Office Specialist positions who route calls and take messages from customers. The turnaround time for staff to return customers' calls is within three business days. Over the past several years, it has been difficult for the Communication Center to fully maintain its staffing level due to continual staff shortages and turnover that impacts the number of calls being answered.

Ongoing Savings: \$1,126,071

● Federal Financial Participation Match (FFP)

Recommended Action: Approve appropriation of \$109,606 from a special revenue fund to be used for the Federal Financial Participation (FFP) match.

Background: In prior years, the County contributed additional funding to DCSS when expenditures exceeded its State allocation. This revenue was authorized in fiscal years 2007, 2008, and 2009 as part of the budget process. DCSS will use \$109,606 from its special revenue fund as a local match (34%) to draw down \$322,370 in FFP (66%). In the years when the County revenue exceeded DCSS' expenditures, the remaining funds were held in a special revenue fund and not budgeted. In FY 2016, DCSS needs to transfer and recognize a portion of these funds to use for the FFP. The one-time revenue will be used to cover operating costs.

One-time Net Revenue: \$322,370

● Ongoing Reductions in Services and Supplies

Recommended Action: Reduce Services and Supplies expenditures by \$278,893.

Service Impact: As part of the FY 2016 deficit solution package, the Department is reducing its services and supplies by \$278,893. DCSS must set priorities in its services and supplies expenditures based on unavoidable cost increases and business needs over the last three years.

Ongoing Savings: \$278,893

↓ Reduce Salary Savings

Recommended Action: Reduce budget for Salary Savings by \$1,921,104.

Service Impact: Due to a 25% staffing reduction over the last 10 years, DCSS anticipates lower than average attrition. Therefore, DCSS is reducing its Salary Savings budget by \$1.9 million. This will bring the Salary Savings factor to 2% or \$435,493, which is more aligned with the lower staffing level.

Background: The annual State allocation has been relatively flat for the last 13 years, while County personnel and other costs continue to increase over time. In order to stay within the State budget allocation, the Department has kept 23 positions vacant. The Department has to continue to keep the vacancies in an

effort to maintain a balanced budget. As a result, the staffing levels have decreased sharply from 323 positions in FY 2006 to a proposed 243 positions for FY 2016.

Ongoing Net Cost: \$1,921,104

Dept of Child Support Services— Budget Unit 200 Net Expenditures by Cost Center

CC	Cost Center Name	FY 2014 Actuals	FY 2015 Approved	FY 2016 Base Budget	FY 2016 Recommended	Amount Chg From 2015 Approved	% Chg From 2015 Approved
3804	DCSS Exp - Admin Fund 0193	36,580,757	35,611,829	37,365,795	35,942,943	331,114	0.9%
3805	DCSS Exp - Electronic Data Processing Fund 0193	1,274,392	1,363,937	1,406,603	1,363,937	0	0.0%
3806	DCSS Rev Federal Participation - Fund 0192	7,293	100	100	100	—	—
Total Net Expenditures \$		37,862,442 \$	36,975,866 \$	38,772,498 \$	37,306,980 \$	331,114	0.9%

Dept of Child Support Services— Budget Unit 200 Gross Expenditures by Cost Center

CC	Cost Center Name	FY 2014 Actuals	FY 2015 Approved	FY 2016 Base Budget	FY 2016 Recommended	Amount Chg From 2015 Approved	% Chg From 2015 Approved
3804	DCSS Exp - Admin Fund 0193	36,580,757	35,611,829	37,365,795	35,942,943	331,114	0.9%
3805	DCSS Exp - Electronic Data Processing Fund 0193	1,274,392	1,363,937	1,406,603	1,363,937	0	0.0%
3806	DCSS Rev Federal Participation - Fund 0192	7,293	100	100	100	—	—
Total Gross Expenditures \$		37,862,442 \$	36,975,866 \$	38,772,498 \$	37,306,980 \$	331,114	0.9%

Dept of Child Support Services— Budget Unit 200 Expenditures by Object

Object	FY 2014 Actuals	FY 2015 Approved	FY 2016 Base Budget	FY 2016 Recommended	Amount Chg From 2015 Approved	% Chg From 2015 Approved
Salary and Benefits	\$ 32,896,150	\$ 31,963,276	\$ 33,395,698	\$ 31,903,837	(59,439)	-0.2%
Services And Supplies	4,279,440	4,931,249	5,295,459	5,330,666	399,417	8.1%
Other Charges	72,118	81,241	81,241	72,377	(8,864)	-10.9%
Fixed Assets	69,638	—	—	—	—	—
Operating/Equity Transfers	545,095	100	100	100	—	—
Total Net Expenditures \$	37,862,442 \$	36,975,866 \$	38,772,498 \$	37,306,980 \$	331,114	0.9%



Dept of Child Support Services— Budget Unit 200
Revenues by Cost Center

CC	Cost Center Name	FY 2014 Actuals	FY 2015 Approved	FY 2016 Base Budget	FY 2016 Recommended	Amount Chg From 2015 Approved	% Chg From 2015 Approved
3804	DCSS Exp - Admin Fund 0193	\$ 37,689,288	\$ 35,611,829	\$ 35,620,573	\$ 35,942,943	\$ 331,114	0.9%
3805	DCSS Exp - Electronic Data Processing Fund 0193	—	1,363,937	1,363,937	1,363,937	—	—
3806	DCSS Rev Federal Participation - Fund 0192	822,622	100	100	100	—	—
Total Revenues		\$ 38,511,911	\$ 36,975,866	\$ 36,984,610	\$ 37,306,980	\$ 331,114	0.9%

Dept of Child Support Services— Budget Unit 200
Revenues by Type

Type	FY 2014 Actuals	FY 2015 Approved	FY 2016 Base Budget	FY 2016 Recommended	Amount Chg From 2015 Approved	% Chg From 2015 Approved
Revenue From Use Of Money/Property	\$ 2,068	\$ 200	\$ 200	\$ 200	—	—
Aid From Government Agencies - Federal	59,347	72,000	72,000	394,370	322,370	447.7%
Other Financing Sources	37,898,203	36,903,666	36,912,410	36,912,410	8,744	0.0%
Revenue From Other Government Agencies	552,293	—	—	—	—	—
Total Revenues	\$ 38,511,911	\$ 36,975,866	\$ 36,984,610	\$ 37,306,980	\$ 331,114	0.9%

DCSS Exp - Admin Fund 0193 — Cost Center 3804
Major Changes to the Budget

	Positions	Appropriations	Revenues
0193-DCSS Expenditure Fund (Fund Number 0193)			
Current Level Budget			
FY 2015 Approved Budget	265.0	\$ 35,611,829	\$ 35,611,829
Board Approved Adjustments During FY 2015	—	10,000	10,000
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	1,396,183	—
IntraCounty Adjustments	—	345,257	(1,256)
Other Adjustments	—	2,526	—
Subtotal (Current Level Budget)	265.0	\$ 37,365,795	\$ 35,620,573
Recommended Changes for FY 2016			
IntraCounty Adjustments	—	\$ 33,430	—
Decision Packages			
Eliminate Vacant Positions	-16.0	(2,016,084)	—
Eliminate Positions and Utilize Butte County Call Center	-12.0	(1,126,071)	—
Federal Financial Participation Match (FFP) - \$322,370	—	—	322,370



DCSS Exp - Admin Fund 0193 — Cost Center 3804
Major Changes to the Budget

	Positions	Appropriations	Revenues
Ongoing Augmentations/Reductions in Services and Supplies	—	(17,260)	—
Reduce Salary Savings by \$1,921,104	—	1,703,133	—
Information Technology			
Capital			
Subtotal (Recommended Changes)	-28.0	\$ (1,422,852)	\$ 322,370
Recommended Budget	237.0	\$ 35,942,943	\$ 35,942,943

DCSS Exp - Electronic Data Processing Fund 0193 — Cost Center 3805
Major Changes to the Budget

	Positions	Appropriations	Revenues
0193-DCSS Expenditure Fund (Fund Number 0193)			
Current Level Budget			
FY 2015 Approved Budget	6.0	\$ 1,363,937	\$ 1,363,937
Board Approved Adjustments During FY 2015	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	37,309	—
IntraCounty Adjustments	—	6,427	—
Other Adjustments	—	(1,070)	—
Subtotal (Current Level Budget)	6.0	\$ 1,406,603	\$ 1,363,937
Recommended Changes for FY 2016			
IntraCounty Adjustments	—	\$ 996	\$ —
Decision Packages			
Ongoing Augmentations/Reductions in Services and Supplies	—	(261,633)	—
Reduce Salary Savings by \$1,921,104	—	217,971	—
Information Technology			
Capital			
Subtotal (Recommended Changes)	—	\$ (42,666)	\$ —
Recommended Budget	6.0	\$ 1,363,937	\$ 1,363,937

DCSS Rev Federal Participation - Fund 0192 — Cost Center 3806
Major Changes to the Budget

	Positions	Appropriations	Revenues
0192-DCSS Rev Federal Participation (Fund Number 0192)			
Current Level Budget			
FY 2015 Approved Budget	—	\$ 100	\$ 100
Board Approved Adjustments During FY 2015	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
IntraCounty Adjustments	—	—	—

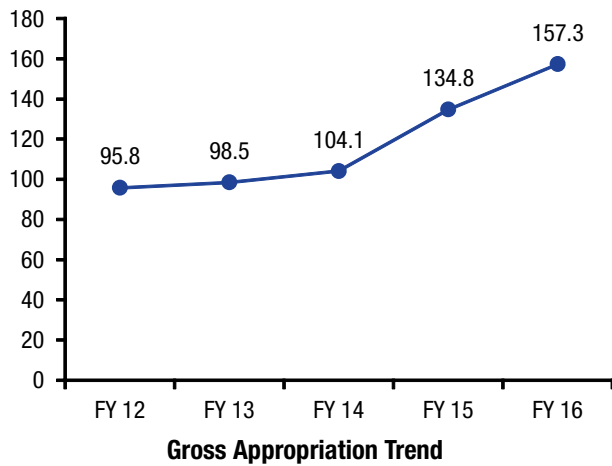
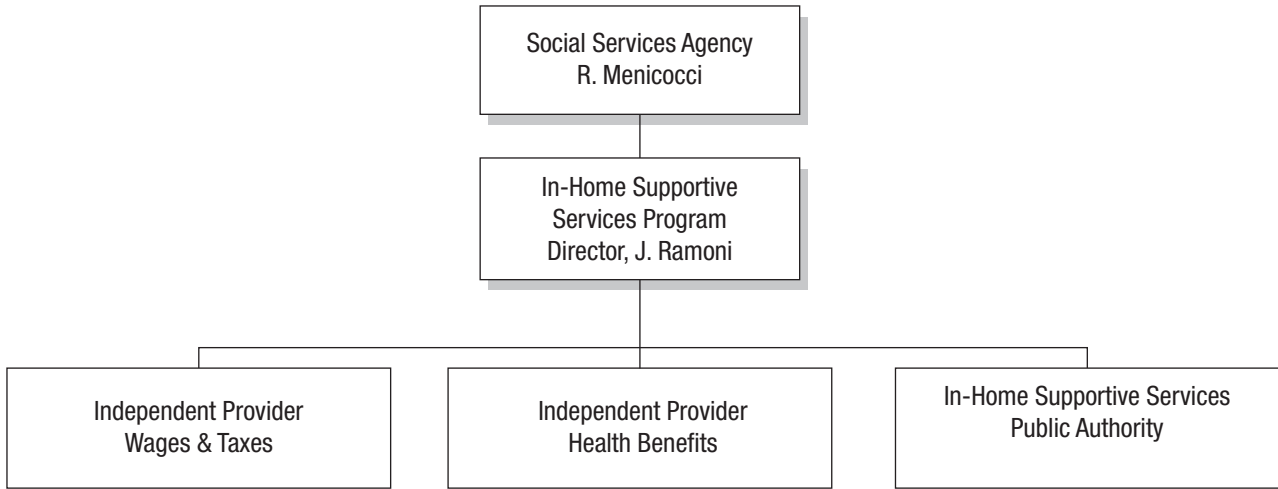


DCSS Rev Federal Participation - Fund 0192 — Cost Center 3806
Major Changes to the Budget

	Positions	Appropriations	Revenues
Other Adjustments	—	—	—
Subtotal (Current Level Budget)	— \$	100 \$	100
Recommended Changes for FY 2016			
IntraCounty Adjustments	— \$	— \$	—
Decision Packages			
Information Technology			
Capital			
Subtotal (Recommended Changes)	— \$	— \$	—
Recommended Budget	— \$	100 \$	100



In-Home Supportive Services Program Costs



Description of Major Services

In-Home Supportive Services

In Santa Clara County, the Social Services Agency's (SSA) Department of Aging and Adult Services (DAAS) administers the In Home Supportive Services (IHSS) program. The IHSS program assists eligible aged, blind, or disabled people to safely remain in their homes when they can no longer fully care for themselves. DAAS staff determines consumer eligibility and the number of service hours that each eligible person can receive for domestic and personal care services. The staff who determine eligibility are budgeted in the DAAS in the SSA. Wages and benefits for service providers and costs associated with the Public Authority are budgeted here.

Santa Clara County IHSS consumers receive services solely through IHSS Independent Providers (Providers). As of April 1, 2015, 20,158 consumers were receiving services from 19,186 full or part-time Providers.

Providers currently earn \$12.81 per hour. If a provider works at least 35 hours per month for two consecutive months, a Provider may be eligible for benefits, including medical, dental, and vision. Providers 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	2014	2015	% Change
# of Clients	18,962	20,158	6.3%
# of Providers	18,407	19,186	4.2%
Health Benefit	# of Enrolled Providers	% Change	

IHSS Caseload and Provider Health Benefits

Clients/Providers	2014	2015	% Change
Valley Health Plan	9,003	9,439	4.8%
Liberty Dental Plan	9,586	10,032	4.7%
Vision Service Plan	9,586	10,032	4.7%

The Public Authority

The Public Authority is a public partnership with the Sourcewise, whose mandate is to improve the success of IHSS in Santa Clara County. To meet this goal, the Public Authority delivers several enhanced services to IHSS consumers and Providers. First, the Public Authority provides a registry of screened Providers to assist IHSS consumers in locating care. Second, the Public Authority ensures Providers have access to the training necessary to provide quality in-home services to consumers. Likewise, consumers have access to training to help understand their rights and responsibilities in the IHSS program. Finally, the Public Authority serves as the employer of record for Providers for collective bargaining purposes. This includes negotiating the wages, benefits, terms and conditions of employment for Providers and conducting Department of Justice criminal background checks.

Recently, the Public Authority and SEIU Local 521, which represents Providers, agreed to additional benefits for Providers. For example, the Public Authority will participate in one annual IHSS outreach campaign jointly with SEIU Local 521 and have annual retirement planning education. Providers will also have access to additional workforce development training.

Current and Emerging Issues

IHSS Maintenance of Effort

Beginning July 1, 2012, as part of 2012-2013 State budget, the Legislature and Governor approved major policy changes within the Medi-Cal program aimed at improving care coordination, particularly for people on both Medi-Cal and Medicare. Also approved as part of this Coordinated Care Initiative (CCI) are a number of changes to the IHSS program, including State collective

bargaining for IHSS, creation of a County IHSS Maintenance of Effort (MOE), and creation of a Statewide Authority.

Effective July 1, 2012, counties have a MOE requirement in lieu of paying a share of the non-federal costs for IHSS services and IHSS and Public Authority administration. The County IHSS MOE base was calculated based on Fiscal Year 2011-2012 actual expenditures on IHSS services and FY 2011-2012 allocation for IHSS program



and Public Authority administration. The final MOE base for Santa Clara County was calculated at \$58,826,689.

Beginning on July 1, 2014 and annually thereafter, the County IHSS MOE base shall be adjusted by an inflation factor of 3.5%. In fiscal years when the combined total of 1991 State Local Realignment revenues received for the prior fiscal year are less than revenues received two years prior, the inflation factor will be zero.

In addition to 3.5% inflation factor, the County IHSS MOE will be adjusted for the annualized cost of increases in provider wages or health benefits that are locally negotiated, mediated, or imposed before the Statewide Authority assumes the responsibilities. The annual County IHSS MOE adjustment will be revised after the fiscal year end close to reflect the actual increase in costs for that year.

Restoration of 7 Percent Across the Board Cut

The Governor's Budget proposes to restore the 7% across the board cut in service hours that was implemented due to the Oster Settlement Agreement in 2013. This restoration will be implemented on July 1, 2015. It will be funded by a new Health and Human Service Fund which receives revenues from Managed Care Organization (MCO) taxes.

The restoration of the 7% cut is contingent on approval by the Federal government of the new tax on managed care organizations (MCOs) that the Administration is proposing. The MCO tax currently in place expires in 2016. The Federal government has indicated that the current tax is likely impermissible under Federal Medicaid regulations because it only applies narrowly to Medi-Cal managed care plans and will not be allowed to be extended after 2016. The Administration is proposing a new managed care tax that complies with Federal law. If this new tax is approved, the 7% across-the-board cut will be restored.

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 integrates delivery of medical, behavioral, and long-term care services and also provides 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 is the IHSS program, which is a managed care benefit, though still administered by the County. Under CCI, Medi-Cal beneficiaries, including dual eligible beneficiaries, are required to join a Medi-Cal managed care health plan to receive benefits, including IHSS. CCI is composed of three major parts.

- **Long-Term Supports and Services (LTSS) as a Medi-Cal Managed Care Benefit:** CCI includes the addition of LTSS into Medi-Cal managed care. LTSS includes nursing facility care, In-Home Supportive Services, Multipurpose Senior Services Program, and Community Based Adult Services. This change impacts about 60,000 Medi-Cal only enrollees and up to 456,000 persons eligible for both Medicare and Medi-Cal who are in Cal MediConnect.
- **Cal MediConnect Program:** A three-year demonstration project for persons eligible for both Medicare and Medi-Cal (dual eligibles) to receive coordinated medical, behavioral health, long-term institutional, and home- and community-based services through a single organized delivery system (health plan). No more than 456,000 beneficiaries would be eligible for the duals demonstration in the seven counties. This demonstration project is a joint effort with the Federal Centers for Medicare and Medicaid Services (CMS).
- **Mandatory Enrollment of Dual Eligibles and Others into Medi-Cal Managed Care:** Most Medi-Cal beneficiaries, including dual eligibles, partial dual eligible, and previously excluded Seniors and Persons with Disabilities who are Medi-Cal only, are required to join a Medi-Cal managed care health plan to receive their Medi-Cal benefits.

The purpose and goal of CCI is to promote the coordination of health and social care for Medi-Cal consumers and to create fiscal incentives for health plans to make decisions that keep their members healthy and out of institutions (given that hospital and nursing home care are more expensive than home and community-based care).

Prior to CCI, dual eligibles accessed services through a complex system of disconnected programs funded by different government programs (e.g., Federal CMS, Department of Health Care Services-Medi-Cal, IHSS-

County based). This fragmentation often led to beneficiary confusion, delayed care, inappropriate utilization, and unnecessary costs.

The Governor's proposed 2015-16 Budget continues to implement the CCI, which provides for a coordinated medical, behavioral health, long-term supports and services and home and community based services all coordinated through managed care plans. The budget makes no changes in the current County IHSS role in CCI with respect to eligibility determination, assessment of hours, and program administration. The budget does however indicate several unexpected changes in the program which threaten its continued viability:

- County participation has changed since the CCI enactment. Originally, eight counties were intended to operate CCI (Alameda, Los Angeles, Orange, Riverside, San Bernardino, San Diego, San Mateo, and Santa Clara). Alameda will no longer participate in the demonstration project. Six counties have begun passive enrollment and the seventh, Orange County, will begin in July 2015.
- The Federal government reduced the amount of savings California is allowed to retain, from 50% to 30%.
- The 4% tax on managed care organizations will not be continued beyond June 30, 2016 due to recent federal guidance that indicates the tax is inconsistent with Federal Medicaid regulations. As discussed earlier, however, the Administration is proposing a new managed care tax that is supposed to be consistent with Federal law for approval.
- As of November 2014 there was an approximate 69% opt-out rate, much higher than initial projections of 33%. The opt-out rate is higher among IHSS recipients, at 80% though participation in CCI varies widely by county.

The budget also seems to attribute increases in the state's IHSS costs due to implementation of Federal Labor Standards Act as a factor in the overall increase in the CCI program and notes that, although the CCI is expected to generate savings in 2015-16 of \$176.1 million, these savings are primarily attributed to the funds generated from the tax on managed care. Without the tax, the CCI would cost the State \$396.8 million in

2015-16 (although as discussed earlier, the Administration is proposing a new tax consistent with Federal law). The Administration indicates that absent any changes by January 2016, the CCI would cease operating effective January 2017. Note statute that established the CCI requires a determination by Department of Finance that the CCI is cost-effective and requires an analysis every January if it continues to be cost effective, and automatically terminates the program if costs exceed savings. Because the County IHSS MOE and collective bargaining are tied to the continuation of the CCI, collective bargaining and county share-of-cost in the IHSS program could also revert in January 2017.

Federal Labor Standards Act Regulations

On October 1, 2013, the U.S. Department of Labor (DOL) issued a new rule revising the Federal Labor Standards Act (FLSA) domestic service regulations. The new rule was scheduled to become effective on January 1, 2015 and required the payment of minimum wage, overtime, travel time, and wait time during medical appointments for domestic service employees, including IHSS providers. State law was passed to conform to the new DOL regulations by capping provider hours to 66 hours per month per provider, and instituting a cap of 7 hours of travel time. However, in December 2014 a U.S. District Court ruled that a portion of the regulations exceeded DOL's authority and delayed the rule's implementation. The DOL has appealed this decision to the U.S. Court of Appeals, which is scheduled to hear the case on May 7, 2015. Although the court is expected to issue its decision before the State budget is completed, this litigation may delay the implementation of FLSA regulations to a date uncertain.

Statewide Authority

Under the CCI, upon completion of enrollment of CCI participants the collective bargaining for IHSS wages and benefits will transition from the county to the California IHSS Statewide Authority. While there has been no formal announcement made on the transition date for collective bargaining, it is estimated that Santa Clara County will transition to the Statewide Authority effective January 1, 2016. The County IHSS Memorandum of Agreement currently in effect with SEIU Local 521 will remain in place until it expires on February 1, 2017.



County Executive's Recommendation

The FY 2016 base budget reflects the anticipated County MOE requirement (net County cost). No additional changes to the IHSS program are recommended for FY 2016.

In-Home Supportive Services— Budget Unit 116 Net Expenditures by Cost Center

CC	Cost Center Name	FY 2014 Actuals	FY 2015 Approved	FY 2016 Base Budget	FY 2016 Recommended	Amount Chg From 2015 Approved	% Chg From 2015 Approved
1002	IHSS Benefits Fund 0001	\$ 76,483,576	\$ 88,523,848	\$ 111,014,362	\$ 111,014,362	\$ 22,490,514	25.4%
1003	IHSS Provider Wages&Taxes - F0001	39,197,012	44,644,412	44,688,230	44,688,230	43,818	0.1%
1004	IHSS Operations - Fund 0001	1,221,120	1,583,694	1,565,137	1,565,137	(18,557)	-1.2%
Total Net Expenditures		\$ 116,901,708	\$ 134,751,954	\$ 157,267,730	\$ 157,267,730	\$ 22,515,775	16.7%

In-Home Supportive Services— Budget Unit 116 Gross Expenditures by Cost Center

CC	Cost Center Name	FY 2014 Actuals	FY 2015 Approved	FY 2016 Base Budget	FY 2016 Recommended	Amount Chg From 2015 Approved	% Chg From 2015 Approved
1002	IHSS Benefits Fund 0001	\$ 76,483,576	\$ 88,523,848	\$ 111,014,362	\$ 111,014,362	\$ 22,490,514	25.4%
1003	IHSS Provider Wages&Taxes - F0001	39,197,012	44,644,412	44,688,230	44,688,230	43,818	0.1%
1004	IHSS Operations - Fund 0001	1,221,120	1,583,694	1,565,137	1,565,137	(18,557)	-1.2%
Total Gross Expenditures		\$ 116,901,708	\$ 134,751,954	\$ 157,267,730	\$ 157,267,730	\$ 22,515,775	16.7%

In-Home Supportive Services— Budget Unit 116 Expenditures by Object

Object	FY 2014 Actuals	FY 2015 Approved	FY 2016 Base Budget	FY 2016 Recommended	Amount Chg From 2015 Approved	% Chg From 2015 Approved
Services And Supplies	\$ 116,749,927	\$ 134,751,954	\$ 157,267,730	\$ 157,267,730	\$ 22,515,775	16.7%
Other Charges	151,781	—	—	—	—	—
Total Net Expenditures	\$ 116,901,708	\$ 134,751,954	\$ 157,267,730	\$ 157,267,730	\$ 22,515,775	16.7%



In-Home Supportive Services— Budget Unit 116 Revenues by Cost Center

CC	Cost Center Name	FY 2014 Actuals	FY 2015 Approved	FY 2016 Base Budget	FY 2016 Recommended	Amount Chg From 2015 Approved	% Chg From 2015 Approved
1002	IHSS Benefits Fund 0001	\$ 58,767,918	\$ 70,467,794	\$ 90,417,109	\$ 90,417,109	\$ 19,949,315	28.3%
1004	IHSS Operations - Fund 0001	1,065,338	1,418,845	1,455,325	1,455,325	36,480	2.6%
Total Revenues		\$ 59,833,256	\$ 71,886,639	\$ 91,872,434	\$ 91,872,434	\$ 19,985,795	27.8%

In-Home Supportive Services— Budget Unit 116 Revenues by Type

Type	FY 2014 Actuals	FY 2015 Approved	FY 2016 Base Budget	FY 2016 Recommended	Amount Chg From 2015 Approved	% Chg From 2015 Approved
Aid From Government Agencies - State	\$ 25,540,804	\$ 30,721,983	\$ 41,661,625	\$ 41,661,625	\$ 10,939,642	35.6%
Aid From Government Agencies - Federal	31,704,126	38,561,518	47,256,035	47,256,035	8,694,517	22.5%
Charges For Services	2,588,325	2,603,138	2,954,774	2,954,774	351,636	13.5%
Total Revenues	\$ 59,833,256	\$ 71,886,639	\$ 91,872,434	\$ 91,872,434	\$ 19,985,795	27.8%

IHSS Benefits Fund 0001 — Cost Center 1002 Major Changes to the Budget

	Positions	Appropriations	Revenues
0001-General Fund (Fund Number 0001)			
Current Level Budget			
FY 2015 Approved Budget	—	\$ 88,523,848	\$ 70,467,794
Board Approved Adjustments During FY 2015	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
IntraCounty Adjustments	—	—	—
Other Adjustments	—	22,490,514	19,949,315
Subtotal (Current Level Budget)	—	\$ 111,014,362	\$ 90,417,109
Recommended Changes for FY 2016			
IntraCounty Adjustments	—	\$ —	\$ —
Decision Packages			
Information Technology			
Capital			
Subtotal (Recommended Changes)	—	\$ —	\$ —
Recommended Budget	—	\$ 111,014,362	\$ 90,417,109



IHSS Provider Wages&Taxes -F0001 — Cost Center 1003 Major Changes to the Budget

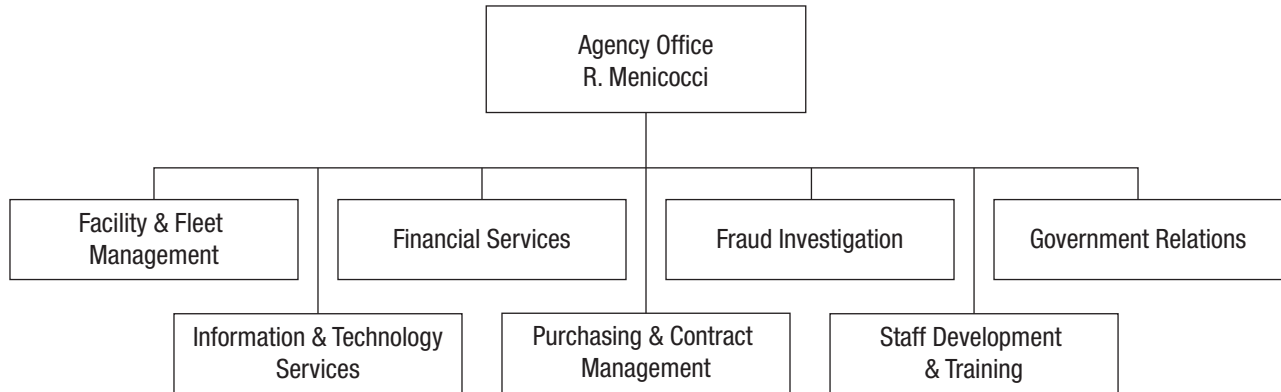
	Positions	Appropriations	Revenues
0001-General Fund (Fund Number 0001)			
Current Level Budget			
FY 2015 Approved Budget	—	\$ 44,644,412	\$ —
Board Approved Adjustments During FY 2015	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
IntraCounty Adjustments	—	—	—
Other Adjustments	—	43,818	—
Subtotal (Current Level Budget)	—	\$ 44,688,230	\$ —
Recommended Changes for FY 2016			
IntraCounty Adjustments	—	\$ —	\$ —
Decision Packages			
Information Technology			
Capital			
Subtotal (Recommended Changes)	—	\$ —	\$ —
Recommended Budget	—	\$ 44,688,230	\$ —

IHSS Operations - Fund 0001 — Cost Center 1004 Major Changes to the Budget

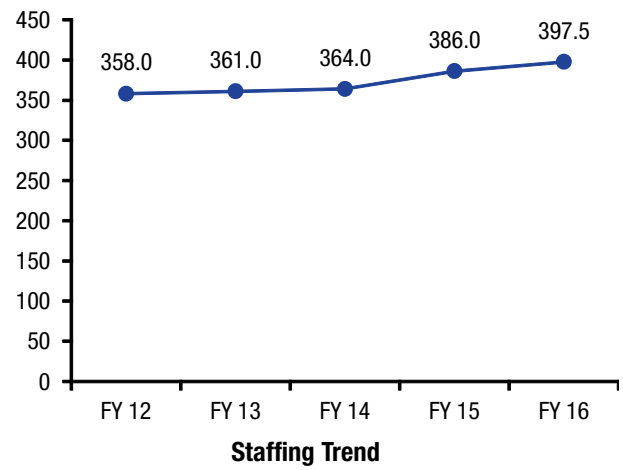
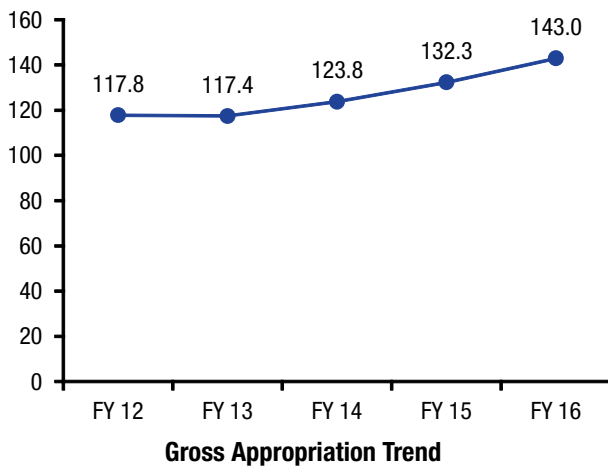
	Positions	Appropriations	Revenues
0001-General Fund (Fund Number 0001)			
Current Level Budget			
FY 2015 Approved Budget	—	\$ 1,583,694	\$ 1,418,845
Board Approved Adjustments During FY 2015	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
IntraCounty Adjustments	—	(23,437)	—
Other Adjustments	—	4,880	36,480
Subtotal (Current Level Budget)	—	\$ 1,565,137	\$ 1,455,325
Recommended Changes for FY 2016			
IntraCounty Adjustments	—	\$ —	\$ —
Decision Packages			
Information Technology			
Capital			
Subtotal (Recommended Changes)	—	\$ —	\$ —
Recommended Budget	—	\$ 1,565,137	\$ 1,455,325



Agency Office — Social Services Agency

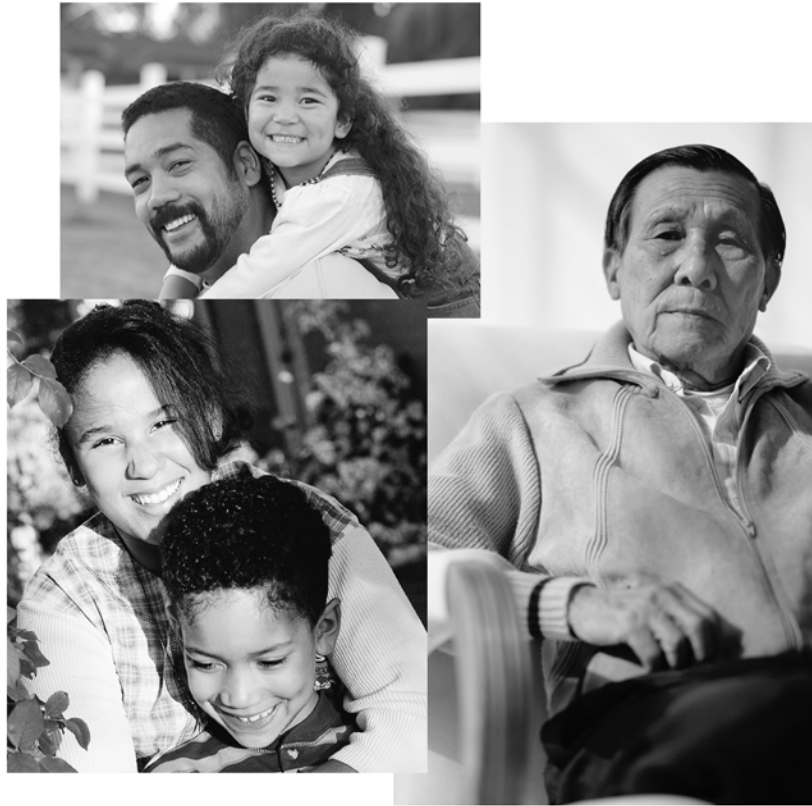


Section 3: Children, Seniors, and Families



Public Purpose

- ➔ Ensure 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 the 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 & Children's Services (DFCS), Department of Employment & Benefit Services (DEBS), and Department of Aging & Adult Services (DAAS).

The Agency's operating budget is more than 94% funded by Federal and State revenues (excluding IHSS Budget). Agency staff serves more than 433,434 adults and children residing in Santa Clara County. 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, domestic violence assistance, youth outreach, and food programs. The Agency also oversees the In-Home Supportive Services Program for independent providers' wages, benefits, and Public Authority (PA) administration.

In addition, the Agency contracts with more than 100 community-based organizations 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 (AO) includes the Agency Director, Financial Management Services, Information Systems, Central Services, Office of Contract Management, and Operational Support 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.

Financial Management Services (FMS)

FMS operations include oversight and management of more than \$1.2 billion (\$642 million operating budget, \$194 million in client benefits paid by the State, \$327 million In-Home Supportive Services Program [IHSS] for providers' wages, benefits and Public Authority administration, and \$43 million in client assets and restricted trust accounts).

FMS administers and coordinates the issuance of public assistance and client welfare benefit payments totaling more than \$223 million a year. FMS oversees a \$47 million debt management and collections operation, including repayment agreements, tax intercepts, garnishments and levies, and full scope collections activities. FMS also oversees and administers Agency-wide State, Federal, and special funds reimbursement claiming, and cash and revenue recovery operations totaling nearly \$688 million each year. This includes management and maintenance of financial systems integrity and systems account structure alignment for more than 15 financial and banking systems.

FMS responsibilities also include Public Administrator/Guardian/Conservator Accounting, Adult and Foster Youth Sub-Payee Accounting, and Court Accounting and Financial Reporting.

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. 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; manages effective governance, decision-making and communication; and practices strong customer management relations. IS has eight units responsible for Agency-wide technical support. They include:

- Applications Technology Support (ATS)
- Business Systems and Solutions
- Data Services (DS)
- DFCS Applications & Decision Support (DADS)
- Information Systems Business Planning and Administration
- Agency Call Center Applications, Systems and Network Support
- Relationship Management Office and Support (RMOS)
- Systems Security (SS)

Central Services (CS)

CS is responsible for the oversight and management of the Agency's Facilities and Fleet Services, Purchasing, Central Supply Operations, SSA Equipment Warehouse, Health/Safety and Security Services, Central Mail Operations, Publishing Services, Records Retention, and Notary Services. Central Services is also responsible for planning and executing facility construction and remodeling, facility moves, furniture reconfigurations and builds, and facility maintenance. Fleet Services include tracking and monitoring usage, servicing needs, and vehicle replacement. The Purchasing unit processes the Agency's contract releases, standard purchase orders, Field purchase orders and Direct Pay requisitions valued at more than \$16 million annually. The Central Supply Operations handles all of the ordering, receiving and delivery of various supplies and equipment for the Agency, as well as the servicing and repair of office equipment. The Equipment Warehouse is responsible for the receipt, storage, and inventorying of furniture and technical equipment. The Health and Safety unit orders ergonomic evaluations through the County's Occupational Safety and Environmental Clients (OSEC) unit and orders special equipment for employees. The Security Services unit oversees the Agency's security needs, including employee badging, alarms, keys, Protective Services Officer detail, parking patrol and ticketing. The Central Mail Operations processes almost 1 million pieces of outgoing mail, more than 500 thousand pieces of incoming mail, 100 thousand warrants and 188 thousand billing statements. The Publishing Services unit designs and develops special brochures, documents, flyers, and manuals for training and special county agency-sponsored events. The Administrative Support Unit

scans more than 2 million documents annually and is responsible for the retention and destruction of Agency client case records. Central Services also provides Notary Services for the Agency and incoming subpoena processing. SSA is the second largest agency in the county and therefore, serves on many of the County-wide Requests for Proposals (RFPs) through County Procurement. CS represents the Social Services Agency on the County's Health and Safety Committee, County Vehicle Users Committee, Vehicle Accident Review Board, Food Services Advisory Committee, and the County's Green Team.

Office of Contracts Management (OCM)

OCM is responsible for the solicitation, administration, and monitoring of more than 300 contracts and service agreements for grants, trust funds, the Child Abuse Council, Measure A, the Department of Family & Children's Services, the Department of Employment and Benefit Services, the Department of Aging and Adult Services, and the Agency Office.

Department of Operational Support Services (DOSS)

The Department of Operational Support Services provides oversight and strategic direction for Agency organizational support services including Governmental Relations and Planning, Staff Development and Training, and Data Analysis, Program Integrity and Research.

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 effort for Mass Care and Shelter activities.

Staff Development and Training

Staff Development and Training operations is responsible for direct and/or in-direct training of both entry-level and career-level employees in the Social Services Agency. Staff Development and Training is also

responsible for training SSA community partners on SSA software and/or programs. 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; and planning, developing, implementing, and evaluating organizational development programs. Training activities include Agency orientation, induction training for Social Services Agency functions, cultural competency, supervisor training, technical script writing, software specific testing, applications training, supporting system improvements, and other in-service training for all classifications. Lastly, the unit maintains the Agency's Learning Management System to ensure documentation of all training experiences for Agency staff.

Data Analysis & Program Integrity and Research (DAPIR)

DAPIR provides oversight and strategic direction for the Agency-wide welfare case management system, policy and process integration, program integrity, statistical data analysis, reporting, and research. DAPIR provides integrated support for client and business service delivery; facilitates and determines program automation solutions; and maximizes system management reporting capabilities. DAPIR provides a coordinated approach for Statewide Automated Welfare Systems (SAWS - CalWIN) and CalHEERS dependent functions and centralizes planning for ongoing systems integration and future systems enhancements and software releases. Also, technology services includes developing, installing, and maintaining technology security standards and infrastructure, web usage reporting, and e-mail and forensic analysis.

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 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, and business application administration for CalWIN, CalHEERS, Medi-Cal database (MEDS), State Automated Welfare System-Welfare Data Tracking Implementation Project, Electronic Benefit Transfer, Online Benefits Application, IVR - Access CalWIN, CalWIN Mobile application 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 Operations and Policy Advisory Committee (OPAC); 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. CQSP coordinates and manages the CalWIN user acceptance testing, software release management, task management and assignments, personal identifying information security breaches, and CalWIN print vendor activities.

Special Investigative Unit (SIU)

The Agency is mandated by the State to investigate reports of Welfare fraud. The Special Investigative Unit is charged with the investigation of public assistance fraud including CalWORKs and CalFresh. It also reviews allegations of In-Home Supportive Services 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 Research and Evaluation (ORE)

Office of Research and Evaluation serves several important functions at the Social Services Agency. Broadly these functions are research, systematic data collection, analysis and interpretation of public benefit services data, program evaluation and the impact analysis of services provided by the Social Services Agency. They also develop and publish agency-wide analytical and statistical reports such as vital signs. They collaborate with other research departments within the County as well as universities and community research organizations, and represent SSA on the County's Institutional Review Board.

Current and Emerging Issues

Learning Organization

The following is a summary of organizational improvement efforts that the Agency initiated in FY 2015 in collaboration with the Center for Leadership and Transformation (CLT):

- Innovation - Identify and develop solutions to streamline processes for improved productivity and client services focused on a No-Wrong Door approach to service delivery.
- Title IV-E - Support the development of fiscal, program evaluation and mitigation strategies.
- Communications - Respond to the SSA results of the Countywide Employee Assessment Survey by developing communication strategies that improve Agency-wide collaboration, efficiencies and effectiveness.
- Just Culture - Customize the Individual Behavior; and Executive, Manager, and Supervisor (EMS) curriculum to align with SSA's strategic mission and goals. The Agency built interval subject matter expertise within each department and began training in spring 2015. The sessions promote employee ownership and accountability of work and outcomes.

In addition, the Agency has undertaken the following departmental improvement efforts:



- In collaboration with the Social Services Agency Council for Cultural Excellence, the SSA Research and Evaluation Unit provided SSA staff with a survey to assess the cultural training needs of the Agency. Of those who responded to the survey, results suggest that staff desire Agency wide training on topics related to Culture and Equal Opportunity. Trainings to address these topics were developed with the goal of building skills and supporting staff who work with clients, as well as improving internal staff relationships.
- SSA is participating in the County Welfare Directors Association's Customer Experience Workgroup. This initiative was created to address the Statewide changes in the application process for medical benefits coverage driven by Health Care Reform. This Workgroup is comprised of representatives from 15 counties Statewide, and is tasked with laying the foundation for customer service principles and approaches across the participating counties. The group's goal is to develop a Statewide definition for

Customer Service Excellence and determine what outcome measures are needed to evaluate the level of customer service delivered.

- Cross Agency Data Sharing is a Countywide focus that allows for the tracking of service utilization by clients who are served by multiple County service providers (the Office of Housing and Homeless Support Services, the Health and Hospital System, the Sheriff's Office, and the Probation Department). Most recently, as part of this collaborative, SSA participated in the Cost of Homelessness study project and contributed major and significant data sets. The study is expected to yield details on the County's cost of homelessness and observed trends and client usage of services across various channels.
- The Welfare Fraud Collaborative offers the Social Services Agency the opportunity to work with staff from the offices of the Sheriff, the District Attorney, and the Probation Department in order to minimize welfare fraud. The team works on mitigation strategies to avoid misuse of funds, and develops partnerships to maximize the utilization of resources.

County Executive's Recommendation

Summary of County Executive's Recommendations

Description	Impact	Impact on Services	Position Impact	FY 2016 Ongoing Net Cost/(Savings)	FY 2016 One-Time Net Cost/(Savings)
Augment Information Technology Support	↑	The Application and Decision Support Manager position will develop technology solutions for various programs.	1.0	\$102,254	—
Augment Staff Development Budget	↑	Additional funds will allow staff to attend more trainings, conferences, and workshops.	—	\$66,539	—
↑ — Enhanced ◆ — Modified ● — No Change ↓ — Reduced ☒ — Eliminated					

The four Social Services Agency Department 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 (BU) 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)

↑ Augment Information Technology Support

Recommended Action: Add 1.0 FTE Application and Decision Support Manager position in the Information Services Division.



Service Impact: The Application and Decision Support Manager (ADSM) will address software and application issues and improve the collection and analysis of data. The ADSM will also develop and support the unique information systems needs of the Title IV-E Waiver program, including the creation of mobile applications for use in the field by DFCS staff and the Probation Department (PD).

The Information Technology field is in continuous advancement, therefore it is vital to have dedicated applications developers to manage the design and implementation of technology solutions specific to social services.

Positions Added: 1.0 FTE

Ongoing Net County Cost: \$102,254

Total Cost of \$170,831 will be offset by \$68,577 in revenue

↑ Augment Staff Development Budget

Recommended Action: Increase funds for staff trainings, workshops, and conferences.

Service Impact: Outside training opportunities will provide SSA staff with information on local, State, and Federal best practices, as well as required skill-building techniques for serving the community. SSA will focus on trainings and conferences that highlight innovation, cultural humility, coordinated servicing, system/process improvement, accountability, respectful

communication, collaboration, and effective customer service. Attendance at workshops and conferences are essential for professional development, licensure, exchange of theories and ideas, and to stay abreast of current practices.

The budget for SSA workshops, conferences and seminars was significantly reduced in prior fiscal years. This increase will restore the workshops and conference budget to its original amount with a 10% increase to account for personnel growth.

Ongoing Net County Cost: \$66,539

Total Cost of \$144,400 will be offset by \$77,861 in revenue

Summary of Revenue Outside AO

The following table is for reconciliation purposes. The recommended actions and costs are in the Agency Office (BU 502) but the supporting revenues are in DFCS (503), DEBS (504), and DAAS (505).

Summary of Outside Revenue

Recommendation	DFCS Revenue	DEBS Revenue	DAAS Revenue	Total
Augment Information Technology Support (AO)	\$68,577	-	-	\$68,577
Augment Staff Development Budget (AO)	\$13,594	\$63,097	\$1,170	\$77,861

**Social Services Agency— Budget Unit 502
Net Expenditures by Cost Center**

CC	Cost Center Name	FY 2014 Actuals	FY 2015 Approved	FY 2016 Base Budget	FY 2016 Recommended	Amount Chg From 2015 Approved	% Chg From 2015 Approved
050201	Agency Office Admin Fund 0001	\$ 75,795,402	\$ 83,556,144	\$ 87,550,837	\$ 87,847,833	\$ 4,291,689	5.1%
050202	Information Systems Fund 0001	35,576,346	32,081,633	39,341,074	39,525,596	7,443,963	23.2%
050203	Agency Staff Dev & Training Fund 0001	6,327,784	6,659,122	7,244,231	7,395,060	735,938	11.1%
050205	Community Program & Grant Fund 0001	2,372,298	1,624,124	195,501	196,750	(1,427,374)	-87.9%
050206	Local Programs for Adults Youth&Family Fund 0001	4,753,879	7,893,251	7,575,251	7,575,251	(318,000)	-4.0%
Total Net Expenditures		\$ 124,825,710	\$ 131,814,274	\$ 141,906,894	\$ 142,540,489	\$ 10,726,215	8.1%



Social Services Agency— Budget Unit 502 Gross Expenditures by Cost Center

CC	Cost Center Name	FY 2014 Actuals	FY 2015 Approved	FY 2016 Base Budget	FY 2016 Recommended	Amount Chg From 2015 Approved	% Chg From 2015 Approved
050201	Agency Office Admin Fund 0001	\$ 75,928,041	\$ 83,556,144	\$ 87,550,837	\$ 87,847,833	\$ 4,291,689	5.1%
050202	Information Systems Fund 0001	35,576,346	32,418,381	39,677,822	39,862,344	7,443,963	23.0%
050203	Agency Staff Dev & Training Fund 0001	6,327,784	6,659,122	7,244,231	7,395,060	735,938	11.1%
050205	Community Program & Grant Fund 0001	2,480,712	1,807,650	276,213	277,462	(1,530,188)	-84.7%
050206	Local Programs for Adults Youth&Family Fund 0001	4,753,879	7,893,251	7,575,251	7,575,251	(318,000)	-4.0%
Total Gross Expenditures		\$ 125,066,762	\$ 132,334,548	\$ 142,324,354	\$ 142,957,949	\$ 10,623,401	8.0%

Social Services Agency— Budget Unit 502 Expenditures by Object

Object	FY 2014 Actuals	FY 2015 Approved	FY 2016 Base Budget	FY 2016 Recommended	Amount Chg From 2015 Approved	% Chg From 2015 Approved
Salary and Benefits	\$ 42,787,835	\$ 50,155,581	\$ 54,248,048	\$ 54,418,879	\$ 4,263,298	8.5%
Services And Supplies	78,581,249	82,178,967	88,076,306	88,539,070	6,360,103	7.7%
Fixed Assets	601,588	—	—	—	—	—
Operating/Equity Transfers	3,096,090	—	—	—	—	—
Total Gross Expenditures	\$ 125,066,762	\$ 132,334,548	\$ 142,324,354	\$ 142,957,949	\$ 10,623,401	8.0%
Expenditure Transfers	(241,053)	(520,274)	(417,460)	(417,460)	102,814	-19.8%
Total Net Expenditures	\$ 124,825,710	\$ 131,814,274	\$ 141,906,894	\$ 142,540,489	\$ 10,726,215	8.1%

Social Services Agency— Budget Unit 502 Revenues by Cost Center

CC	Cost Center Name	FY 2014 Actuals	FY 2015 Approved	FY 2016 Base Budget	FY 2016 Recommended	Amount Chg From 2015 Approved	% Chg From 2015 Approved
050201	Agency Office Admin Fund 0001	\$ 14,864,725	\$ 19,656,062	\$ 5,711,014	\$ 5,711,014	\$ (13,945,048)	-70.9%
050202	Information Systems Fund 0001	12,942,998	7,513,124	12,606,807	12,606,807	5,093,683	67.8%
050205	Community Program & Grant Fund 0001	2,459,257	1,810,207	389,987	389,987	(1,420,220)	-78.5%
Total Revenues		\$ 30,266,980	\$ 28,979,393	\$ 18,707,808	\$ 18,707,808	\$ (10,271,585)	-35.4%



Social Services Agency— Budget Unit 502

Revenues by Type

Type	FY 2014 Actuals	FY 2015 Approved	FY 2016 Base Budget	FY 2016 Recommended	Amount Chg From 2015 Approved	% Chg From 2015 Approved
Aid From Government Agencies - State	\$ 19,457,862	\$ 21,929,178	\$ 10,708,741	\$ 10,708,741	\$ (11,220,437)	-51.2%
Aid From Government Agencies - Federal	8,855,326	5,417,435	7,786,507	7,786,507	2,369,072	43.7%
Other Financing Sources	1,951,947	1,632,780	212,560	212,560	(1,420,220)	-87.0%
Charges For Services	1,845	—	—	—	—	—
Total Revenues	\$ 30,266,980	\$ 28,979,393	\$ 18,707,808	\$ 18,707,808	\$ (10,271,585)	-35.4%

Agency Office Admin Fund 0001 — Cost Center 050201

Major Changes to the Budget

	Positions	Appropriations	Revenues
0001-General Fund (Fund Number 0001)			
Current Level Budget			
FY 2015 Approved Budget	219.0	\$ 83,556,144	\$ 19,656,062
Board Approved Adjustments During FY 2015	9.0	1,400,286	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	-1.0	1,098,485	—
IntraCounty Adjustments	—	1,348,850	—
Other Adjustments	—	147,072	(13,945,048)
Subtotal (Current Level Budget)	227.0	\$ 87,550,837	\$ 5,711,014
Recommended Changes for FY 2016			
IntraCounty Adjustments	—	\$ 296,996	\$ —
Decision Packages			
Information Technology			
Capital			
Subtotal (Recommended Changes)	—	\$ 296,996	\$ —
Recommended Budget	227.0	\$ 87,847,833	\$ 5,711,014

Information Systems Fund 0001 — Cost Center 050202

Major Changes to the Budget

	Positions	Appropriations	Revenues
0001-General Fund (Fund Number 0001)			
Current Level Budget			
FY 2015 Approved Budget	109.0	\$ 32,081,633	\$ 7,513,124
Board Approved Adjustments During FY 2015	3.0	5,605,401	5,093,683
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	517,348	—
IntraCounty Adjustments	—	1,139,869	—
Other Adjustments	—	(3,177)	—



Information Systems Fund 0001 — Cost Center 050202
Major Changes to the Budget

	Positions	Appropriations	Revenues
Subtotal (Current Level Budget)	112.0	\$ 39,341,074	\$ 12,606,807
Recommended Changes for FY 2016			
IntraCounty Adjustments	—	\$ 13,691	\$ —
Decision Packages			
Augment Information Technology Support	1.0	170,831	—
Information Technology			
Capital			
Subtotal (Recommended Changes)	1.0	\$ 184,522	\$ —
Recommended Budget	113.0	\$ 39,525,596	\$ 12,606,807

Agency Staff Dev & Training Fund 0001 — Cost Center 050203
Major Changes to the Budget

	Positions	Appropriations	Revenues
0001-General Fund (Fund Number 0001)			
Current Level Budget			
FY 2015 Approved Budget	52.0	\$ 6,659,122	\$ —
Board Approved Adjustments During FY 2015	1.0	245,546	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	358,593	—
IntraCounty Adjustments	—	(7,351)	—
Other Adjustments	—	(11,679)	—
Subtotal (Current Level Budget)	53.0	\$ 7,244,231	\$ —
Recommended Changes for FY 2016			
IntraCounty Adjustments	—	\$ 6,429	\$ —
Decision Packages			
Augment Staff Development Budget	—	144,400	—
Information Technology			
Capital			
Subtotal (Recommended Changes)	—	\$ 150,829	\$ —
Recommended Budget	53.0	\$ 7,395,060	\$ —

Community Program & Grant Fund 0001 — Cost Center 050205
Major Changes to the Budget

	Positions	Appropriations	Revenues
0001-General Fund (Fund Number 0001)			
Current Level Budget			
FY 2015 Approved Budget	6.0	\$ 1,624,124	\$ 1,810,207
Board Approved Adjustments During FY 2015	-2.5	(139,499)	(137,501)
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	1.0	37,318	—



Community Program & Grant Fund 0001 — Cost Center 050205
Major Changes to the Budget

	Positions	Appropriations	Revenues
IntraCounty Adjustments	—	103,183	117,554
Other Adjustments	—	(1,429,625)	(1,400,273)
Subtotal (Current Level Budget)	4.5 \$	195,501 \$	389,987
Recommended Changes for FY 2016			
IntraCounty Adjustments	— \$	1,249 \$	—
Decision Packages			
Information Technology			
Capital			
Subtotal (Recommended Changes)	— \$	1,249 \$	—
Recommended Budget	4.5 \$	196,750 \$	389,987

Local Programs for Adults Youth&Family Fund 0001 — Cost Center 050206
Major Changes to the Budget

	Positions	Appropriations	Revenues
0001-General Fund (Fund Number 0001)			
Current Level Budget			
FY 2015 Approved Budget	— \$	7,893,251 \$	—
Board Approved Adjustments During FY 2015	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
IntraCounty Adjustments	—	—	—
Other Adjustments	—	(318,000)	—
Subtotal (Current Level Budget)	— \$	7,575,251 \$	—
Recommended Changes for FY 2016			
IntraCounty Adjustments	— \$	— \$	—
Decision Packages			
Information Technology			
Capital			
Subtotal (Recommended Changes)	— \$	— \$	—
Recommended Budget	— \$	7,575,251 \$	—



1991 Realignment— Budget Unit 506
Revenues by Cost Center

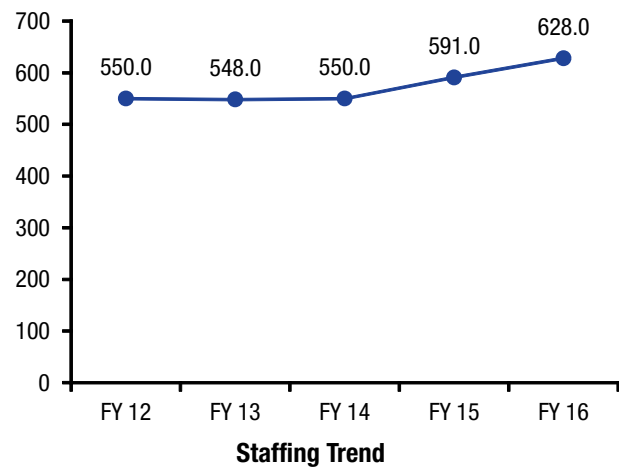
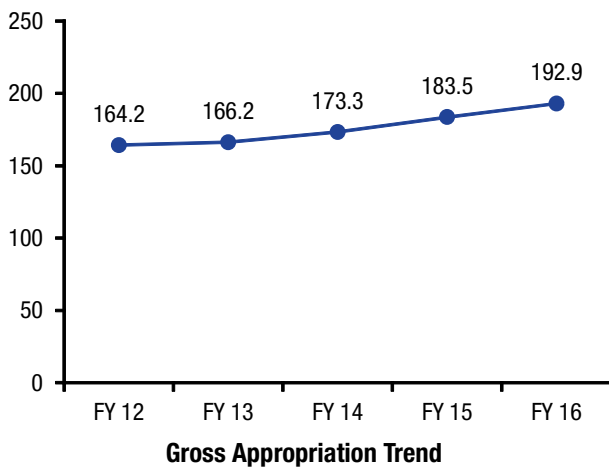
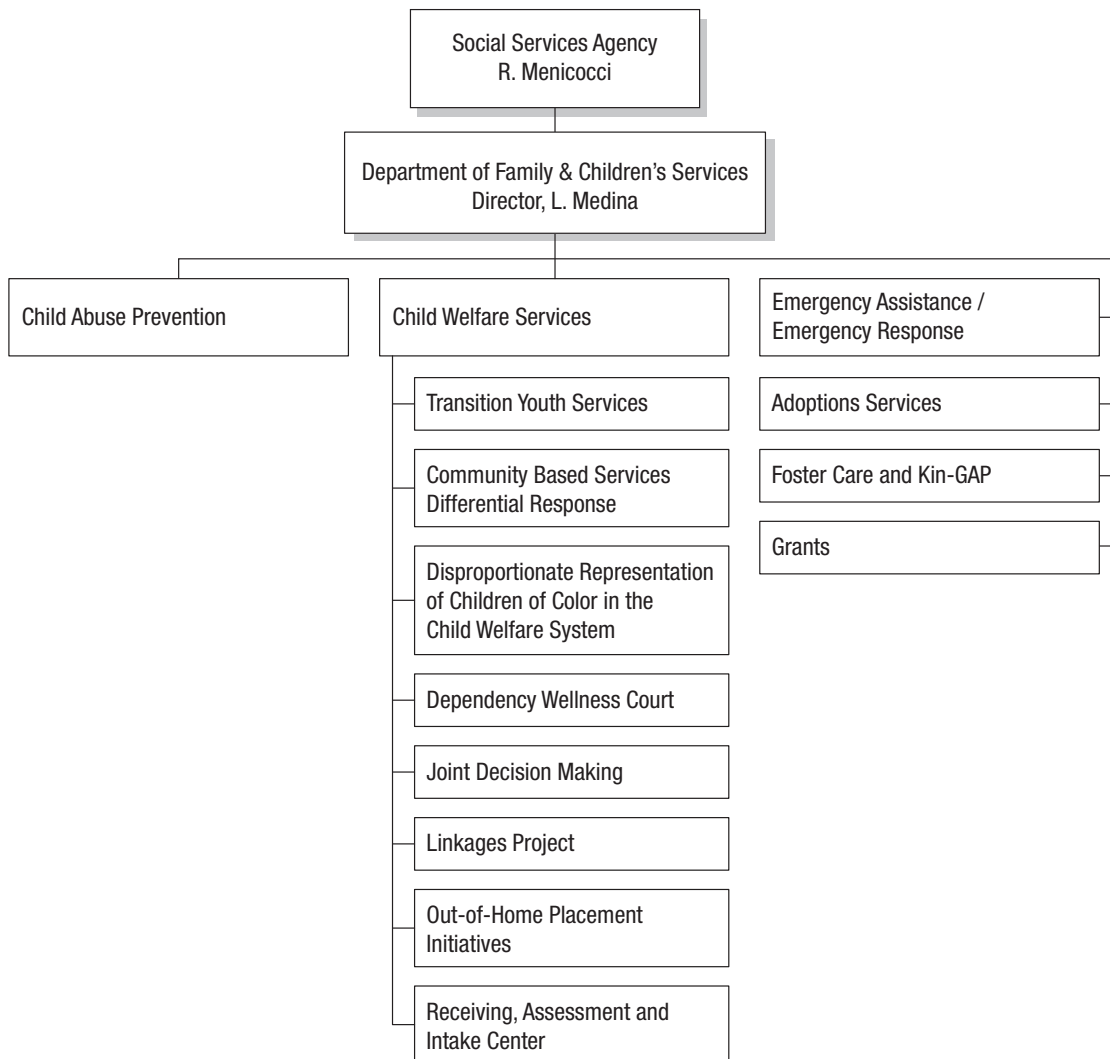
CC	Cost Center Name	FY 2014 Actuals	FY 2015 Approved	FY 2016 Base Budget	FY 2016 Recommended	Amount Chg From 2015 Approved	% Chg From 2015 Approved
5501	1991 Realignment -Admin Progs - Fund 0001	\$ —	\$ —	\$ 33,749,597	\$ 33,749,597	\$ 33,749,597	n/a
5511	1991 Realignment- Assistance - Fund 0001	—	—	36,988,637	36,988,637	36,988,637	n/a
5516	1991 Realignment -IHSS - Fund 0001	—	—	11,665,923	11,665,923	11,665,923	n/a
Total Revenues \$		\$ —	\$ —	\$ 82,404,157	\$ 82,404,157	\$ 82,404,157	n/a

1991 Realignment— Budget Unit 506
Revenues by Type

Type	FY 2014 Actuals	FY 2015 Approved	FY 2016 Base Budget	FY 2016 Recommended	Amount Chg From 2015 Approved	% Chg From 2015 Approved
Aid From Government Agencies - State	\$ —	\$ —	\$ 82,404,157	\$ 82,404,157	\$ 82,404,157	n/a
Total Revenues \$	\$ —	\$ —	\$ 82,404,157	\$ 82,404,157	\$ 82,404,157	n/a



Department of Family and Children's Services — Social Services Agency



Section 3: Children, Seniors, and Families



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 in order to 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.

DFCS mandated services include working with families and community partners to provide community-based child abuse prevention strategies and programs. The DFCS operates a 24/7 Child Abuse and Neglect Reporting Center and provides 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 the Title

IV-E Well-Being Project, California Partners for Permanency, Differential Response, Joint Response, Joint Decision-Making, education and employment services and a youth center (the Hub), Kin-GAP, voluntary and Informal Supervision Services, Dependency Wellness Court, Quality Caregiver's Initiative, the DFCS-CalWORKs Partnership, and the Extended Foster Care Program.

To accomplish its mandated and non-mandated services and 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 resource 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.

DFCS is responsible for developing and maintaining services and programs that prevent and address child abuse and neglect. This includes providing parent training with interactive options and family wellness and empowerment services.

Title IV-E Well-Being Project

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 (and further 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 prior Waiver Demonstration Project sunset on June 30, 2013.

The State successfully negotiated with Federal agencies to extend the Title IV-E Waiver Demonstration Project beyond June 30, 2013, and to expand participation beyond the original two California counties (Alameda and Los Angeles). As a result, nine California counties, Alameda, Butte, Lake, Los Angeles, Sacramento, San Diego, San Francisco, Santa Clara, and Sonoma, have chosen to participate in the second Title IV-E Waiver cohort. This Title IV-E Waiver (also known as the Title IV-E Well-Being Project) became effective October 1, 2014 and will be in effect through September 30, 2019.

The capped allocation was based on each county’s pre-Waiver allocation for a five-year base period from 2008 to 2012. In order to participate in the current Title IV-E Waiver Project, both the local child welfare agency and juvenile probation department had to agree on participating, and both had to agree to utilize the approved intervention method for each population. The required intervention model for child welfare services is the Safety Organized Practice (SOP) while the required

intervention model for juvenile probation is wraparound services. The Title IV-E Waiver Project will require increased collaboration between the two agencies.

Participation in the Title IV-E Waiver Demonstration Project will result in a more flexible approach to using Federal Title IV-E funds received by the Social Services Agency and the Juvenile Probation Department. The primary goal of the Title IV-E Waiver Project is to determine if the portion of the unrestricted flexible funding in the foster care system will improve outcomes for children and families, provide more supportive in-home and family-based services, reduce removals, reduce reliance on congregate care, and enhance preventative interventions in both the Child Welfare and Probation systems.

Child and Family Practice Model/California Partners for Permanency

The DFCS is in its fifth year of the five-year California Partners for Permanency (CAPP) Federal grant. The Child and Family Practice Model (CFPM) which developed out of the CAPP project, 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 become involved with the child welfare system. The goal of using this new model is to increase permanency and decrease over-representation of African Ancestry children specifically, but also with the overall long-term goal of addressing these issues for all children in our communities. In addition, the CFPM involves Implementation Science as a way to ensure tracking and to monitor what approaches are working, and then ensure replication of the 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 the ways in which the DFCS works with children and families.

The CFPM is one of the cornerstones for the California Core Child Welfare Practice Model that is currently in development. The other cornerstone of the California Core Practice Model is the implementation of the Katie A. settlement which requires immediate inquiry, assessment, screening, and mental health services for children at risk of entering or who have entered the child welfare system. This work provides alignment with the overall direction that the State is moving in, as

well as building consistency within the system. For Santa Clara County, the CFPM, Katie A., and California Core Practice Model are elements that also fully align with Santa Clara County's participation in the Title IV-E Waiver Demonstration Project and the required use of SOP as the identified intervention. Part of the CFPM includes use of SOP tools, such as Harm and Danger Statements, Three Houses, Safety Mapping, Safety House, and Solution Focused Interviewing. A key aspect of the CFPM is the use of coaching and reflective practice and reflective supervision to ensure that the CFPM is being utilized and practiced as the model is intended, and if not, to make organizational and system adaptations to ensure fidelity to the model.

Ultimately, the desire is for the DFCS to become a coaching and a learning organization which is better able to engage and work collaboratively with children, families and communities to ensure child safety, well-being and permanency. Participation in the Title IV-E Waiver Demonstration Project will allow for better integration of SOP tools and methods as the CFPM continues to develop. As of February 6, 2015, approximately 85% of the DFCS staff has been trained on the CFPM. In addition, support staff and many system partners such as community-based service organizations, the Ombudsman's Office, the Court and Court partners, and other key stakeholders have been trained on the CFPM. CFPM training will ultimately be incorporated into new Social Worker induction training as the DFCS continues to move towards full implementation and integration of the CFPM with the California Core Practice Model, Katie A. and utilization of SOP.

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. This work is projected to positively impact outcomes for all children, in particular, children of color. 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; and understanding how engaging fathers in the lives of their children will impact development in a positive way. The Fatherhood Initiative Workgroup continues to work to identify ways to foster substantive engagement with fathers, and 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.

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 the initial reports of child abuse and neglect from the community.

DFCS has made disproportionality a primary issue and area of focus for the current System Improvement Plan (SIP). The specific focus is on children of African-American and Latino descent, which are overrepresented in all areas of the child welfare system in Santa Clara County. DFCS and the County have proactively engaged in the following efforts:

- The California Partners for Permanency (CAPP), a Federal project focused on reducing long-term foster care and increasing permanency for children and youth. The project evaluates Santa Clara County's over-representation of children of African-American or African Ancestry in long-term foster care. A second element of the project was the development of a child and family practice model meant to better engage families.
- The Latino Child Welfare Equity Project (LCWEP), a review related to the over-representation and higher rates of entry into the child welfare system of Latino children and families. The project holds community forum meetings with community partners, social workers, youth and families.
- The Children of Color Task Force comprised of community partners, DFCS, and Social Services Agency staff, conducts monthly reviews of County efforts to improve disproportionality.
- The creation of specific goals and actions steps in the current System Improvement Plan that will lead to the elimination of disproportionate numbers of children of Latino and African-American descent by the end of FY 2018.
- Ongoing analysis to build understanding of disproportionality and options to address risk and complicating factors.

Community-Based 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 to engage 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, including 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 can be referred for Path I or Path II services. Path I services are for at-risk families who have not mistreated their children but have stressors and circumstances that without intervention could result in child maltreatment. Referrals for Path II services are for families who have been investigated for maltreatment by DFCS and will accept and benefit from community-based, culturally focused services in lieu of DFCS Services (Path III). In both Path 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.

It should be noted that DFCS has increased the number of slots for Differential Response from 420 to 800, an enhanced preventive focus to support more families in getting the assistance they need without penetrating into or penetrating further into, the child welfare system.

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 serve distinct target populations based

upon the ages of their children, all parents identified as having a substance abuse problem are eligible for referral to DWC.

A high percentage of parents in the juvenile dependency court have serious substance problems that their children have been exposed to during some or all of their lives. As a result, 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 rehabilitate substance abusing parents and meet the best interests of the children impacted, it is essential to develop expertise in the assessment and treatment of substance abuse. The DWC service team includes collaborative partners from the Department of Family and Children's Services (DFCS), the Department of Alcohol and Drug Services (DADS), 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 collaborates with parents to formulate and implement a treatment plan and conducts regular reviews of the parent's 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 a plan to address risk and safety concerns, and to prevent future re-entry into the system.

Family team meetings are held 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 help parents reunify with their children or safely maintain their children at home.

MY TIME meetings are youth-driven meetings where the emancipating dependent youth, DFCS staff, family members, service providers and anyone identified by the youth, assist the youth in developing a strong, viable and successful future plan for housing, education, and employment.

90-Day transition meetings focus on developing a transition plan to provide the youths and those supporting them with a concrete, individualized plan 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 the coordination of 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 (DEBS) continue to partner to ensure that families served by both systems are provided coordinated resources through the CalWORKs Employment Services Program (CWES), and that those who are eligible are referred to non-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 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 Supplemental program, which provides monetary incentives to caregivers to accept and place sibling groups together; the Respite Care Program for caregivers, which provides reimbursement to foster parents and relatives who need short-term respite; Foster Parent Liability Insurance, which provides coverage for caregivers who incur damages as the result of a placed child; the Kinship, Adoptive, and Foster Parents Resource Center; and the Adolescent

Care Rate, which 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, focused on building relationships, partnerships, and collaborative problem solving between caregivers and DFCS. The County is also involved in the Continuum of Care, a collaboration between Foster Family Agencies, Group Home providers, DFCS, Foster Family Agency, and Group Home providers 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 caregivers are given the necessary services and supports. One example of a successful collaboration that emerged from these out-of-home placement initiatives is the Receiving Center Stabilization Team (RCST). The RCST provides parents, relatives or foster families with professional supportive services for high-needs youth 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 of recruitment, licensing and placement.

Transition Youth Services (ages 15-25)

Santa Clara County and community partners have developed Transition Youth Services (TYS) to support youth (ages 15-25) emancipating from the Juvenile Dependency or the Juvenile Delinquency System and transitioning to adulthood. YYS promotes a strong youth voice and a "youth-led" decision-making process in order to avoid gaps in support of youth and enhance effective services and programs.

Additional assistance for youths transitioning from care was provided in 2012 through passage of AB 12, the California Fostering Connections to Success Act. AB 12 provides for voluntary extended foster care for youths ages 18 and older and allows them to stay in care and receive the necessary support as they transition to adulthood.

DFCS staff, in collaboration with community-based organizations, provides the following YYS 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 15-25; and
- Legal services and support, reproductive health and medical services and support, and wellness/mental health services.

Receiving Assessment and Intake Center (RAIC)

In 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.

The RAIC Stakeholders group continues to meet on a regular basis to guide the redevelopment process. The SSA/DFCS has retained Anderson Brulé Architecture, Inc. to facilitate the development of a new service delivery model for the functions of the receiving and

assessment center in Santa Clara County, culminating in the final RAIC Strategic Operational Plan and Feasibility Study expected to be completed in mid-2015.

In January 2013, the RAIC was temporarily relocated to a downtown San Jose location. The Facilities and Fleet Department is assisting the Agency with the search for a long-term facility.

Emergency Assistance/Emergency Response (EA/ER)

EA/ER provides short-term emergency assistance to families in situations where a child is at-risk of abuse, neglect, abandonment or exploitation. Assistance can result in new living arrangements if the child is removed from the home.

Adoption Services

DFCS provides a full range of adoption services for both those who want to give up a child for adoption and those seeking to adopt a child. As a state-licensed Adoption Agency, SSA performs the home-finding and placement functions; investigates, examines, and writes reports for adoptions filed in Superior Court; acts as a placement agency in the placement of children for adoption; accepts voluntary child relinquishments for adoption; performs adoption home studies; and provides guidance in finalization of adoptions and post adoption services.

Kinship Guardianship Assistance Payment Program (Kin-GAP)

The Kinship Guardianship Assistance Payment Program (Kin-GAP) is a permanency option for children in appropriate long-term foster care placements with relative caregivers. Kin-GAP provides relative caregivers who are unable or unwilling to adopt a child in foster care with another option for exiting the child welfare system, provided that permanent placement in the relatives' home is in the best interest of the child.

Foster Care

Foster Care services provide safe and stable out-of-home care for children until they are safely returned home, placed permanently with adoptive families, or placed in other planned arrangements for permanency. Services are provided to all children presented for out-of-home placement due to removal from the physical custody of a parent or guardian as a result of a judicial

order with findings, or a voluntary placement agreement. Services also include training for staff, and foster care providers, and recruitment of foster parents.

Categorical Aid Payments

The recommended budget for Department of Family and Children Services (DFCS) and Department of Employment and Benefits Services (DEBS) includes funding for categorical aid payments. Categorical Aid payments are financial assistance payments administered by various programs within the Social Services Agency. Categorical Aids are generally defined as social service programs designed to provide assistance to individuals who are without means or under a predetermined income threshold. The funds

that flow into these programs are “categorical,” or restricted to the specific purposes defined by the program. The major programs within Categorical Aids are: Adoptions Assistance, California Work Opportunities and Responsibilities to Kids (CalWORKs), Cash Assistance Program for Immigrants (CAPI), Emergency Assistance Foster Care, Foster Care, General Assistance, Kin-GAP, Refugee Assistance, Trafficking & Crime Victims Program, Transitional Housing Placement (THP), Wraparound Program.

For FY 2016, the recommended budget for Categorical Aid services and payments is \$192.4 million. The portion budgeted in DFCS is \$95.4 million.

Current and Emerging Issues

Social Worker Recruitment and Retention

In FY 2015, DFCS operations were impacted by the continual loss of experienced social workers and the ongoing challenge to recruit bilingual, specifically Spanish-speaking, candidates. Despite hiring 50 new social workers in 2014, the Department had 39 current and five future social worker vacancies in February 2015.

The majority of social worker vacancies in DFCS are in continuing services units and for bilingual social workers. These positions often remain vacant for over seven months. Despite constant recruitment efforts, the Department has been receiving an average of one to three qualified Spanish Bilingual Social Worker III candidates quarterly. Unfortunately, many have declined positions due to better opportunities in the public and private sectors.

Newly hired workers not only lack the extensive expertise of departing staff, but also require ten weeks of induction training, followed by a period of caseload building. Thus, benefits from adding staff are not felt for a number of months.

Integration Initiative

In 2013, the Social Services Agency began collaboration with the University of Illinois at Chicago's Integration Initiative project, an effort to transform child welfare policy and practice to more effectively serve Latino and Lesbian, Gay, Bisexual, Trans-gendered and Questioning

(LGBTQ) children and youth. DFCS is participating as a demonstration/laboratory site and will assist the initiative to understand the unique needs of Santa Clara County's local target populations. This includes identifying the core components of services effective in meeting their needs and implementation drivers necessary to sustain culturally competent service provision.

In 2014, the Social Services Agency implemented the research phase of the project. The primary research methods are case reviews and focus groups with social work staff, community providers, youth, and families. The case reviews and focus groups started in February 2015 and will continue through the fiscal year.

DFCS applied for and was awarded a grant from the Walter S. Johnson foundation to support this scope of work. This will allow the DFCS to build on their current efforts to ensure that their services for LGBTQ and Latino youth are supported by best practices, research, and cultural humility.

Cultural Brokers

Cultural Brokers bridge and link groups or individuals of different cultural backgrounds for the purpose of reducing conflict and producing positive change. The Cultural Brokers Program is a model that is emerging as a promising practice in California, in which community members serve as liaisons and catalysts for change, and bridge the cultural gap by communicating both



differences and similarities between cultures. The Cultural Brokers Program is being introduced as a strategy within the Systems Improvement Plan (SIP) to help break the pattern of disproportionality and outcome disparity, and provide greater opportunity and new avenues for success that may not have been tried before for families and youth involved in the Santa Clara County child welfare system.

DFCS held three community forums in 2014 to obtain information, perspectives, and input from community stakeholders and partners. The feedback obtained was instrumental in framing the program's parameters and determining how to best develop and operate it. The Request for Proposal will be issued in the spring of 2015.

Resource Family Approval Process

DFCS has begun implementation of the Resource Family Approval (RFA) process. This process eliminates duplication and increases approval standards by incorporating a comprehensive psychosocial evaluation of all families who want to provide care to a child, including relative care, foster care, adoption, or legal guardianship. The process is unified, family-friendly, and child-centered.

The RFA process eliminates redundancy for resource families and allows for a streamlining that includes one application, one background check, a home assessment and a permanency assessment. The permanency assessment will replace the adoption home study. The focus is on stable, caring, and lifelong relationships. The new process will take 90 days or less, therefore accelerating the process to permanency and more quickly determining eligibility for families, relatives, and non-relatives seeking to become caregivers.

The RFA unit is comprised of a Social Work Supervisor and three RFA Social Workers. To date, 11 Resource Family homes have been approved, with 25 pending approval and 58 people in pre-approval training, which includes seven kinship families.

Juvenile Justice and Child Welfare System Integration (Dually-Involved Youth)

The Department of Family and Children's Services (DFCS) is working in collaboration with the Juvenile Justice Court and Juvenile Probation Department (JPD)

on a joint project intended to improve outcomes for youth 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, reduce recidivism and out-of-home placement, and to improve correctional alternatives for youth in the juvenile justice system with a history of maltreatment. Additional partners in this effort include the Department of Behavioral Health Services, County Office of Education, 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 a shared vision on how best to serve dually-involved youth. DFCS and JPD have engaged in 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 family needs and concerns.

On June 23, 2014, the Dually-Involved Youth Unit (DIY) officially launched and is currently co-located at the DFCS San Jose Family Resource Center. The DIY unit is seeing promising anecdotal results. Youth feedback indicates the combination of probation officers and social workers collaborating, coordinating, and providing services in tandem has been remarkably effective. Probation officers in the DIY unit have been able to forge a different type of relationship with their clients, given their understanding of the client's history of abuse and neglect. Intensive data collection is structured into the program design so more substantive qualitative results will be available once more youth and families are served using this new structure.

Self-Assessment and Systems Improvement Process

AB 636, 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). The main outcomes of the SIP are child safety, child permanency,

and child and family well-being. The goal is for continual improvement in child welfare practices that address these outcomes.

This process is working toward system improvement through thoughtful quantitative and qualitative evaluation and analysis. The quantitative evaluation component is a county's Self-Assessment. This analysis includes program strengths and barriers as they relate to those children, youth, and families being served. In May 2012, Santa Clara County completed an assessment of services and programs provided in 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 of 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 SIP hopes 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 understand why a disproportionate number of Asian-American and Pacific Islander children and families are involved in Santa Clara County's Child Welfare system.

Santa Clara County has also included an evaluation and analysis of preventative 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 action steps contained in the current SIP focus 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 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 by ensuring family reunification. This can include helping children return 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 the Santa Clara County System Improvement Plan in February 2013.

Approved Relative Caregiver Funding Option

Federal and State laws require preferential consideration be given to relative caregivers when placing children in foster care. Although placement with a relative is preferred, relatives who care for non-Federally-eligible children have significantly less financial support than caregivers who care for Federally-eligible children.

In 2014, the Legislature, via Senate Bill (SB) 855, Chapter 29, enacted legislation creating the Approved Relative Caregiver Funding Option Program (ARC). The ARC program gives counties the option to equalize payments for relative caregivers of non-Federally-eligible and Federally-eligible dependent children. Santa Clara County has chosen to opt-in to the Approved Relative Caregiver Funding Option and will be implementing the program in the fall of 2015.

Participation in the program will increase relative placements and thus preserve family and cultural ties and as a result improve overall outcomes.

Commercially Sexually Exploited Children

On October 10, 2014, the California Department of Social Services (CDSS) notified counties of ongoing allocations to fund local activities related to the Commercially Sexually Exploited Children Program (CSEC).

In Santa Clara County, formal interdisciplinary efforts began in FY 2011 to plan and advocate for CSEC issues. The Department of Family and Children's Services (DFCS), in collaboration with the District Attorney's Office, Judge Patrick Tondreau, the Department of Behavioral Health Services, various law enforcement agencies, dependency and juvenile justice attorneys, and various community-based organizations have been in the process of developing countywide, inter-agency approaches to ensure consistency in the identification, assessment, protection, intervention and treatment of



youth who have been sexually exploited. Working committees have been developed and meet regularly to discuss issues and approaches to address this growing issue that impacts many of the County's at-risk youth.

DFCS is working with agency partners to determine the most effective use of the State CSEC allocation. It is anticipated that the majority of funds will be expended on protocol development and youth training.

DFCS staff is co-chairing the Super Bowl Law Enforcement/Government Agency group. DFCS is leading the group in planning and developing a more victim-centered and seamless approach that first-responders can use to interact with CSEC victims during the 2016 Super Bowl week. The workgroup is also working to make this improved response a permanent approach for victims in Santa Clara County. The group includes representatives from the San Jose Police Department, Federal Bureau of Investigations, Probation Department, District Attorney, and Santa Clara and San Mateo County Sheriff's offices.

County Executive's Recommendation

Summary of County Executive's Recommendations

Description	Impact	Impact on Services	Position Impact	FY 2016 Ongoing Net Cost/(Savings)	FY 2016 One-Time Net Cost/(Savings)
Add Social Worker I Positions and related Supervisor Position	↑	Additional staffing resources will improve client services and reduce caseload backlogs.	12.0	\$1,482,976	(\$247,163)
Add Social Worker III and II Positions	↑	Additional staffing resources will improve client services and reduce caseload backlogs.	8.0	\$1,076,745	—
Augment Family and Resource Center Staff	↑	The recommendation will enhance various client services at the Family Resource Center.	3.0	\$264,309	—

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

↑ Add Social Worker I Positions and Related Supervisor Position

Recommended Action: Add 12.0 FTE positions in the Social Workers Division:

- 11.0 FTE Social Worker I Positions
- 1.0 FTE Social Work Supervisor Positions

Service Impact: The recommendation supports social work in the emergency response, supervised visitation, drug testing, and transportation units. The recommended social worker positions will alleviate some of DFCS's backlog and restore its capacity to meet the demands of increasing caseloads while continuing to provide adequate support to keep children safe, families together, and ensure permanency for high-risk children and youth. The additional support provided by the social worker I positions will also serve to enhance social worker retention by allowing for the

redistribution of outstanding cases. A portion of the recommended social worker positions will be stationed at the San Jose Family Resource Center and at the South County Social Services Office.

Positions Added: 12.0 FTE
Ongoing Net County Cost: \$1,482,976
One-time Savings: \$247,163
Salary savings reflecting time for recruitment

↑ Add Social Worker III and II Positions

Recommended Action: Add 8.0 FTE Social Worker II and III positions.

Service Impact: The recommendation supports social work in the voluntary services, continuing services, dually-involved youth, dependent intake, and non-minor dependents units. The recommended social worker positions will alleviate some of DFCS's backlog



and restore its capacity to meet the demands of increasing caseloads while continuing to provide adequate support to keep children safe, families together, and ensure permanency for high-risk children and youth. The additional support provided by the social worker positions will also serve to enhance social worker retention by allowing for the redistribution of outstanding cases. Some of the recommended social workers will be stationed at the San Jose Family Resource Center, the South County Social Services Office, the Court Intervention Bureau, and the Administrative Support Bureau.

Positions Added: 8.0 FTE

Ongoing Net County Cost: \$1,076,745

Total Cost of \$1,144,408 will be offset by \$67,663 in revenue

↑ Augment Family and Resource Center Staff

Recommended Action: Add 3.0 FTE Client Services Technicians positions in the San Jose Family Resource Center.

Service Impact: The recommendation will address staffing needs in Differential Response, Emergency Response, Joint/Team Decision-Making meetings, and DFCS parenting classes. The Client Services

Technicians positions will increase the number of timely referrals to evidence-based parenting programs such as Triple P, provide support to address the added activity in the Family Resource Center Lobby, and support the increasing volume of logistically complex decision-making meetings involving client families.

Positions Added: 3.0 FTE

Ongoing Net County Cost: \$264,309

Total Cost of \$285,450 will be offset by \$21,141 in revenue

Summary of Fiscal Impacts Outside DFCS

The following table is for reconciliation purposes. The recommended actions and costs are in the Agency Office (BU 502) but the supporting revenues are in DFCS (503).

Summary of Impacts

Recommendation	Expense	Revenues	Net Cost/ (Savings)
Augment Information Technology Support (A0)		\$68,577	(\$68,577)
Augment Staff Development Budget (A0)		\$13,594	(\$13,594)
DFCS Total		\$82,171	(\$82,171)

Department of Family & Children's Services— Budget Unit 503 Net Expenditures by Cost Center

CC	Cost Center Name	FY 2014 Actuals	FY 2015 Approved	FY 2016 Base Budget	FY 2016 Recommended	Amount Chg From 2015 Approved	% Chg From 2015 Approved
050301	DFCS Admin Fund 0001	\$ 8,654,220	\$ 9,327,358	\$ 10,079,416	\$ 10,087,593	\$ 760,235	8.2%
050302	DFCS Program Svcs Fund 0001	57,636,142	65,326,796	69,083,686	71,508,697	6,181,901	9.5%
050303	DFCS Program Support Fund 0001	6,732,217	7,653,202	8,210,515	8,506,545	853,343	11.2%
050304	Children's Receiving Center Fund 0001	3,501,615	4,684,992	4,733,557	4,736,461	51,469	1.1%
050305	DFCS Staff Dev. and Training Fund 0001	1,544,542	1,257,453	2,655,081	2,659,981	1,402,528	111.5%
050306	DFCS Out of Home Placement Res & Pmt Fund 0001	80,170,793	95,206,666	95,355,170	95,355,170	148,504	0.2%
Total Net Expenditures		\$ 158,239,528	\$ 183,456,467	\$ 190,117,425	\$ 192,854,447	\$ 9,397,980	5.1%



Department of Family & Children's Services— Budget Unit 503
Gross Expenditures by Cost Center

CC	Cost Center Name	FY 2014 Actuals	FY 2015 Approved	FY 2016 Base Budget	FY 2016 Recommended	Amount Chg From 2015 Approved	% Chg From 2015 Approved
050301	DFCS Admin Fund 0001	\$ 8,654,220	\$ 9,327,358	\$ 10,079,416	\$ 10,087,593	\$ 760,235	8.2%
050302	DFCS Program Svcs Fund 0001	57,636,142	65,326,796	69,083,686	71,508,697	6,181,901	9.5%
050303	DFCS Program Support Fund 0001	6,820,926	7,736,513	8,293,826	8,589,856	853,343	11.0%
050304	Children's Receiving Center Fund 0001	3,501,615	4,684,992	4,733,557	4,736,461	51,469	1.1%
050305	DFCS Staff Dev. and Training Fund 0001	1,544,542	1,257,453	2,655,081	2,659,981	1,402,528	111.5%
050306	DFCS Out of Home Placement Res & Pmt Fund 0001	80,170,793	95,206,666	95,355,170	95,355,170	148,504	0.2%
Total Gross Expenditures		\$ 158,328,237	\$ 183,539,778	\$ 190,200,736	\$ 192,937,758	\$ 9,397,980	5.1%

Department of Family & Children's Services— Budget Unit 503
Expenditures by Object

Object	FY 2014 Actuals	FY 2015 Approved	FY 2016 Base Budget	FY 2016 Recommended	Amount Chg From 2015 Approved	% Chg From 2015 Approved
Salary and Benefits	\$ 66,776,722	\$ 74,146,991	\$ 80,383,965	\$ 83,049,636	\$ 8,902,645	12.0%
Services And Supplies	91,527,289	107,999,233	108,274,713	108,346,064	346,831	0.3%
Other Charges	24,226	—	148,504	148,504	148,504	n/a
Reserves	—	1,393,554	1,393,554	1,393,554	—	—
Total Gross Expenditures	\$ 158,328,237	\$ 183,539,778	\$ 190,200,736	\$ 192,937,758	\$ 9,397,980	5.1%
Expenditure Transfers	(88,709)	(83,311)	(83,311)	(83,311)	—	—
Total Net Expenditures	\$ 158,239,528	\$ 183,456,467	\$ 190,117,425	\$ 192,854,447	\$ 9,397,980	5.1%

Department of Family & Children's Services— Budget Unit 503
Revenues by Cost Center

CC	Cost Center Name	FY 2014 Actuals	FY 2015 Approved	FY 2016 Base Budget	FY 2016 Recommended	Amount Chg From 2015 Approved	% Chg From 2015 Approved
050302	DFCS Program Svcs Fund 0001	\$ 78,742,824	\$ 78,689,108	\$ 89,487,556	\$ 89,627,441	\$ 10,938,333	13.9%
050305	DFCS Staff Dev. and Training Fund 0001	853,337	912,600	930,350	930,350	17,750	1.9%
050306	DFCS Out of Home Placement Res & Pmt Fund 0001	119,477,400	141,373,419	63,462,163	63,462,163	(77,911,256)	-55.1%
Total Revenues		\$ 199,073,561	\$ 220,975,127	\$ 153,880,069	\$ 154,019,954	\$ (66,955,173)	-30.3%



Department of Family & Children's Services— Budget Unit 503

Revenues by Type

Type	FY 2014 Actuals	FY 2015 Approved	FY 2016 Base Budget	FY 2016 Recommended	Amount Chg From 2015 Approved	% Chg From 2015 Approved
Aid From Government Agencies - State	\$ 136,642,408	\$ 147,244,590	\$ 79,563,309	\$ 79,563,309	\$ (67,681,281)	-46.0%
Aid From Government Agencies - Federal	61,712,351	73,646,037	74,136,875	74,276,760	630,723	0.9%
Other Financing Sources	700,802	59,500	59,500	59,500	—	—
Intergovernmental Revenues	—	—	95,385	95,385	95,385	n/a
Charges For Services	18,000	25,000	25,000	25,000	—	—
Total Revenues	\$ 199,073,561	\$ 220,975,127	\$ 153,880,069	\$ 154,019,954	\$ (66,955,173)	-30.3%

DFCS Admin Fund 0001 — Cost Center 050301

Major Changes to the Budget

	Positions	Appropriations	Revenues
0001-General Fund (Fund Number 0001)			
Current Level Budget			
FY 2015 Approved Budget		66.0 \$	9,327,358 \$
Board Approved Adjustments During FY 2015		2.0	420,685
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments		-1.0	306,159
IntraCounty Adjustments		—	30,600
Other Adjustments		—	(5,386)
Subtotal (Current Level Budget)		67.0 \$	10,079,416 \$
Recommended Changes for FY 2016			
IntraCounty Adjustments		— \$	8,177 \$
Decision Packages			
Information Technology			
Capital			
Subtotal (Recommended Changes)		— \$	8,177 \$
Recommended Budget		67.0 \$	10,087,593 \$

DFCS Program Svcs Fund 0001 — Cost Center 050302

Major Changes to the Budget

	Positions	Appropriations	Revenues
0001-General Fund (Fund Number 0001)			
Current Level Budget			
FY 2015 Approved Budget		409.0 \$	65,326,796 \$
Board Approved Adjustments During FY 2015		11.0	1,492,809
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments		-8.0	1,718,689
IntraCounty Adjustments		—	28,791



DFCS Program Svcs Fund 0001 — Cost Center 050302
Major Changes to the Budget

	Positions	Appropriations	Revenues
Other Adjustments	—	516,601	9,768,641
Subtotal (Current Level Budget)	412.0	\$ 69,083,686	\$ 89,487,556
Recommended Changes for FY 2016			
IntraCounty Adjustments	—	\$ 44,790	\$ —
Decision Packages			
Add Social Worker III and II Positions.	8.0	1,144,408	31,757
Add Social Worker I Positions and related Supervisor	12.0	1,235,813	—
Augment Information Technology Support	—	—	68,577
Augment Family and Resource Center Staff	—	—	21,141
Augment Staff Development Budget	—	—	13,594
Revenues for IC charges	—	—	4,816
Information Technology			
Capital			
Subtotal (Recommended Changes)	20.0	\$ 2,425,011	\$ 139,885
Recommended Budget	432.0	\$ 71,508,697	\$ 89,627,441

DFCS Program Support Fund 0001 — Cost Center 050303
Major Changes to the Budget

	Positions	Appropriations	Revenues
0001-General Fund (Fund Number 0001)			
Current Level Budget			
FY 2015 Approved Budget	87.0	\$ 7,653,202	\$ —
Board Approved Adjustments During FY 2015	—	11,856	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	2.0	563,968	—
IntraCounty Adjustments	—	3,099	—
Other Adjustments	—	(21,610)	—
Subtotal (Current Level Budget)	89.0	\$ 8,210,515	\$ —
Recommended Changes for FY 2016			
IntraCounty Adjustments	—	\$ 10,580	\$ —
Decision Packages			
Augment Family and Resource Center Staff	3.0	285,450	—
Information Technology			
Capital			
Subtotal (Recommended Changes)	3.0	\$ 296,030	\$ —
Recommended Budget	92.0	\$ 8,506,545	\$ —



Children's Receiving Center Fund 0001 — Cost Center 050304
Major Changes to the Budget

	Positions	Appropriations	Revenues
0001-General Fund (Fund Number 0001)			
Current Level Budget			
FY 2015 Approved Budget	26.0	\$ 4,684,992	\$ —
Board Approved Adjustments During FY 2015	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	-2.0	(61,827)	—
IntraCounty Adjustments	—	63,472	—
Other Adjustments	—	46,920	—
Subtotal (Current Level Budget)	24.0	\$ 4,733,557	\$ —
Recommended Changes for FY 2016			
IntraCounty Adjustments	—	\$ 2,904	\$ —
Decision Packages			
Information Technology			
Capital			
Subtotal (Recommended Changes)	—	\$ 2,904	\$ —
Recommended Budget	24.0	\$ 4,736,461	\$ —

DFCS Staff Dev. and Training Fund 0001 — Cost Center 050305
Major Changes to the Budget

	Positions	Appropriations	Revenues
0001-General Fund (Fund Number 0001)			
Current Level Budget			
FY 2015 Approved Budget	3.0	\$ 1,257,453	\$ 912,600
Board Approved Adjustments During FY 2015	—	17,750	17,750
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	10.0	1,378,538	—
IntraCounty Adjustments	—	1,439	—
Other Adjustments	—	(99)	—
Subtotal (Current Level Budget)	13.0	\$ 2,655,081	\$ 930,350
Recommended Changes for FY 2016			
IntraCounty Adjustments	—	\$ 4,900	\$ —
Decision Packages			
Information Technology			
Capital			
Subtotal (Recommended Changes)	—	\$ 4,900	\$ —
Recommended Budget	13.0	\$ 2,659,981	\$ 930,350

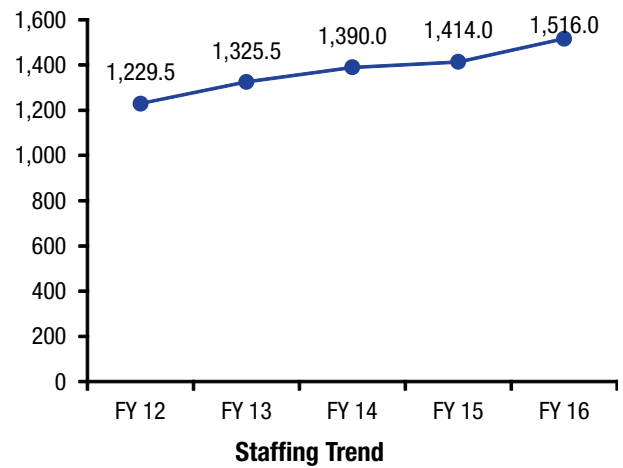
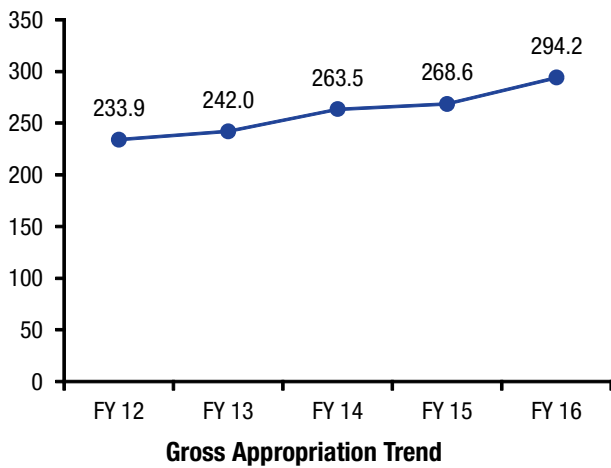
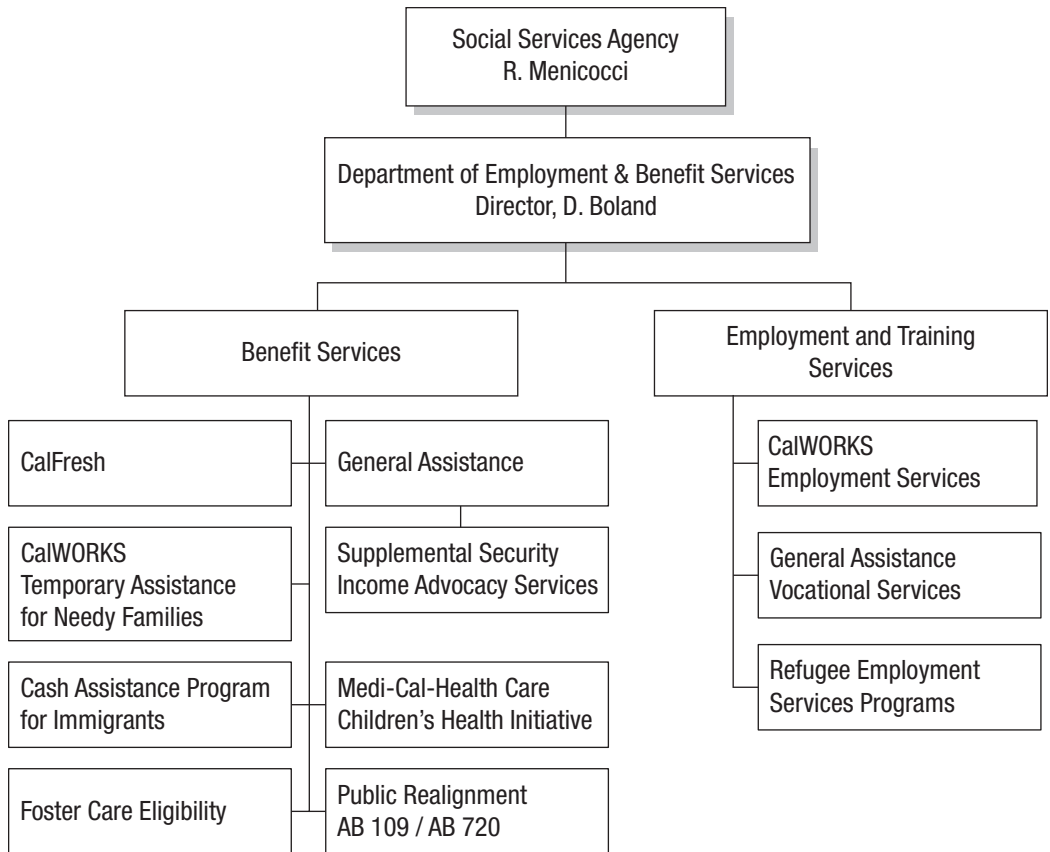


DFCS Out of Home Placement Res & Pmt Fund 0001 — Cost Center 050306
Major Changes to the Budget

	Positions	Appropriations	Revenues
0001-General Fund (Fund Number 0001)			
Current Level Budget			
FY 2015 Approved Budget	—	\$ 95,206,666	\$ 141,373,419
Board Approved Adjustments During FY 2015	—	148,504	148,504
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
IntraCounty Adjustments	—	—	—
Other Adjustments	—	—	(78,059,760)
Subtotal (Current Level Budget)	—	\$ 95,355,170	\$ 63,462,163
Recommended Changes for FY 2016			
IntraCounty Adjustments	—	\$ —	\$ —
Decision Packages			
Information Technology			
Capital			
Subtotal (Recommended Changes)	—	\$ —	\$ —
Recommended Budget	—	\$ 95,355,170	\$ 63,462,163



Department of Employment and Benefit Services — Social Services Agency



Public Purpose

- **Recipients of cash assistance receive services and support to transition from welfare to work and self-sufficiency.**
- **Eligible individuals and low-income workers 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. The ultimate goal of DEBS is to provide clients a pathway from welfare to self-sufficiency.

DEBS continues 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 provides clients with 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 individuals applying for Medi-Cal, CalFresh and General Assistance has increased while the number of clients receiving CalWORKs and Refugee Cash Assistance has decreased.

CalFresh

The Supplemental Nutrition Assistance Program (SNAP), renamed CalFresh in California, provides food support to low-income households. During the first six months of FY 2015, Santa Clara County averaged 56,624 CalFresh cases each month, which represents an increase of 28% from the same period in FY 2014. DEBS submitted a participation plan to the California Department of Social Services (CDSS) committing to increase 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 (SHFB) to conduct CalFresh outreach and to promote the CalFresh Restaurant Meals Program to elderly, homeless, and disabled CalFresh recipients. SHFB has worked closely with DEBS on efforts that include stationing DEBS staff at various Emergency Assistance Network (EAN) locations, providing immediate application and benefit assistance to clients on-site, and working with local school districts to identify potential clients through the free and reduced lunch program.

In FY 2016, DEBS will continue to receive the USDA Innovative Grant, which helps provide nutrition education to low-income communities. The program

offers nutrition classes, cookbooks, and other information in a variety of languages and provides unique classes and meetings to CalFresh participants.

CalWORKs

In California, the CalWORKs program administers the Federally-funded Temporary Assistance for Needy Families (TANF) program. CalWORKs provides temporary cash assistance to families with children by strengthening low-income parent access to the various 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 2015, the County averaged 11,227 CalWORKs cases each month (these cases generally receive cash assistance, Medi-Cal and CalFresh benefits), a 6.5% decrease compared to last year.

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. CAPI benefits are also provided to aged, blind and disabled immigrants who became legal residents after this date. For the first six months of FY 2015, the average monthly number of CAPI cases was 797, an increase of 1.5% as compared to the same time period in FY 2014.

Foster Care Eligibility

Foster Care Eligibility is responsible for eligibility determination and out-of-home care activities on behalf of 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. In the first six months of FY 2015, the Foster Care Cash Aid Eligibility program averaged 1,065 recipients. Overall last year, the department handled approximately 2,437 adoption cases.

The Kin-GAP program, a component of the Foster Care program, works with relatives to place children in a familiar environment. The Kin-GAP program has about 300 cases. The California Fostering Connections to Success Act created a new program that extends foster care, Kin-GAP and Adoption Assistance benefits for

youth who are over 18 years of age and under 21 years of age. This new program operates under Assembly Bill AB 12. Approximately 280 youth have been enrolled in this program since January 2012.

General Assistance (GA)

The General Assistance (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 grant to residents who do not qualify for other benefit programs and have no other means of support. In the first six months of FY 2015, the average number of monthly GA cases was 4,512, an increase of 13% as compared to the same time period in FY 2014.

The Vocational Services program of the GA Bureau provides employment-related services, referring GA applicants/recipients to training and education or work experience at community organizations to enhance their employability. On January 1, 2014, the Vocational Services Unit implemented the Employment Readiness Program with a renewed focus on employment counseling, structured job search, interviewing techniques and job retention strategies. The Vocational Services program operates with the CalFresh Employment and Training (CalFresh E&T) funds received from the State. In the first six months of FY 2015, the program served an average of 2,300 clients per month, placing over 100 of those clients each month.

Helping Individuals Reenter Employment (HIRE)

Vocational Services is also collaborating with the City of San Jose and Work2Future on Helping Individuals Reenter Employment (HIRE), providing a new accelerated employment training initiative, and preparing and connecting homeless clients with job opportunities. This program puts employable clients on a path to self-sufficiency, with access to work certifications, computer skill enhancements and customized recruitments.

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 implementation of the Affordable Health Care Act continues, DEBS continues to work closely with community partners and the Santa Clara Valley Health



and Hospital System (SCVHHS) to ensure children, the 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. Individuals can also apply by mail or on-line through Benefits CalWIN. In the first six months of FY 2015, the average monthly number of individuals receiving Medi-Cal was 353,664, a 29% increase over the same period in FY 2014.

Public Safety Realignment (AB 109)

AB 109, 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 Department of Behavioral Health Services on the implementation of AB 109 to ensure appropriate benefit services are provided to this population. Eligibility staff is out-stationed at the Reentry Resource Center as part of a wraparound service program to determine benefits eligibility and issuance.

Inmates Health Care Enrollment (AB 720)

Assembly Bill AB 720 encourages counties to enroll County jail inmates into medical programs prior to their release from custody. Social Services and the Health and Hospital system partnered with the Sheriff's Office on a six-week pilot program to assist those inmates who are awaiting residential treatment beds or are mental health users. During the period of March 1 to April 15, 2014, a total of 126 Medi-Cal applications were submitted, with 82 approved. The Board of Supervisors approved funding to continue this project through FY 2016 with a goal to increase screening and applications to approximately 500 inmates per month.

Children's Health Initiative (CHI)

The Children's Health Initiative is a collaborative health insurance program overseen by the SCVHHS in collaboration with DEBS, the Santa Clara Family Health

Plan and community partners. DEBS' diligent efforts to enroll children under 19 years of age into Medi-Cal continue to be successful, with 140,548 children on the Medi-Cal caseload as of January 2015. For those who are not eligible for no-cost full-scope Medi-Cal, a referral can be made to the Healthy Kids program for potential enrollment.

Supplemental Security Income Advocacy Services (SSI)

The GA SSI Advocacy Services 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 the SSA, GA SSI Advocacy, and the Santa Clara Valley Health and Hospital System (SCVHHS) remains strong. Out-stationed SSI advocates continue to connect SCVHHS clients to benefits through the Valley Homeless Health Program and the Community Wellness and Benefits Center, as well as supporting Destination Home clients at one-stop homeless centers like HomeFirst and the Georgia 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. Within the Foster Care unit, an SSI Advocacy Coordinator submits SSI applications for all foster care children who are determined to likely be eligible for benefits.

In FY 2014, the SSI Advocacy Unit expanded its advocacy capacity through a non-financial agreement with SSI advocacy law firms. The law firms are working with GA SSI clients who wish to start their SSI application process rather than wait for an available slot with a social worker in the SSI Advocacy Unit.

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 program's 48-month time parameters.

CalWORKs Employment Services

During the first six months of FY 2015, CalWORKs Employment Services saw an average monthly caseload of approximately 5,660. This number also includes

voluntary clients (parents with children under the age of one year), teen parents, and some second parent volunteers in two-parent families. It also includes 1,216 working participants who no longer receive cash aid, but do receive supportive services for twelve months after securing employment. CalWORKs employment services achieved unprecedented success by reaching a work participation rate of 74.73% in August 2014 and maintained a yearly average of 63.24% for 2014, one of the highest rates in the State.

The Expanded Subsidized Employment Program now includes three options for CalWORKs job seekers: Subsidized Employment (full-time), Paid Work Experience (part-time) and CalWORKs Work Study (part-time while enrolled at a community college). A total of 157 clients were placed in these three programs within the first six months of FY 2015. By September 30, 2015, an expected total of 380 clients will have obtained employment through the Expanded Subsidized Employment Program.

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 by the Refugee Service Providers. The services are funded through an annual Federal allocation and are used to provide employment-related services such as employability assessment, on-the-job training, English language training and vocational training. In FY 2015, enrollment was at 207, which reflects a 27% decrease in enrollment compared to the same time period in FY 2014.

Through concentrated employment and training efforts, FY 2014 saw a cumulative total of 207 refugees actively participate in the Refugee Employment Services program with 153 refugees obtaining employment at an average hourly wage of \$10.82.

The Elderly Refugee program places its focus on the senior (over age 60) refugee population with services aimed at enhancing both their quality of life and participation as a member of their new community. Services for the elderly population include citizenship classes, linkage and referral to community services, nutrition education, legal workshops, and referrals for healthcare.

Categorical Aid Payments

The recommended budget for Department of Family and Children Services (DFCS) and Department of Employment and Benefits Services (DEBS) includes funding for categorical aid payments. Categorical Aid payments are financial assistance payments administered by various programs within the Social Services Agency. Categorical Aids are generally defined as social service programs designed to provide assistance to individuals who are without means or under a predetermined income threshold. The funds that flow into these programs are “categorical,” or restricted to the specific purposes defined by the program. The major programs within Categorical Aids are: Adoptions Assistance, California Work Opportunities and Responsibilities to Kids (CalWORKs), Cash Assistance Program for Immigrants (CAPI), Emergency Assistance Foster Care, Foster Care, General Assistance, Kin-GAP, Refugee Assistance, Trafficking & Crime Victims Program, Transitional Housing Placement (THP), Wraparound Program.

For FY 2016, the recommended budget for Categorical Aid services and payments is \$192.4 million. The portion budgeted in DEBS is \$97 million.



Current and Emerging Issues

CalWORKs Family Stabilization

Family Stabilization is a component of the CalWORKs program that provides intensive case management and services aimed at stabilizing families. The Family Stabilization program includes funding to help families avoid eviction and homelessness. The stabilization services provided to each CalWORKs family focuses on the immediate housing crisis and long-term stability. In the first seven months of FY 2015, 196 unduplicated applications were received and 107 payments were made to assist clients enrolled in the program. These services continue to evolve and are expected to increase over the next year.

CalWORKs Housing Support Program

In partnership with Abode Services, the CalWORKs Housing Support Program (HSP) provides homeless CalWORKs families with a variety of services and assistance to secure stable and permanent housing. AB855 provided authorization of funds for the administration of this program, which launched in November 2014. The HSP is well on its way to meeting its goal of 105 families served in FY 2015 and anticipates additional funding for FY 2016 to continue these much needed services.

Health Care Reform

The Affordable Care Act (ACA) was officially implemented January 1, 2014 following a pre-enrollment period from October to December 2013. As Santa Clara County's Medi-Cal caseload grew substantially during that first year, staff was dedicated to ensuring all eligible applicants were enrolled timely and accurately. Now, as this influx of cases enters into regular annual redetermination cycles, efforts are

focused on the maintenance of benefits for existing clients and a smooth transition for new clients, including those moving from Covered California to Medi-Cal coverage.

Summer Youth Jobs Initiative Pilot

In Summer 2015, SSA will partner with the City of San Jose and Work2Future to administer the Summer Youth Jobs Initiative Pilot program, targeting 500 youth between the ages of 16 and 21 years, whose families reside in Santa Clara County and are receiving benefits through CalWORKs, CalFresh, or Foster Care. Participating youth will be given the opportunity to work in either subsidized or unsubsidized positions under this program. The program will include workshops designed to enhance the participants' job-readiness and support the successful performance of these youth on the job.

CalFresh Telephonic Signature

In the ongoing effort to improve and simplify the CalFresh recertification process, DEBS is exploring several options in FY 2015, including sending easy-to-read reminder flyers to clients before their recertification period, e-mail and text messaging reminders for annual and semi-annual redeterminations, and providing a telephonic signature option. The Social Services Agency's Information Technology Unit is working together with DEBS to implement a new system for current CalFresh and CalWORKs clients, allowing redeterminations to be completed over the phone, eliminating the need to visit a district office. This system is expected to be in place by April 2015.

County Executive's Recommendation

Summary of County Executive's Recommendations

Description	Impact	Impact on Services	Position Impact	FY 2016	FY 2016
				Ongoing Net Cost/(Savings)	One-Time Net Cost/(Savings)
Augment Staff in CalWORKS Employment Services Unit	↑	Positions will support the data collection, reporting, and monitoring of key program activities	2.0	\$0	—
↑ — Enhanced ◆ — Modified ● — No Change ↓ — Reduced ☒ — Eliminated					

↑ Augment Staff in CalWORKS Employment Services Unit

Recommended Action: Add 2.0 FTE Positions in the CalWORKS Employment Services Unit:

- 1.0 FTE Management Analyst position
- 1.0 FTE Employment Program Supervisor position

Service Impact: The Management Analyst position will support the data collection, reporting, and monitoring of three State-mandated initiatives:

- Family Stabilization Services (FS)
- Online CalWORKs Appraisal Tool (OCAT)
- Expanded Subsidized Employment (ESE)

The three initiatives mandate the implementation of strategies that will serve to increase the work participation rate of Welfare-To-Work (WTW) program participants by expanding current WTW services. The Management Analyst position will oversee and analyze the effectiveness of these strategies and methods of implementation.

These three initiatives will require extensive report development, tracking, analysis, and State reporting. Failure to meet these requirements will have an adverse impact on the operation and future funding allocations.

The Employment Program Supervisor position will supervise an intake employment counselors unit and oversee the implementation of the new State-mandated

Online CalWORKs Appraisal Tool (OCAT). Current Employment Program statistics reflect a low supervisor/staff ratio as compared to other units within the Department of Employment and Benefit Services (DEBS). The recommendation addresses the growing demands on Employment Program Supervisors and aims to prevent the adverse impact on training, coaching, and monitoring of staff performance. The implementation of OCAT without sufficient supervisory staff will adversely impact the Intake operation's ability to deliver services to new program participants. An average of 500-600 new participants are enrolled in the CalWORKS Employment Services (CWES) Program monthly.

Positions Added: 2.0 FTE
Ongoing Net County Cost: \$0

Total Cost of \$302,460 will be completely offset by revenue

Summary of Fiscal Impacts Outside of DEBS

The following table is for reconciliation purposes. The recommended action and cost is in the Agency Office (BU 502) but the supporting revenue is in DEBS (504).

Summary of Impacts

Recommendation	Expense	Revenues	Net Cost/ (Savings)
Augment Staff Development Budget (AO)		\$63,097	(\$63,097)
DEBS Total		\$63,097	(\$63,097)



Department of Employment & Benefit Svc— Budget Unit 504 Net Expenditures by Cost Center

CC	Cost Center Name	FY 2014 Actuals	FY 2015 Approved	FY 2016 Base Budget	FY 2016 Recommended	Amount Chg From 2015 Approved	% Chg From 2015 Approved
050401	DEBS Admin Fund 00001	\$ 13,860,639	\$ 14,766,409	\$ 16,310,714	\$ 16,473,283	\$ 1,706,874	11.6%
050402	DEBS Program Svcs Fund 0001	127,186,825	139,920,987	153,285,176	153,560,716	13,639,729	9.7%
050403	DEBS Program Support Fund 0001	17,652,024	17,472,969	19,889,036	19,915,473	2,442,504	14.0%
050404	DEBS Trainees Fund 0001	5,882,401	3,324,319	7,190,796	7,197,599	3,873,280	116.5%
050405	DEBS Benefit Payments Fund 0001	80,131,998	93,137,256	97,018,763	97,018,763	3,881,507	4.2%
Total Net Expenditures		\$ 244,713,888	\$ 268,621,940	\$ 293,694,485	\$ 294,165,834	\$ 25,543,894	9.5%

Department of Employment & Benefit Svc— Budget Unit 504 Gross Expenditures by Cost Center

CC	Cost Center Name	FY 2014 Actuals	FY 2015 Approved	FY 2016 Base Budget	FY 2016 Recommended	Amount Chg From 2015 Approved	% Chg From 2015 Approved
050401	DEBS Admin Fund 00001	\$ 13,860,639	\$ 14,766,409	\$ 16,310,714	\$ 16,473,283	\$ 1,706,874	11.6%
050402	DEBS Program Svcs Fund 0001	128,316,184	139,920,987	153,285,176	153,560,716	13,639,729	9.7%
050403	DEBS Program Support Fund 0001	17,652,024	17,472,969	19,889,036	19,915,473	2,442,504	14.0%
050404	DEBS Trainees Fund 0001	5,882,401	3,324,319	7,190,796	7,197,599	3,873,280	116.5%
050405	DEBS Benefit Payments Fund 0001	80,131,998	93,137,256	97,018,763	97,018,763	3,881,507	4.2%
Total Gross Expenditures		\$ 245,843,247	\$ 268,621,940	\$ 293,694,485	\$ 294,165,834	\$ 25,543,894	9.5%

Department of Employment & Benefit Svc— Budget Unit 504 Expenditures by Object

Object	FY 2014 Actuals	FY 2015 Approved	FY 2016 Base Budget	FY 2016 Recommended	Amount Chg From 2015 Approved	% Chg From 2015 Approved
Salary and Benefits	\$ 143,992,178	\$ 151,109,728	\$ 171,068,125	\$ 171,370,585	\$ 20,260,857	13.4%
Services And Supplies	99,681,120	114,512,212	116,479,853	116,648,742	2,136,530	1.9%
Other Charges	1,010,976	3,000,000	6,146,507	6,146,507	3,146,507	104.9%
Operating/Equity Transfers	1,158,973	—	—	—	—	—
Total Gross Expenditures	\$ 245,843,247	\$ 268,621,940	\$ 293,694,485	\$ 294,165,834	\$ 25,543,894	9.5%
Expenditure Transfers	(1,129,359)	—	—	—	—	—
Total Net Expenditures	\$ 244,713,888	\$ 268,621,940	\$ 293,694,485	\$ 294,165,834	\$ 25,543,894	9.5%



Department of Employment & Benefit Svc— Budget Unit 504 Revenues by Cost Center

CC	Cost Center Name	FY 2014 Actuals	FY 2015 Approved	FY 2016 Base Budget	FY 2016 Recommended	Amount Chg From 2015 Approved	% Chg From 2015 Approved
050401	DEBS Admin Fund 00001	\$ 811,181	\$ 931,068	\$ 931,068	\$ 931,068	—	—
050402	DEBS Program Svcs Fund 0001	215,754,983	234,989,520	249,758,048	250,266,841	15,277,321	6.5%
050405	DEBS Benefit Payments Fund 0001	69,161,295	82,113,481	85,994,988	85,994,988	3,881,507	4.7%
Total Revenues		\$ 285,727,459	\$ 318,034,069	\$ 336,684,104	\$ 337,192,897	\$ 19,158,828	6.0%

Department of Employment & Benefit Svc— Budget Unit 504 Revenues by Type

Type	FY 2014 Actuals	FY 2015 Approved	FY 2016 Base Budget	FY 2016 Recommended	Amount Chg From 2015 Approved	% Chg From 2015 Approved
Other Financing Sources	\$ 2,065,283	\$ 2,985,826	\$ 3,123,327	\$ 3,123,327	\$ 137,501	4.6%
Aid From Government Agencies - State	136,813,272	134,509,332	142,984,648	142,989,037	8,479,705	6.3%
Aid From Government Agencies - Federal	146,848,905	180,538,911	190,576,129	191,080,533	10,541,622	5.8%
Total Revenues	\$ 285,727,459	\$ 318,034,069	\$ 336,684,104	\$ 337,192,897	\$ 19,158,828	6.0%

DEBS Admin Fund 00001 — Cost Center 050401 Major Changes to the Budget

	Positions	Appropriations	Revenues
0001-General Fund (Fund Number 0001)			
Current Level Budget			
FY 2015 Approved Budget	108.0	\$ 14,766,409	\$ 931,068
Board Approved Adjustments During FY 2015	5.0	678,014	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	2.0	965,348	—
IntraCounty Adjustments	—	(67,243)	—
Other Adjustments	—	(31,814)	—
Subtotal (Current Level Budget)	115.0	\$ 16,310,714	\$ 931,068
Recommended Changes for FY 2016			
IntraCounty Adjustments	—	\$ 13,702	\$ —
Decision Packages			
Augment CalWORKs Employment Services Staff	1.0	148,867	—
Information Technology			
Capital			
Subtotal (Recommended Changes)	1.0	\$ 162,569	\$ —
Recommended Budget	116.0	\$ 16,473,283	\$ 931,068



DEBS Program Svcs Fund 0001 — Cost Center 050402
Major Changes to the Budget

	Positions	Appropriations	Revenues
0001-General Fund (Fund Number 0001)			
Current Level Budget			
FY 2015 Approved Budget	1,041.0	\$ 139,920,987	\$ 234,989,520
Board Approved Adjustments During FY 2015	83.0	10,833,121	12,542,922
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	-74.0	2,576,023	—
IntraCounty Adjustments	—	41,109	—
Other Adjustments	—	(86,064)	2,225,606
Subtotal (Current Level Budget)	1,050.0	\$ 153,285,176	\$ 249,758,048
Recommended Changes for FY 2016			
IntraCounty Adjustments	—	\$ 121,947	\$ —
Decision Packages			
Revenues for IC charges	—	—	107,330
Augment CalWORKs Employment Services Staff	1.0	153,593	302,460
Augment Staff Development Budget	—	—	63,097
Add Social Worker III and II Positions.	—	—	35,906
Information Technology			
Capital			
Subtotal (Recommended Changes)	1.0	\$ 275,540	\$ 508,793
Recommended Budget	1,051.0	\$ 153,560,716	\$ 250,266,841

DEBS Program Support Fund 0001 — Cost Center 050403
Major Changes to the Budget

	Positions	Appropriations	Revenues
0001-General Fund (Fund Number 0001)			
Current Level Budget			
FY 2015 Approved Budget	230.0	\$ 17,472,969	\$ —
Board Approved Adjustments During FY 2015	13.0	1,228,454	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	-1.0	1,199,707	—
IntraCounty Adjustments	—	8,232	—
Other Adjustments	—	(20,326)	—
Subtotal (Current Level Budget)	242.0	\$ 19,889,036	\$ —
Recommended Changes for FY 2016			
IntraCounty Adjustments	—	\$ 26,437	\$ —
Decision Packages			
Information Technology			
Capital			
Subtotal (Recommended Changes)	—	\$ 26,437	\$ —
Recommended Budget	242.0	\$ 19,915,473	\$ —



DEBS Trainees Fund 0001 — Cost Center 050404
Major Changes to the Budget

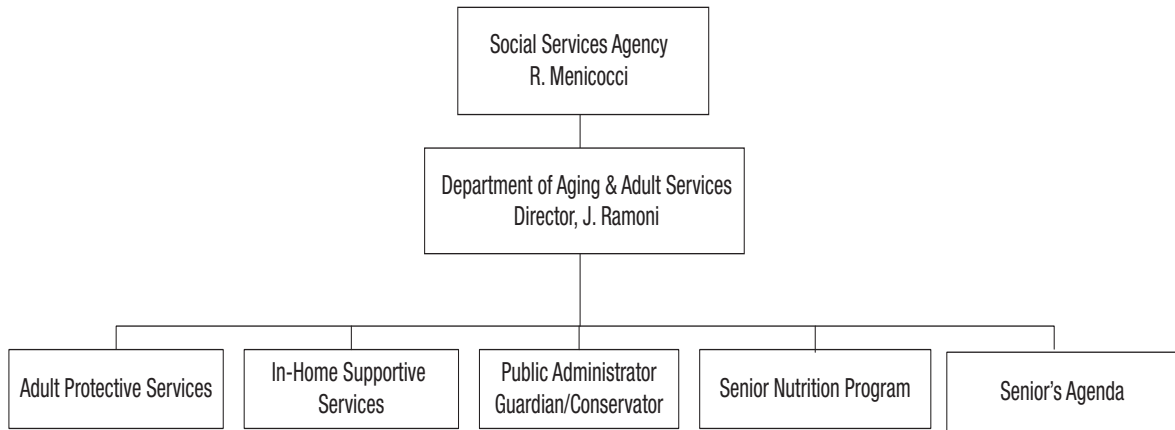
	Positions	Appropriations	Revenues
0001-General Fund (Fund Number 0001)			
Current Level Budget			
FY 2015 Approved Budget	35.0	\$ 3,324,319	\$ —
Board Approved Adjustments During FY 2015	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	72.0	3,864,522	—
IntraCounty Adjustments	—	1,992	—
Other Adjustments	—	(37)	—
Subtotal (Current Level Budget)	107.0	\$ 7,190,796	\$ —
Recommended Changes for FY 2016			
IntraCounty Adjustments	—	\$ 6,803	\$ —
Decision Packages			
Information Technology			
Capital			
Subtotal (Recommended Changes)	—	\$ 6,803	\$ —
Recommended Budget	107.0	\$ 7,197,599	\$ —

DEBS Benefit Payments Fund 0001 — Cost Center 050405
Major Changes to the Budget

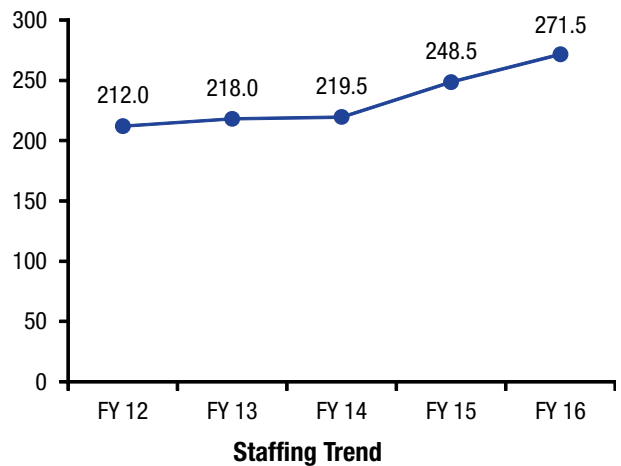
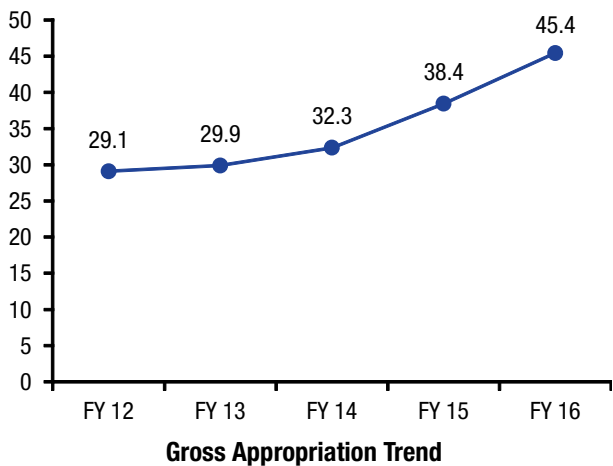
	Positions	Appropriations	Revenues
0001-General Fund (Fund Number 0001)			
Current Level Budget			
FY 2015 Approved Budget	—	\$ 93,137,256	\$ 82,113,481
Board Approved Adjustments During FY 2015	—	3,881,507	3,881,507
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
IntraCounty Adjustments	—	—	—
Other Adjustments	—	—	—
Subtotal (Current Level Budget)	—	\$ 97,018,763	\$ 85,994,988
Recommended Changes for FY 2016			
IntraCounty Adjustments	—	\$ —	\$ —
Decision Packages			
Information Technology			
Capital			
Subtotal (Recommended Changes)	—	\$ —	\$ —
Recommended Budget	—	\$ 97,018,763	\$ 85,994,988



Department of Aging and Adult Services — Social Services Agency



Section 3: Children, Seniors, and Families



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 and manages the property and assets of our conserved clients' estates. 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, Senior Nutrition Program, and Senior's Agenda.

Adult Protective Services (APS)

APS is mandated by the State of California Welfare and Institutions Code 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). APS 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 currently staffed by 26 master's level social workers, two social worker Is, and one public

health nurse who collaborate with elders, dependent adults, families and care providers to protect clients and prevent abuse or neglect.

The APS investigation focuses on a comprehensive psycho-social assessment of the elder or dependent adult. The allegations of abuse or neglect are examined and the level of risk is assessed. A service plan is developed with the elder or dependent adult's participation. Services are provided to protect clients from abuse and neglect, reduce client risk, and to maintain and enhance quality of life. Assistance may also include the purchase of food, utilities, or medical care. APS social workers may provide referrals or linkage to community services, public benefits, legal organizations, medical professionals and law enforcement.

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 Behavioral Health Department collaborates with APS and houses a Marriage and Family Therapist II at APS who provides in-home mental health services to APS clients. APS also maintains a community social worker in South County who provides outreach and coordinates services to elders and dependent adults in that community. APS develops professionals in geriatrics by participating in a

graduate school internship program for students enrolled in the San Jose State University Master of Social Work Program and who have an emphasis in geriatrics.

In FY 2014, APS received 3,736 abuse reports (a 16% increase from the previous year) and maintained 6594 active cases (a 17% increase from the previous year). The division also responded to more than 1400 calls for Information and Referral, in which staff supplied information, consultation and referrals to other services. APS services are provided by a bilingual-staff of individuals who speak English, Spanish, Vietnamese, and Mandarin.

In-Home Supportive Services (IHSS)

IHSS is a Federal, State and County 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.

Multilingual social workers and staff perform assessments, determine eligibility and calculate the number of authorized monthly service hours of over 20,102 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 payroll of over 18,979 full or part-time independent service providers in Santa Clara County alone.

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 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. Currently, 70 staff members support the PAGC in

advocating for the least restrictive living environment, promoting clients' quality of life, managing estates, and administering decedent cases.

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 elderly or dependent adults who are unable to provide for themselves due to cognitive incapacity. The Deputy Public Guardian Conservator (DPGC) manages the daily needs of the client such as housing, medical, care-giving, and paying monthly bills. DPGCs work with Estate Administrators to document income and expenses for estate planning.

The Estate Administration division contains two sections, as well: Estate Administration (EA) is charged with management and administration of clients' estates, including real property, complex trusts, stock portfolios, and all personal assets. The Public Administration (PA) division is State mandated to administer the estates of Santa Clara County deceased residents who do not have friends or family in the United States, who are willing and/or able to administer the decedent's estate. The PA safeguards the estate from loss, theft, or misappropriation; makes burial arrangements; conducts thorough investigations to collect assets; pays creditors, and locates persons legally entitled to inherit the remaining assets of the estate. After approval of a court accounting, the assets of the estate are distributed to the beneficiaries.

In 2014, the PAGC served approximately 800 clients and 240 decedent cases were assigned to the PAGC by the Court. In July of 2014, the PAGC client inventory was over \$74.2 million in assets.

Senior Nutrition Program (SNP)

SNP promotes better health and well-being for seniors over the age of 60 by providing dietitian approved and ethnically diverse meals at congregate sites and through the Meals-on-Wheels home-delivered meal program. SNP services are provided through local partnerships with Sourcewise (the designated Area Agency on Aging for Santa Clara County), municipalities, and a number of non-profit community based organizations (CBOs). SNP administers 21 contracts to provide these County-wide services. Staff members monitor all contracts for compliance with Federal, State and County regulations.

In FY 2014, over 11,000 residents were served approximately 570,000 meals at thirty-nine locations (37 community sites and two adult day care centers) throughout the County. In addition to meals, these sites provide seniors access to exercise programs, classes, and other socialization activities.

In an effort to bring seniors to meal sites, SNP partnered with Outreach and Escort Inc. to facilitate the distribution of approximately: 5,000 bus passes and gas cards, 500 van and volunteer driver rides, and 14,500 ADA-eligible paratransit rides.

Meals-on-Wheels is an option offered to seniors who are homebound and unable to prepare their own meals due to ill health, limited mobility or other frailties. In FY 2014, almost 600,000 meals and supplemental groceries were delivered to 1,500 participants.

The Senior Nutrition 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 participants are satisfied with the program and believe the services provide a stable resource for nutrition.

Seniors' Agenda

The Seniors' Agenda was formed to coordinate a response to the future needs of the rapidly growing population of people over the age of 60. Santa Clara County, and the rest of the nation, is experiencing this change in the demographic composition of its population. As of the 2010 Census, Santa Clara County's senior population (people 60 years of age or older) make up 15.7% of the population. By 2030, one in four Santa Clara County residents will be over the age 60 (27.6%). The fastest growing segment of this population are those 85 and older. The increase in the percentage of people over the age of 60 impacts the whole county as it strives to provide services to meet the needs of this large demographic segment.

In 2011, the County Board of Supervisors called for a plan to begin to address the future needs of this rapidly growing population. The Seniors' Agenda was developed over an 18-month planning effort.

Phase I of the Seniors' Agenda explored the existing service network and identified demographics, issues, service gaps and possible solutions. Sourcewise and the

Health Trust were partners in gathering data. The results are summarized in the Quality of Life Assessment.

Phase II of the Seniors' Agenda utilized the Quality of Life Assessment along with the experience and collaboration of key stakeholders, including many seniors themselves, to create a specific, measurable, realistic, and timely Plan of Action to prepare this community for a positive future. This plan was the collaborative effort of more than 150 individuals from 68 organizations that collectively dedicated more than 1,100 hours of their time over a four month period to outline a vision and a plan for how best to prepare for the burgeoning senior population.

The Seniors' Agenda is organized into seven work teams that meet regularly to address objectives and goals. They include: (1) Transportation & Mobility; (2) Housing; (3) Volunteerism & Civic Engagement; (4) Funding & Policy; (5) Education & Outreach; (6) Information & Assistance; (7) Mental Health. Twice a year, the Seniors' Agenda Network Summit convenes nearly two hundred attendees from diverse agencies and organizations to report on significant progress and reaffirm goals.

The Seniors Policy Council for the Seniors' Agenda is comprised of executive level leadership across multiple departments and jurisdictions that meet quarterly to coordinate systems and modify policies and practices recommended by the Seniors' Agenda Work Teams. The Seniors Policy Council began meeting in January 2014.

The Seniors' Agenda continues to build momentum with over 110 organizations participating in a collaborative process to make Santa Clara County a county for all ages. The first report was presented to the Board of Supervisors in October 2014 to show progress on goals.

Current and Emerging Issues

Seniors' Agenda

Santa Clara County is working toward achieving the World Health Organization's designation of an Age-friendly County and joining the international network of cities and counties who are intentionally preparing for two global demographic trends: The rapid aging population and increasing urbanization.

Over the next five years, the Seniors' Agenda in collaboration with the City of San Jose, will work toward this designation by assessing the community's strengths and weaknesses in eight domains: 1) Transportation; 2) Housing; 3) Outdoor space & building; 4) Communication & information; 5) Civic Participation & Employment; 6) Respect & Social inclusion; 7) social respect; 8) Community Support & Health Services. With support and input from elected officials and the community, the Senior's Agenda will decide on what initiatives to implement in order to achieve the Age-friendly County designation.

Coordinated Care Initiative (CCI)

The Coordinated Care Initiative (CCI) was passed in July 2012 and marked an important step toward improving California's Medi-Cal (Medicaid) care delivery system. The CCI integrates delivery of medical, behavioral, and long-term care services and provides 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 is the IHSS program. Under CCI, Medi-Cal beneficiaries, including dual eligible beneficiaries, are required to join a Medi-Cal managed care health plan to receive benefits, including IHSS. CCI is composed of three major parts.

- **Long-Term Supports and Services (LTSS) as a Medi-Cal Managed Care Benefit:** CCI includes the addition of LTSS into Medi-Cal managed care. LTSS includes nursing facility care (NF), In-Home Supportive Services (IHSS), Multipurpose Senior Services Program (MSSP), and Community Based Adult Services (CBAS). This change impacts about 60,000 Medi-Cal only enrollees and up to 456,000 persons eligible for both Medicare and Medi-Cal who are in Cal MediConnect.
- **Cal Medi-Connect Program:** A three-year demonstration project for persons eligible for both Medicare and Medi-Cal (dual eligibles) to receive

coordinated medical, behavioral health, long-term institutional, and home-based and community-based services through a single organized delivery system (health plan). No more than 456,000 beneficiaries would be eligible for the duals demonstration in the seven counties. This demonstration project is a joint effort with the federal Centers for Medicare and Medicaid Services (CMS).

- **Mandatory Enrollment of Dual Eligibles and Others into Medi-Cal Managed Care:** Most Medi-Cal beneficiaries, including dual eligibles, partial dual eligibles, and previously excluded Seniors and Persons with Disabilities (SPDs) who are Medi-Cal only, are required to join a Medi-Cal managed care health plan to receive their Medi-Cal benefits.

The purpose and goal of CCI is to promote the coordination of health and social care for Medi-Cal consumers and to create fiscal incentives for health plans to make decisions that keep their members healthy and out of institutions; especially given that hospital and nursing home care are more expensive than home and community-based care.

Prior to CCI, dual eligibles accessed services through a complex system of disconnected programs funded by different government programs (e.g., federal CMS, DHCS-Medi-Cal, IHSS-county based). This fragmentation often led to beneficiary confusion, delayed care, inappropriate utilization and unnecessary costs.

The Governor's proposed 2015-16 Budget continues to implement the CCI, which provides for a coordinated medical, behavioral health, long-term supports and services, and home based services all coordinated through managed care plans. The budget makes no changes in the current County IHSS role in CCI with respect to eligibility determination, assessment of hours, and program administration. The budget does however indicate several unexpected changes in the program which threaten its continued viability:

- Participation by counties has changed since CCI enactment. Originally, eight counties were intended to operate CCI (Alameda, Los Angeles, Orange, Riverside, San Bernardino, San Diego, San Mateo and Santa Clara). Alameda will no longer participate

in the demonstration project. Six counties have begun passive enrollment and the seventh, Orange County, will begin in July 2015.

- The federal government reduced the amount of savings California is allowed to retain, from 50 percent to a maximum of 30 percent.
- The 4% tax on managed care organizations will not be continued beyond June 30, 2016 due to recent federal guidance that indicates the tax is inconsistent with federal Medicaid regulations.
- As of November 2014 there was an approximate 69 percent opt-out rate, much higher than initial projections of 33 percent. The opt-out rate is higher among IHSS recipients, at 80 percent, though participation in CCI varies widely by county.

Coordination of Services between Adult Protective Services and Public Guardian

In 2014 the Department of Aging and Adult Services Director through the County's Center for Leadership and Transformation (CLT) program, formed a team of Adult Protective Services (APS) and Public

Administrator/Guardian/Conservator (PAGC) staff members for the purpose of writing a Memorandum of Understanding (MOU), which would provide clarification of each program's respective role and expectations for inter-program communication. Additionally, the team developed a protocol to facilitate Referrals for Conservatorship made to the PAGC by APS, hospitals, the VA, care homes, and others. The process included identifying responsible parties, time-lines, and protocols to enhance accountability and communication of cases under investigation.

After several months of working together, the CLT team completed its recommendations and provided a protocol, flow chart, and process to the managers of APS and PAGC. The MOU and related attachments were accepted by management and instituted during the summer of 2014. The referral process has greatly improved since, with clerical support keeping a record of conservator-ship referrals to PAGC, documenting decisions, and notifying the referral originator as to the disposition of the request. Referrals are now more accurately tracked and decision making has become a team effort.

County Executive's Recommendation

Summary of County Executive's Recommendations

Description	Impact	Impact on Services	Position Impact	FY 2016 Ongoing Net Cost/(Savings)	FY 2016 One-Time Net Cost/(Savings)
Augment Senior Nutrition Services	↑	The recommendation addresses current and growing needs for senior nutrition services.	1.0	\$201,016	\$24,164
Enhance Abuse and Neglect Oversight	↑	The recommendation addresses the rise in abuse and neglect cases.	3.0	\$215,981	—
Address Rising In-Home Supportive Services Caseload	↑	The recommendation increases staff support for IHSS services.	11.0	\$0	—
Augment Estate Administrator Staff	↑	The recommendation will improve the handling of trust, will, and real property cases.	2.0	\$284,702	(\$47,450)

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

↑ Augment Senior Nutrition Services

Recommended Action: Increase meal services funding, extra help hours funding, and add 1.0 FTE Office Specialist III (OSIII) position.

Service Impact: The Senior Nutrition program continues to experience a high demand for congregate and home delivered meals and for senior nutrition related services.



The recommendation includes \$106,000 of ongoing funds for additional meals services and a one-time appropriation of \$40,000 to fund extra help hours for a Registered Dietitian.

The recommendation of the Office Specialist III position will support the increased reporting requirements mandated by the State and Federal government for senior nutrition activities. The OS III will track and analyze site data and work with all of the County congregate meal sites to manage the registration process. This position will also assist with resolving any meal site issues that may arise.

Positions Added: 1.0 FTE
Ongoing Net County Cost: \$201,016
One-time Net Cost: \$24,164

Salary savings reflecting time for recruitment: \$15,836
 Services and Supplies: \$40,000

↑ Enhance Abuse and Neglect Oversight

Recommended Action: Add 3.0 FTE positions in the Adult Protective Services Division:

- 1.0 FTE Social Work Supervisor position
- 2.0 FTE Social Worker III/II positions

Service Impact: Adult Protective Services (APS) continues to experience increasing numbers in monthly abuse reports (increase of 16% in FY 2014) and in the number of active cases (17% in FY 2014). Reports of self-neglect and of financial abuse are the most prevalent forms of abuse reports received by APS. These types of cases are complex, requiring expertise, as well as longer-term case management and investigation.

The Social Work Supervisor position will oversee the handling of abuse and neglect reports and cases. Duties include assessment and assignment of cases and review of staff reports. In some instances, the Social Work Supervisor position will investigate cases that do not require an in-person response and complete the required report.

The two Social Worker III/II positions will assist with the receiving, processing, and referring of abuse reports. The positions will also conduct in-person psycho-social assessments, investigate alleged abuse, develop service plans, and will complete all mandated documentation.

Positions Added: 3.0 FTE
Ongoing Net County Cost: \$215,981

Total Cost of \$440,718 will be offset by \$224,737 in revenue

↑ Address Rising In-Home Supportive Services Caseload

Recommended Action: Add 11.0 FTE positions in the In-Home Supportive Services Program (IHSS):

- 1.0 FTE Social Work Supervisor position
- 1.0 FTE Social Work Coordinator I position
- 1.0 Program Services Aide position
- 8.0 FTE Social Worker III/II positions

Service Impact: The recommended positions will allow the IHSS program to absorb the caseload impact of current and anticipated caseload growth. The recommended social worker positions and social work supervisor position will improve the processing and handling time of caseloads and reduce the current average per social worker caseload from 315 to 250 cases. The Program Services Aide position will be responsible for requesting and receiving required documentation in the application process, and for reviewing and preparing cases for assignment to social workers. The Social Work Coordinator position will focus on quality control and case and referral review.

Positions Added: 11.0 FTE
Ongoing Net County Cost: \$0

Total Cost of \$1,453,125 will be completely offset by revenue

↑ Augment Estate Administrator Staff

Recommended Action: Add 2.0 FTE Estate Administrator positions in the Public Administrator/Guardian/Conservator Office (PAGC).

Service Impact: The two Estate Administrator (EA) positions will improve the quality and timeliness of trust, will, and real property cases. The EA positions will be responsible for the investigation, marshaling, and

management of non-cash assets, and the handling of legal issues. This includes arranging burials and distributing assets to heirs.

This is a restorative action needed since in FY 2012, four Estate Administrator positions were deleted from the PAGC budget. As a result of FY 2012 cuts, trust case duties were temporarily transferred to Deputy Public Guardian Conservators (DPGC) who were somewhat familiar with estate management but lacked the adequate training and expertise. The recommendation will allow the PAGC to distribute estate management cases back to the appropriate staff and improve client services.

Positions Added: 2.0 FTE
Ongoing Net County Cost: \$284,702
One-time Savings: \$47,450
 Salary savings reflecting time for recruitment

Summary of Fiscal Impacts Outside of DAAS

The following table is for reconciliation purposes. The recommended action and cost is in the Agency Office (BU 502) but the supporting revenue is in DAAS (BU 505).

Summary of Impacts

Recommendation	Expense	Revenues	Net Cost/ (Savings)
Augment Staff Development Budget (A0)		\$1,170	(\$1,170)
DAAS Total		\$1,170	(\$1,170)

Department of Aging and Adult Services Fund 0001— Budget Unit 505 Net Expenditures by Cost Center

CC	Cost Center Name	FY 2014 Actuals	FY 2015 Approved	FY 2016 Base Budget	FY 2016 Recommended	Amount Chg From 2015 Approved	% Chg From 2015 Approved
050501	DAAS Admin Fund 0001	\$ 6,387,911	\$ 6,928,042	\$ 7,230,323	\$ 7,473,720	\$ 545,678	7.9%
050502	DAAS Program Svcs Fund 0001	18,080,828	19,454,181	23,118,792	24,914,824	5,460,643	28.1%
050503	DAAS Program Support Fund 0001	3,059,331	3,557,113	3,849,653	3,970,469	413,356	11.6%
050504	Senior Nutrition Fund 0001	7,122,166	8,488,740	8,850,915	9,079,494	590,754	7.0%
Total Net Expenditures		\$ 34,650,236	\$ 38,428,076	\$ 43,049,683	\$ 45,438,507	\$ 7,010,431	18.2%

Department of Aging and Adult Services Fund 0001— Budget Unit 505 Gross Expenditures by Cost Center

CC	Cost Center Name	FY 2014 Actuals	FY 2015 Approved	FY 2016 Base Budget	FY 2016 Recommended	Amount Chg From 2015 Approved	% Chg From 2015 Approved
050501	DAAS Admin Fund 0001	\$ 6,387,911	\$ 6,928,042	\$ 7,230,323	\$ 7,473,720	\$ 545,678	7.9%
050502	DAAS Program Svcs Fund 0001	18,080,828	19,455,765	23,118,792	24,914,824	5,459,059	28.1%
050503	DAAS Program Support Fund 0001	3,059,331	3,557,113	3,849,653	3,970,469	413,356	11.6%
050504	Senior Nutrition Fund 0001	7,122,166	8,488,740	8,850,915	9,079,494	590,754	7.0%
Total Gross Expenditures		\$ 34,650,236	\$ 38,429,660	\$ 43,049,683	\$ 45,438,507	\$ 7,008,847	18.2%



Department of Aging and Adult Services Fund 0001— Budget Unit 505 Expenditures by Object

Object	FY 2014 Actuals	FY 2015 Approved	FY 2016 Base Budget	FY 2016 Recommended	Amount Chg From 2015 Approved	% Chg From 2015 Approved
Salary and Benefits	\$ 25,313,412	\$ 29,802,713	\$ 31,952,521	\$ 34,202,796	\$ 4,400,083	14.8%
Services And Supplies	9,336,824	8,626,947	11,097,162	11,235,711	2,608,764	30.2%
Total Gross Expenditures	\$ 34,650,236	\$ 38,429,660	\$ 43,049,683	\$ 45,438,507	\$ 7,008,847	18.2%
Expenditure Transfers	—	(1,584)	—	—	1,584	-100.0%
Total Net Expenditures	\$ 34,650,236	\$ 38,428,076	\$ 43,049,683	\$ 45,438,507	\$ 7,010,431	18.2%

Department of Aging and Adult Services Fund 0001— Budget Unit 505 Revenues by Cost Center

CC	Cost Center Name	FY 2014 Actuals	FY 2015 Approved	FY 2016 Base Budget	FY 2016 Recommended	Amount Chg From 2015 Approved	% Chg From 2015 Approved
050501	DAAS Admin Fund 0001	\$ 494,309	\$ 593,714	\$ 593,714	\$ 593,714	—	—
050502	DAAS Program Svcs Fund 0001	22,605,941	28,585,507	34,351,926	36,049,753	7,464,246	26.1%
050503	DAAS Program Support Fund 0001	622,714	490,536	490,536	490,536	—	—
050504	Senior Nutrition Fund 0001	3,848,463	3,600,276	3,600,276	3,600,276	—	—
	Total Revenues	\$ 27,571,427	\$ 33,270,033	\$ 39,036,452	\$ 40,734,279	\$ 7,464,246	22.4%

Department of Aging and Adult Services Fund 0001— Budget Unit 505 Revenues by Type

Type	FY 2014 Actuals	FY 2015 Approved	FY 2016 Base Budget	FY 2016 Recommended	Amount Chg From 2015 Approved	% Chg From 2015 Approved
Aid From Government Agencies - State	\$ 11,780,306	\$ 10,426,388	\$ 15,170,177	\$ 15,904,710	\$ 5,478,322	52.5%
Aid From Government Agencies - Federal	13,564,593	20,578,895	21,601,525	22,564,820	1,985,925	9.7%
Revenue From Use Of Money/Property	118,096	161,679	161,679	161,679	—	—
Charges For Services	1,067,838	960,286	960,286	960,286	—	—
Other Financing Sources	1,040,594	1,142,785	1,142,785	1,142,785	—	—
Total Revenues	\$ 27,571,427	\$ 33,270,033	\$ 39,036,452	\$ 40,734,279	\$ 7,464,246	22.4%



DAAS Admin Fund 0001 — Cost Center 050501
Major Changes to the Budget

	Positions	Appropriations	Revenues
0001-General Fund (Fund Number 0001)			
Current Level Budget			
FY 2015 Approved Budget	52.0	\$ 6,928,042	\$ 593,714
Board Approved Adjustments During FY 2015	1.0	179,338	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	-1.0	137,961	—
IntraCounty Adjustments	—	12,115	—
Other Adjustments	—	(27,133)	—
Subtotal (Current Level Budget)	52.0	\$ 7,230,323	\$ 593,714
Recommended Changes for FY 2016			
IntraCounty Adjustments	—	\$ 6,145	\$ —
Decision Packages			
Augment Estate Administrator Staff	2.0	237,252	—
Information Technology			
Capital			
Subtotal (Recommended Changes)	2.0	\$ 243,397	\$ —
Recommended Budget	54.0	\$ 7,473,720	\$ 593,714

DAAS Program Svcs Fund 0001 — Cost Center 050502
Major Changes to the Budget

	Positions	Appropriations	Revenues
0001-General Fund (Fund Number 0001)			
Current Level Budget			
FY 2015 Approved Budget	147.0	\$ 19,454,181	\$ 28,585,507
Board Approved Adjustments During FY 2015	4.0	2,672,041	3,053,682
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	1.0	983,593	—
IntraCounty Adjustments	—	5,237	—
Other Adjustments	—	3,740	2,712,737
Subtotal (Current Level Budget)	152.0	\$ 23,118,792	\$ 34,351,926
Recommended Changes for FY 2016			
IntraCounty Adjustments	—	\$ 17,855	\$ —
Decision Packages			
Address Rising In-Home Supportive Services Caseload	10.0	1,337,459	1,453,125
Augment Staff Development Budget	—	—	1,170
Revenues for IC charges	—	—	18,795
Enhance Abuse and Neglect Oversight	3.0	440,718	224,737
Information Technology			
Capital			
Subtotal (Recommended Changes)	13.0	\$ 1,796,032	\$ 1,697,827
Recommended Budget	165.0	\$ 24,914,824	\$ 36,049,753



**DAAS Program Support Fund 0001 — Cost Center 050503
Major Changes to the Budget**

	Positions	Appropriations	Revenues
0001-General Fund (Fund Number 0001)			
Current Level Budget			
FY 2015 Approved Budget	41.5 \$	3,557,113 \$	490,536
Board Approved Adjustments During FY 2015	1.0	95,150	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	205,636	—
IntraCounty Adjustments	—	1,512	—
Other Adjustments	—	(9,758)	—
Subtotal (Current Level Budget)	42.5 \$	3,849,653 \$	490,536
Recommended Changes for FY 2016			
IntraCounty Adjustments	— \$	5,150 \$	—
Decision Packages			
Address Rising In-Home Supportive Services Caseload	1.0	115,666	—
Information Technology			
Capital			
Subtotal (Recommended Changes)	1.0 \$	120,816 \$	—
Recommended Budget	43.5 \$	3,970,469 \$	490,536

**Senior Nutrition Fund 0001 — Cost Center 050504
Major Changes to the Budget**

	Positions	Appropriations	Revenues
0001-General Fund (Fund Number 0001)			
Current Level Budget			
FY 2015 Approved Budget	8.0 \$	8,488,740 \$	3,600,276
Board Approved Adjustments During FY 2015	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	60,940	—
IntraCounty Adjustments	—	301,470	—
Other Adjustments	—	(235)	—
Subtotal (Current Level Budget)	8.0 \$	8,850,915 \$	3,600,276
Recommended Changes for FY 2016			
IntraCounty Adjustments	— \$	3,399 \$	—
Decision Packages			
Augment Senior Nutrition Services	1.0	225,180	—
Information Technology			
Capital			
Subtotal (Recommended Changes)	1.0 \$	228,579 \$	—
Recommended Budget	9.0 \$	9,079,494 \$	3,600,276



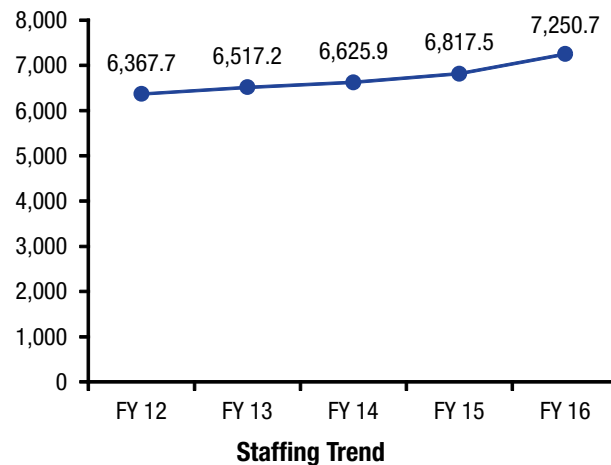
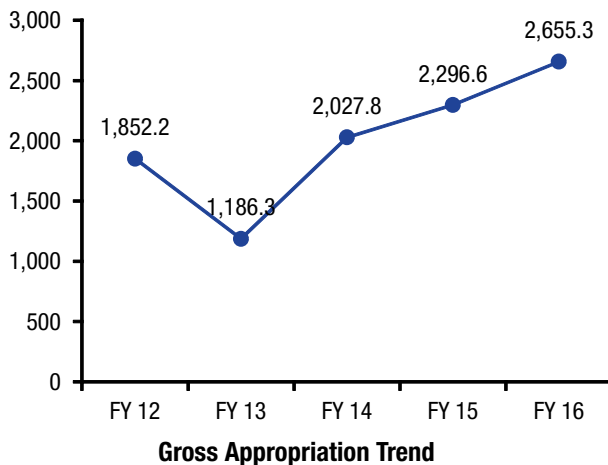
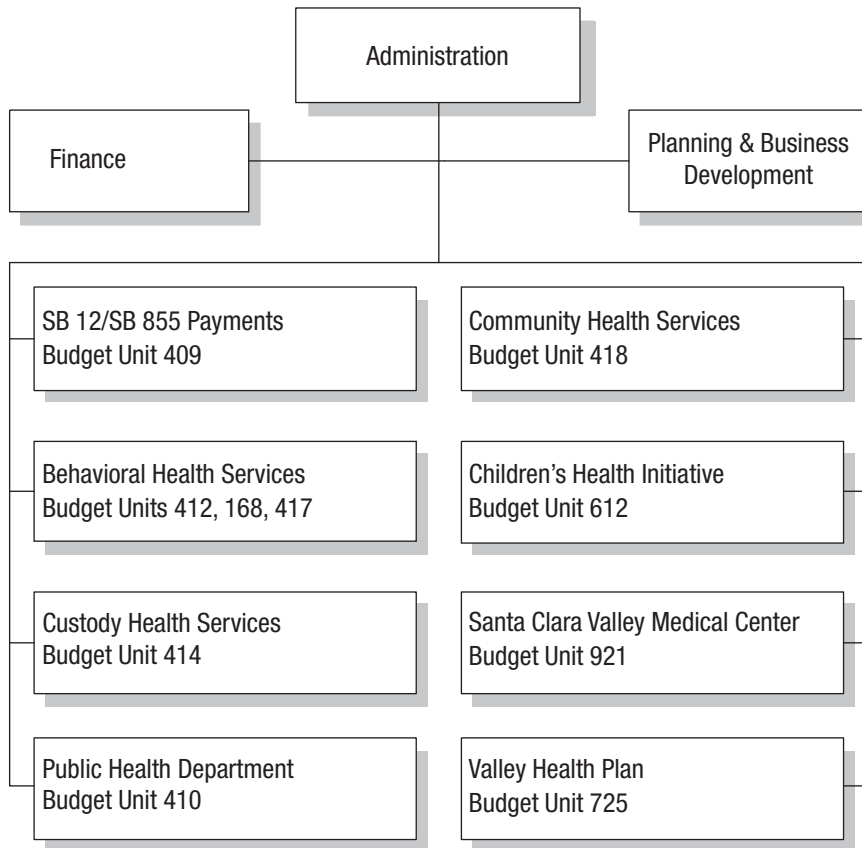


Section 4: Santa Clara Valley Health and Hospital System

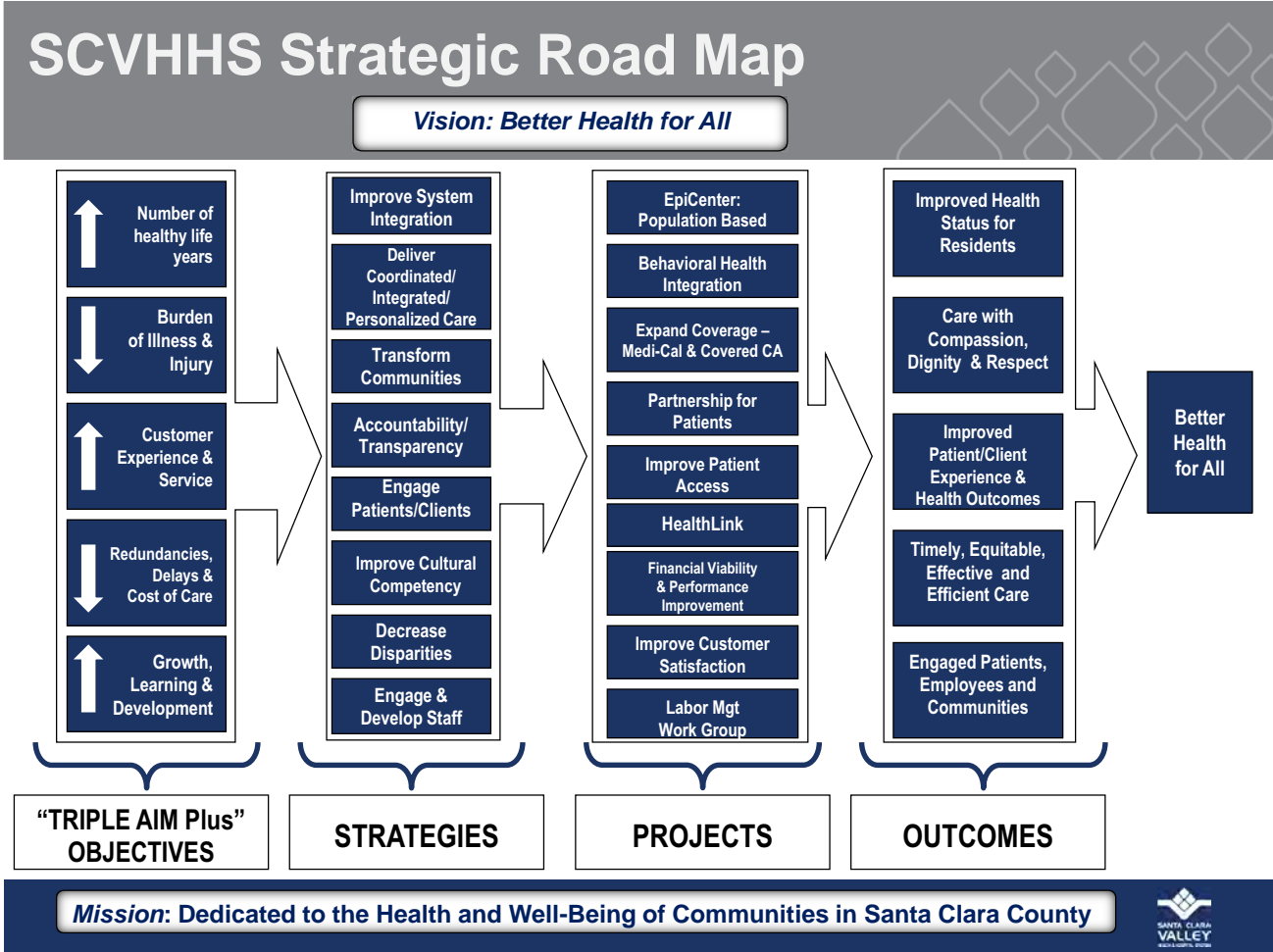
Section 4: Santa Clara Valley
Health and Hospital System



Santa Clara Valley Health & Hospital System



Santa Clara Valley Health & Hospital System



Section 4: Santa Clara Valley Health and Hospital System

Departments

- ➔ Health SB 12
- ➔ Public Health Department
- ➔ Behavioral Health Services
- ➔ Custody Health Services
- ➔ Community Health Services
- ➔ Children’s Health Initiative
- ➔ Valley Health Plan
- ➔ Santa Clara Valley Medical Center



Net Expenditures By Department

BU	Department Name	FY 2014 Actuals	FY 2015 Approved	FY 2016 Base Budget	FY 2016 Recommended	Amount Chg From 2015 Approved	% Chg From 2015 Approved
409	SB12/SB855 Funds	\$ 3,050,827	\$ 3,000,000	\$ 3,000,000	\$ 3,000,000	—	—
410	Public Health	80,370,677	90,680,915	96,954,529	97,397,699	6,716,784	7.4%
412	Mental Health Department	304,410,847	348,444,128	369,310,056	385,110,774	36,666,646	10.5%
168	Office of Affordable Housing	6,259,394	3,568,158	3,793,115	3,893,185	325,027	9.1%
417	Department of Alcohol and Drug Services	44,689,679	50,526,696	52,155,736	52,179,088	1,652,392	3.3%
414	Custody Health Services	4,840,141	4,734,552	2,402,355	4,915,652	181,100	3.8%
418	Community Health Services	14,013,324	18,080,037	18,765,186	18,781,078	701,041	3.9%
612	Healthy Children	6,605,951	7,500,000	7,500,000	7,500,000	—	—
725	Valley Health Plan	287,450,050	343,755,299	493,724,202	493,742,311	149,987,012	43.6%
921	Santa Clara Valley Medical Center	1,399,561,586	1,333,165,948	1,475,521,705	1,486,972,951	153,807,003	11.5%
Total Net Expenditures		\$ 2,151,252,476	\$ 2,203,455,733	\$ 2,523,126,883	\$ 2,553,492,737	\$ 350,037,004	15.9%

Gross Expenditures By Department

BU	Department Name	FY 2014 Actuals	FY 2015 Approved	FY 2016 Base Budget	FY 2016 Recommended	Amount Chg From 2015 Approved	% Chg From 2015 Approved
409	SB12/SB855 Funds	\$ 3,050,827	\$ 3,000,000	\$ 3,000,000	\$ 3,000,000	—	—
410	Public Health	83,538,654	93,152,771	99,484,198	100,081,196	6,928,425	7.4%
412	Mental Health Department	308,500,921	353,523,898	374,491,966	390,391,210	36,867,312	10.4%
168	Office of Affordable Housing	7,181,633	4,597,910	4,925,943	4,726,013	128,103	2.8%
417	Department of Alcohol and Drug Services	46,297,447	53,256,184	54,757,192	54,885,059	1,628,875	3.1%
414	Custody Health Services	49,141,989	50,793,631	53,382,437	58,904,715	8,111,084	16.0%
418	Community Health Services	15,074,281	19,875,897	20,084,478	20,100,370	224,473	1.1%
612	Healthy Children	6,605,951	7,500,000	7,500,000	7,500,000	—	—
725	Valley Health Plan	290,551,168	347,687,244	497,656,147	497,674,256	149,987,012	43.1%
921	Santa Clara Valley Medical Center	1,430,350,651	1,363,229,285	1,506,606,698	1,518,057,944	154,828,659	11.4%
Total Gross Expenditures		\$ 2,240,293,523	\$ 2,296,616,820	\$ 2,621,889,058	\$ 2,655,320,761	\$ 358,703,941	15.6%

Revenues By Department

BU	Department Name	FY 2014 Actuals	FY 2015 Approved	FY 2016 Base Budget	FY 2016 Recommended	Amount Chg From 2015 Approved	% Chg From 2015 Approved
409	SB12/SB855 Funds	\$ 2,280,541	\$ 3,000,000	\$ 3,000,000	\$ 3,000,000	—	—
410	Public Health	50,046,144	52,515,883	54,099,131	54,219,902	1,704,019	3.2%
412	Mental Health Department	244,937,103	266,676,504	283,804,406	291,006,230	24,329,726	9.1%
168	Office of Affordable Housing	7,967,531	4,587,358	4,587,358	4,587,358	—	—
417	Department of Alcohol and Drug Services	23,064,620	24,895,387	23,386,281	23,032,276	(1,863,111)	-7.5%



Revenues By Department

BU	Department Name	FY 2014 Actuals	FY 2015 Approved	FY 2016 Base Budget	FY 2016 Recommended	Amount Chg From 2015 Approved	% Chg From 2015 Approved
414	Custody Health Services	4,180,561	4,734,552	4,940,652	4,915,652	181,100	3.8%
418	Community Health Services	6,638,051	7,070,554	5,716,610	5,716,610	(1,353,944)	-19.1%
612	Healthy Children	7,252,905	7,500,000	7,500,000	7,500,000	—	—
725	Valley Health Plan	283,845,437	343,831,820	493,946,579	493,946,579	150,114,759	43.7%
921	Santa Clara Valley Medical Center	1,412,540,648	1,325,282,101	1,467,637,858	1,472,289,104	147,007,003	11.1%
Total Revenues		\$ 2,042,753,542	\$ 2,040,094,159	\$ 2,348,618,875	\$ 2,360,213,711	\$ 320,119,552	15.7%

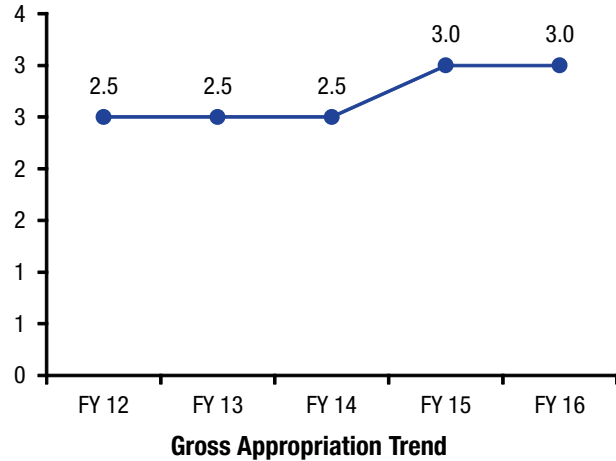


Maddy Emergency Services Fund - Health SB 12

Overview

The SB 12 Program (Maddy) was passed into law in 1987 to provide supplemental funding for local emergency services. The Maddy Emergency Services Fund is supported 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 program are budgeted at \$3.0 million for FY 2016.



SB12/SB855 Funds— Budget Unit 409 Net Expenditures by Cost Center

CC	Cost Center Name	FY 2014 Actuals	FY 2015 Approved	FY 2016 Base Budget	FY 2016 Recommended	Amount Chg From 2015 Approved	% Chg From 2015 Approved
4322	SB 12 Payments Fund 0018	\$ 3,050,827	\$ 3,000,000	\$ 3,000,000	\$ 3,000,000	—	—
Total Net Expenditures		\$ 3,050,827	\$ 3,000,000	\$ 3,000,000	\$ 3,000,000	—	—

SB12/SB855 Funds— Budget Unit 409 Gross Expenditures by Cost Center

CC	Cost Center Name	FY 2014 Actuals	FY 2015 Approved	FY 2016 Base Budget	FY 2016 Recommended	Amount Chg From 2015 Approved	% Chg From 2015 Approved
4322	SB 12 Payments Fund 0018	\$ 3,050,827	\$ 3,000,000	\$ 3,000,000	\$ 3,000,000	—	—
Total Gross Expenditures		\$ 3,050,827	\$ 3,000,000	\$ 3,000,000	\$ 3,000,000	—	—



SB12/SB855 Funds— Budget Unit 409
Expenditures by Object

Object	FY 2014 Actuals	FY 2015 Approved	FY 2016 Base Budget	FY 2016 Recommended	Amount Chg From 2015 Approved	% Chg From 2015 Approved
Services And Supplies	\$ 3,050,827	\$ 3,000,000	\$ 3,000,000	\$ 3,000,000	—	—
Total Net Expenditures	\$ 3,050,827	\$ 3,000,000	\$ 3,000,000	\$ 3,000,000	—	—

SB12/SB855 Funds— Budget Unit 409
Revenues by Cost Center

CC	Cost Center Name	FY 2014 Actuals	FY 2015 Approved	FY 2016 Base Budget	FY 2016 Recommended	Amount Chg From 2015 Approved	% Chg From 2015 Approved
4322	SB 12 Payments Fund 0018	\$ 2,280,541	\$ 3,000,000	\$ 3,000,000	\$ 3,000,000	—	—
	Total Revenues	\$ 2,280,541	\$ 3,000,000	\$ 3,000,000	\$ 3,000,000	—	—

SB12/SB855 Funds— Budget Unit 409
Revenues by Type

Type	FY 2014 Actuals	FY 2015 Approved	FY 2016 Base Budget	FY 2016 Recommended	Amount Chg From 2015 Approved	% Chg From 2015 Approved
Fines, Forfeitures, Penalties	\$ 2,248,847	\$ 3,000,000	\$ 3,000,000	\$ 3,000,000	—	—
Revenue From Use Of Money/Property	12,409	—	—	—	—	—
Other Financing Sources	19,285	—	—	—	—	—
Total Revenues	\$ 2,280,541	\$ 3,000,000	\$ 3,000,000	\$ 3,000,000	—	—

SB 12 Payments Fund 0018 — Cost Center 4322
Major Changes to the Budget

	Positions	Appropriations	Revenues
0018-SB-12 Tobacco Tax Payments (Fund Number 0018)			
Current Level Budget			
FY 2015 Approved Budget	—	\$ 3,000,000	\$ 3,000,000
Board Approved Adjustments During FY 2015	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
IntraCounty Adjustments	—	—	—
Other Adjustments	—	—	—
Subtotal (Current Level Budget)	—	\$ 3,000,000	\$ 3,000,000
Recommended Changes for FY 2016			
IntraCounty Adjustments	—	\$ —	\$ —

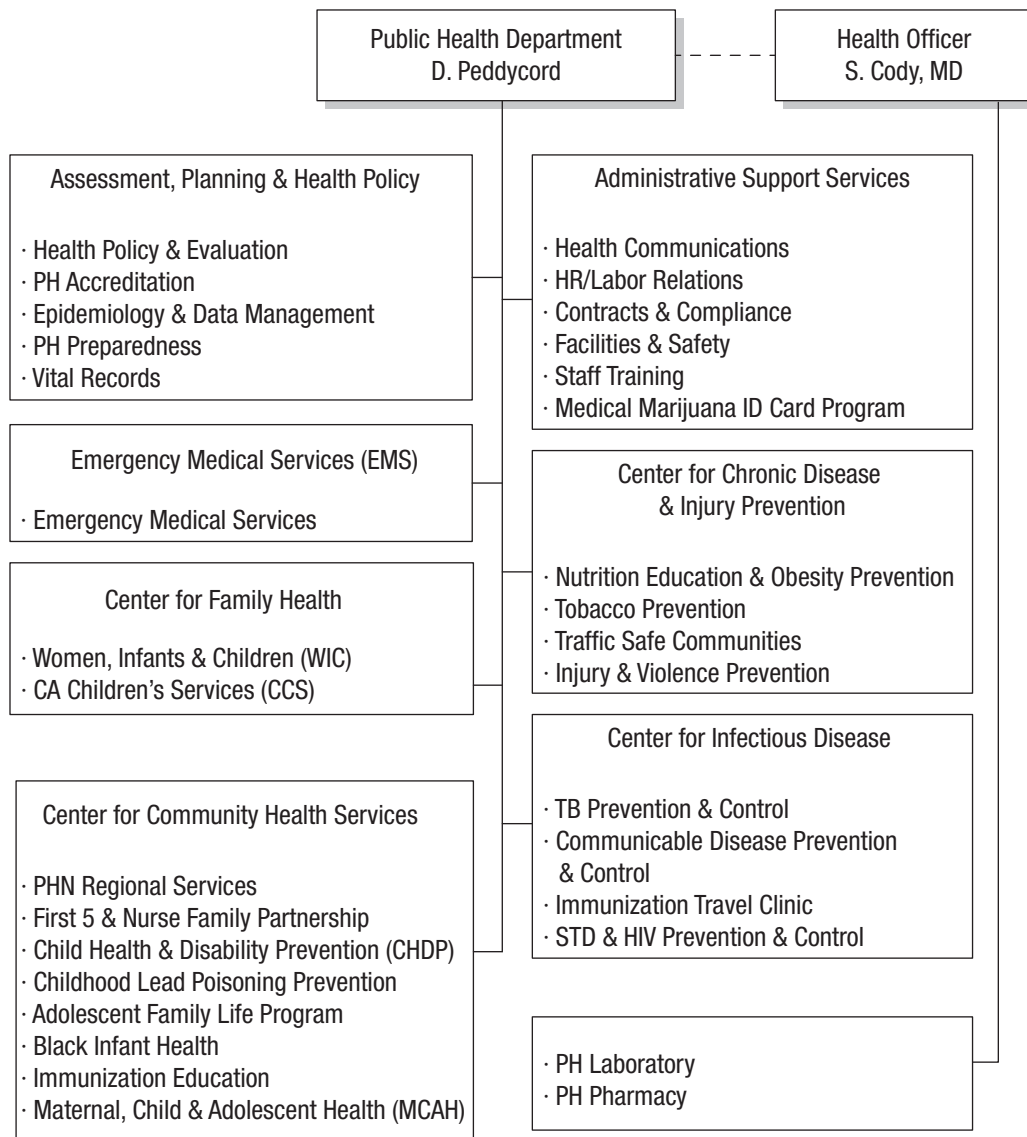


SB 12 Payments Fund 0018 — Cost Center 4322
Major Changes to the Budget

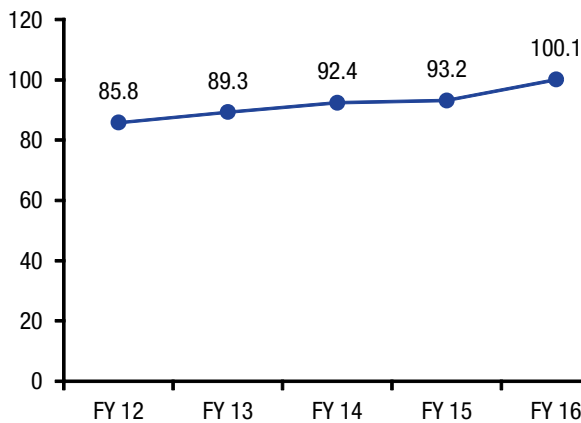
	Positions	Appropriations	Revenues
Decision Packages			
Information Technology			
Capital			
Subtotal (Recommended Changes)	— \$	— \$	—
Recommended Budget	— \$	3,000,000 \$	3,000,000



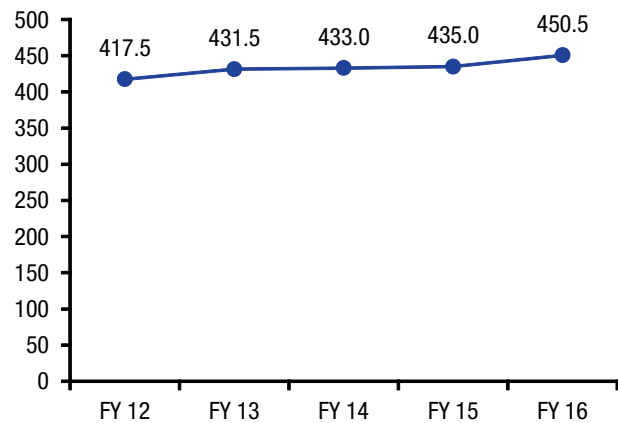
Public Health Department



Section 4: Santa Clara Valley Health and Hospital System



Gross Appropriation Trend



Staffing Trend



Public Purpose

- ➔ **The Santa Clara County Public Health Department mission is to prevent disease and injury and to create environments that promote and protect the community's health, contributing to the Santa Clara Valley Health & Hospital System vision of *better health for all*.**



Description of Major Services

The Public Health Department has a wide variety of programs and services with multiple funding streams and legislative mandates. Broadly, many Public Health services are governed by the California Health and Safety Codes, and specific programs are established and operated by a number of Federal and State regulations and program rules. Few programs are discretionary.

By virtue of both its mandates and mission, the Public Health Department offers services that are very diverse. Some programs serve specific individuals or at-risk populations, and others are intended to protect and promote the health of all County residents. Public Health uses a data informed approach to apply best practice principles, both to direct client services and whole population initiatives.

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 issues of public health concern. Examples of recent collaborative efforts include the LGBTQ Health Assessment and Plan and the African and African Ancestry Health Assessment. Local examples of upstream approaches to

improve health outcomes include the Department's Violence Prevention initiative, Safe Routes to School program, and Tobacco Prevention policy efforts.

The operations of the Department are organized into seven Divisions and Programs/Service areas:

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. Division Services include:

- Public Health Communications
- Human Resources and Labor Relations
- Contracts and Compliance
- Facility Management
- Safety
- Staff Training & Development
- Medical Marijuana Identification Card Program

Assessment, Planning & Health Policy Division

This division is comprised of the following programs: Community Planning; Evaluation and Performance Management/Quality Improvement (PM/QI); Epidemiology and Data Management; Public Health

Preparedness; and Vital Records and Registration. The PM/QI, Evaluation, Planning, and Epidemiology and Data unit staff support the Department through strategic planning, community health planning, data collection, analysis, and reporting on the health status, risks, and priorities of the County's diverse communities. The division also works to support the Department in efforts to improve program performance, quality, and best-practice service delivery by supporting program evaluation, public health accreditation, policy development, program and grant guidance, and community health improvement initiatives. Vital Records and Registration supports the community by efficiently registering birth and death records and issuing certificates. The Public Health Preparedness programs work with hospitals, clinics, schools, businesses, and cities to prepare for 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, 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, contracts 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. Strategies in the Center include:

- Active and Safe Communities

- Increase physical activity
- Increase walking, biking, and use of public transportation
- Improve access to safe places to play and be active

Healthy Food and Beverage Environments

- Promote breastfeeding
- Promote healthy child feeding practices
- Increase healthy food & beverage consumption
- Improve access to healthy food & beverages

Tobacco-Free Communities

- Prevent tobacco initiation, particularly among youth
- Reduce tobacco use
- Reduce exposure to secondhand smoke

Injury & Violence-Free Communities

- Prevent bullying, gang and youth violence, dating and domestic violence, and suicide
- Reduce traffic-related injuries
- Promote wellness and falls prevention strategies for older adults and seniors

Center for Family Health

Programs in this Center offer services targeted at the County's vulnerable children and families. The California Children's Services Program (CCS) provides diagnostic and treatment services, medical case management, and physical and occupational therapy services to children under age 21 years old with CCS-eligible medical conditions. Examples of CCS-eligible conditions include, but are not limited to, chronic medical conditions such as cystic fibrosis, hemophilia, cerebral palsy, muscular dystrophy, spina bifida, heart disease, cancer, traumatic injuries, and infectious diseases producing major sequelae.

The Women, Infants and Children (WIC) Program serves to safeguard the health of low-income pregnant, postpartum, and breastfeeding women, infants, and children up to age 5 who are at nutritional risk by providing nutritious foods to supplement diets, information on healthy eating including breastfeeding promotion and support, and referrals to health care.

Center for Infectious Disease

The programs within this Division are responsible for the prevention and control of infectious diseases. Many of the activities within these programs are mandated by the California Health and Safety Code. Collectively, the programs receive mandated reports on 85 different diseases and conditions; track overall trends in infectious diseases; investigate individual cases, provide long term case management for a subset (e.g. active tuberculosis cases), conduct investigations of contacts; provide preventive therapy as necessary; identify, investigate and control outbreaks; and communicate findings to stakeholders. The division works closely with Epidemiology and Data Management, Public Health Preparedness, Public Health Communications, as well as community physicians, and many programs within the Department of Environmental Health.

Program areas within this Division include:

- Tuberculosis (TB) Prevention and Control and Case Management
- Communicable Disease (CD) Prevention and Control
- Adult Immunization and Travel Clinic
- Public Health Laboratory
- Public Health Pharmacy
- STD & HIV Prevention and Control
- Perinatal Hepatitis B Prevention

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 include:

- 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)
- Black Infant Health (BIH)
- Immunization Education
- Adolescent Family Life Program (AFLP)

Current and Emerging Issues

National Public Health Accreditation

In May 2014, the Santa Clara County Public Health Department submitted a formal application to the Public Health Accreditation Board (PHAB) committing the department to the accreditation process.

National Public Health Accreditation was launched in 2011 by PHAB following years of development and research by the Centers for Disease Control, 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.

Currently the department is focusing its accreditation efforts on selecting documentation to meet the standards and measures established by PHAB. The documentation selection and submission process will

be completed by April 2015 at which point a three-day site visit will be scheduled followed by a decision to either grant or deny accreditation status.

Through the accreditation process, Public Health will be able to document its ability to deliver the Ten Essential Services of Public Health and drive the department to continuously improve the quality of the services we deliver to the community as well as increase our accountability and credibility to the public, funders, elected officials, and other stakeholders.

Development of Health Performance 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. The Department is honored to have been part of helping launch the Epi-Center for Population Health Improvement and intends to continue to provide its full support to the ongoing effort to use insights from our data and the clients and patients we serve to constantly strive to improve population level health. 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, specifically addressing redundancies, delays and cost of care.

Emergency Medical Services

The EMS System has experienced challenges with Ambulance and First Responder Provider performance, including call time and fiscal stability. As such, the Board of Supervisors has requested a series of reports that may lead to contract or system redesign as EMS system partners collaborate to identify and implement strategies that address performance expectations in an effective and fiscally responsible manner. The EMS Agency is working with system stakeholders to develop and prepare for the possible release of a new 911 Ambulance RFP. The Agency will bring forward recommendations to the Board of Supervisors over the course of the coming months. The EMS Agency will rely upon recent lessons learned and its Strategic Plan to chart the course of the Santa Clara County EMS System for the next five to seven years.

Health Care Reform & Managed Care

Public Health Department efforts to improve population health remain a highly relevant aspect of National Health Reform. Several initiatives are underway that further highlight the value of an integrated health system where key staff across multiple HHS Departments are collaborating on improving case management and helping to address the whole person health care needs of key cohorts of populations. Transition care teams, the Nurse Family Partnership and the Homeless Health program are, again, strong examples of an integrated health system.

Learning Organization

The Public Health Department has embraced the Just Culture framework and rolled out training to its entire workforce in 2014. The Department's Just Culture trainers are further supporting Just Culture adoption by systematically communicating about Just Culture through the staff engagement committee, manager staff meetings, leadership team meetings, the Department newsletter, and the Intranet; compiling and disseminating tools to support managers and staff, including dialogue tips, systems checklists, problem report templates, and quality improvement tools; and promoting advanced and complementary trainings. The Department has several initiatives underway that align with performance improvement efforts.

The Center for Infectious Disease initiated a rapid transformation project focused on the infectious disease surveillance with participation from all staff levels within the Center. Surveillance involves collecting data, collating it, analyzing it and communicating information to those who need to know. These activities result in quality data for knowledge and long-term planning, early detection and rapid response, and a reduction in the impact of disease. Infectious disease surveillance is a function unique to Public Health. Ultimately, this allows the Department to reach its long term outcome of reducing morbidity and mortality and improving the health of our populations.

The California Children's Services Program (CCS) successfully implemented a Unit Based Team (UBT) to increase the percentage of new CCS applications that receive a medical eligibility determination within 5 business days to 90% of all cases, a State-mandated performance goal. A multi-disciplinary team with representation from employee groups assessed and then designed a more effective and integrated approach in the CCS Medical Case Management unit. A pilot was rolled out with new work processes established and tested. The Program increased the percentage of on-time medical eligibility determination from 67% to 93%. The CCS UBT members attribute much of their success to (1) Collecting and collectively reviewing meaningful data, (2) Standardizing work processes, and (3) Maintaining a learning culture in which the focus is on analyzing data and testing solutions to learn what is working. In addition to surpassing its performance target, the CCS UBT process has resulted in a culture

change of working together in a supportive atmosphere, where everyone has a voice. CCS UBT members share that this has improved morale overall in the program.

The Department's quality improvement (QI) efforts advanced significantly in 2014 with the implementation of a department-wide QI plan, including an extensive training and technical assistance program for all staff, QI projects, and assessments of customer service

satisfaction, a quality culture, and workforce competencies in QI. As part of the QI plan, the Department adopted a performance measurement system for monitoring and reporting the Department's progress on key performance metrics and regularly engaged six teams of QI champions across all programs. Trainings and technical assistance have included coaching sessions, QI projects training, and Lean Six Sigma training.

County Executive's Recommendation

Summary of County Executive's Recommendations

Description	Impact	Impact on Services	Position Impact	FY 2016 Ongoing Net Cost/(Savings)	FY 2016 One-Time Net Cost/(Savings)
Create Care Coordination & Transitions Program	↑	Provide coordination of high risk patients in the Health and Hospital System	1.0	—	—
Achieve a Sound and Stable Financial System	↑	Develop and improve processes relating to financial management	—	(\$137,926)	—
Adjust Emergency Medical Services Revenues and Expenditures	↑	Fund strategic and long-range projects that benefit the EMS system	—	\$747,000	—

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

↑ Create Care Coordination & Transitions Program

Recommended Action: Add 1.0 FTE Public Nurse III position.

Service Impact: The addition of the Public Health Nurse III position will provide coordination of high risk/high utilizers in the Health & Hospital System from the hospital to the home/community. This position would be part of the leadership team for the High Need Population Initiative and provide coordination and collaboration between County programs and community services.

In addition to the position recommended in this proposal, positions have been recommended in SCVMC, Custody Health Services, and Behavioral Health Services (see table below). For additional information on this recommendation see the Care Coordination and Transitions Program budget proposal in the SCVMC section of the Recommended Budget.

Class	Description	FTE
SCVMC		
Y03	Medical Social Worker II	1.0
P95	Attending Psychologist	1.0
B9E	Health Care Financial Analyst II	1.0
Public Health		
S47	Public Health Nurse III	1.0
Behavioral Health		
Y41	Psychiatric Social Worker II	1.0
P67	Rehabilitation Counselor	1.0
Custody Health		
Y41	Psychiatric Social Worker II	1.0
Total		7.0

Positions Added: 1.0 FTE

Ongoing Net Cost: \$0

Ongoing Cost: \$153,828

Ongoing Reimbursement from SCVMC: \$153,828



↑ Achieve a Sound and Stable Financial System

Recommended Action: Reduce appropriations in services and supplies to reflect current expenditure trends.

Service Impact: Finance positions for the Department are budgeted in the Santa Clara Valley Medical Center, BU 921, and work under direction from the Health & Hospital System Chief Financial Officer (HHS CFO). A new position is recommended in BU 921 to assist the HHS CFO in developing and improving processes that are consistent with a sound and stable financial management for the Health & Hospital System, including Public Health and other system departments.

Ongoing Savings: \$137,926

The FY 2016 Budget for Public Health will be reduced by a total of \$137,926 in Services and Supplies. This adjustment has a positive impact to the General Fund.

↑ Adjust Emergency Medical Services Revenues and Expenditures

Recommended Action: Reduce revenue to the Emergency Medical Services (EMS) Trust Fund and increase appropriations to the General Fund.

Service Impact: Income from the EMS Trust Fund supports EMS-related projects and activities, including: 1) Training, education and recognition; 2) One-time funding for EMS system users; and 3) EMS system strategic initiatives. Increased appropriations will cover the annual lease of a new location for the EMS agency in the amount of \$132,000.

Background: In 2000, the Board of Supervisors created the EMS Trust Fund, which receives income from liquidated damages. The fines and penalties are paid by Rural/Metro (the contracted 9-1-1 ambulance provider), first responder non-performance penalties, and interest on the EMS Trust Fund balance. This income supports EMS-related projects and activities.

This recommendation represents the revenue and expenditure plan as presented at the April 15, 2015 Health and Hospital Committee meeting.

Ongoing General Fund Net Cost: \$0

Ongoing Revenue Reduction to EMS Trust Fund: \$626,229
Increased Expenditures to EMS Trust Fund: \$120,771

Public Health— Budget Unit 410 Net Expenditures by Cost Center

CC	Cost Center Name	FY 2014 Actuals	FY 2015 Approved	FY 2016 Base Budget	FY 2016 Recommended	Amount Chg From 2015 Approved	% Chg From 2015 Approved
2903	Vital Reg Fund 0022	\$ 144,250	\$ 144,250	\$ 144,250	\$ 144,250	—	—
04101	Assess, Planning & Health	6,357,734	6,526,057	7,228,238	7,233,319	707,262	10.8%
04102	Chronic, Disease & Injury	4,900,051	6,325,423	7,905,080	7,910,473	1,585,050	25.1%
04103	Community, Health Services	11,218,735	12,021,756	12,519,328	12,529,710	507,954	4.2%
04104	Emergency Medical Services	4,302,085	4,487,469	4,740,020	4,863,285	375,816	8.4%
04105	Family Health	20,332,815	24,841,573	25,701,219	25,604,113	762,540	3.1%
04106	Health Officer	7,495,585	7,340,261	7,540,827	7,543,693	203,432	2.8%
04107	Infections Disease	12,638,882	14,893,240	15,372,939	15,382,138	488,898	3.3%
04108	PH Admin Support Services	11,005,877	11,964,687	13,769,293	14,152,603	2,187,916	18.3%
041011	Administration Fund 0001	46	920	45	45	(875)	-95.1%
041012	Central Services Fund 0001	873,750	1,003,552	849,066	849,846	(153,706)	-15.3%
041014	Ambulatory Care Fund 0001	4,178	—	—	—	—	—
041015	Emergency Medical Services Fund 0001	1,096,017	1,131,727	1,184,224	1,184,224	52,497	4.6%



Public Health— Budget Unit 410
Net Expenditures by Cost Center

CC	Cost Center Name	FY 2014 Actuals	FY 2015 Approved	FY 2016 Base Budget	FY 2016 Recommended	Amount Chg From 2015 Approved	% Chg From 2015 Approved
041016	Region #1 Fund 0001	3	—	—	—	—	—
041017	Region #2 Fund 0001	542	—	—	—	—	—
041018	Region #3 Fund 0001	123	—	—	—	—	—
041019	Region #4 Fund 0001	4	—	—	—	—	—
Total Net Expenditures \$		80,370,677 \$	90,680,915 \$	96,954,529 \$	97,397,699 \$	6,716,784	7.4%

Public Health— Budget Unit 410
Gross Expenditures by Cost Center

CC	Cost Center Name	FY 2014 Actuals	FY 2015 Approved	FY 2016 Base Budget	FY 2016 Recommended	Amount Chg From 2015 Approved	% Chg From 2015 Approved
2903	Vital Reg Fund 0022	\$ 144,250	\$ 144,250	\$ 144,250	\$ 144,250	—	—
04101	Assess, Planning & Health	6,460,479	6,808,478	7,410,568	7,415,649	607,171	8.9%
04102	Chronic, Disease & Injury	5,770,116	6,993,715	8,731,276	8,736,669	1,742,954	24.9%
04103	Community, Health Services	12,148,504	12,869,886	13,367,458	13,531,668	661,782	5.1%
04104	Emergency Medical Services	4,740,820	4,510,539	4,763,090	4,886,355	375,816	8.3%
04105	Family Health	20,610,759	25,144,268	26,003,914	25,906,808	762,540	3.0%
04106	Health Officer	7,676,761	7,533,261	7,733,827	7,736,693	203,432	2.7%
04107	Infections Disease	12,934,880	14,893,240	15,372,939	15,382,138	488,898	3.3%
04108	PH Admin Support Services	11,030,229	12,118,935	13,923,541	14,306,851	2,187,916	18.1%
041011	Administration Fund 0001	46	920	45	45	(875)	-95.1%
041012	Central Services Fund 0001	920,943	1,003,552	849,066	849,846	(153,706)	-15.3%
041014	Ambulatory Care Fund 0001	4,178	—	—	—	—	—
041015	Emergency Medical Services Fund 0001	1,096,017	1,131,727	1,184,224	1,184,224	52,497	4.6%
041016	Region #1 Fund 0001	3	—	—	—	—	—
041017	Region #2 Fund 0001	542	—	—	—	—	—
041018	Region #3 Fund 0001	123	—	—	—	—	—
041019	Region #4 Fund 0001	4	—	—	—	—	—
Total Gross Expenditures \$		83,538,654 \$	93,152,771 \$	99,484,198 \$	100,081,196 \$	6,928,425	7.4%



Public Health— Budget Unit 410 Expenditures by Object

Object	FY 2014 Actuals	FY 2015 Approved	FY 2016 Base Budget	FY 2016 Recommended	Amount Chg From 2015 Approved	% Chg From 2015 Approved
Salary and Benefits	\$ 54,016,985	\$ 59,153,195	\$ 63,493,557	\$ 63,395,156	\$ 4,241,961	7.2%
Services And Supplies	29,345,393	33,855,326	35,846,391	36,541,790	2,686,464	7.9%
Fixed Assets	32,026	—	—	—	—	—
Operating/Equity Transfers	144,250	144,250	144,250	144,250	—	—
Total Gross Expenditures	\$ 83,538,654	\$ 93,152,771	\$ 99,484,198	\$ 100,081,196	\$ 6,928,425	7.4%
Expenditure Transfers	(3,167,977)	(2,471,856)	(2,529,669)	(2,683,497)	(211,641)	8.6%
Total Net Expenditures	\$ 80,370,677	\$ 90,680,915	\$ 96,954,529	\$ 97,397,699	\$ 6,716,784	7.4%

Public Health— Budget Unit 410 Revenues by Cost Center

CC	Cost Center Name	FY 2014 Actuals	FY 2015 Approved	FY 2016 Base Budget	FY 2016 Recommended	Amount Chg From 2015 Approved	% Chg From 2015 Approved
2903	Vital Reg Fund 0022	\$ 169,346	\$ 144,250	\$ 144,250	\$ 144,250	—	—
04101	Assess, Planning & Health	4,225,891	4,247,226	4,691,838	4,691,838	444,612	10.5%
04102	Chronic, Disease & Injury	3,417,794	4,762,136	5,883,277	5,883,277	1,121,141	23.5%
04103	Community, Health Services	4,767,048	6,490,864	6,652,619	6,652,619	161,755	2.5%
04104	Emergency Medical Services	4,958,668	5,091,213	5,325,727	5,446,498	355,285	7.0%
04105	Family Health	18,272,934	17,544,288	17,474,604	17,474,604	(69,684)	-0.4%
04106	Health Officer	7,213,786	7,343,633	7,343,633	7,343,633	—	—
04107	Infections Disease	5,074,399	5,735,983	5,898,444	5,898,444	162,461	2.8%
04108	PH Admin Support Services	1,422,051	481,290	9,739	9,739	(471,551)	-98.0%
041012	Central Services Fund 0001	524,227	675,000	675,000	675,000	—	—
	Total Revenues	\$ 50,046,144	\$ 52,515,883	\$ 54,099,131	\$ 54,219,902	\$ 1,704,019	3.2%

Public Health— Budget Unit 410 Revenues by Type

Type	FY 2014 Actuals	FY 2015 Approved	FY 2016 Base Budget	FY 2016 Recommended	Amount Chg From 2015 Approved	% Chg From 2015 Approved
Other Financing Sources	\$ 6,808,504	\$ 7,170,351	\$ 7,524,047	\$ 7,644,818	\$ 474,467	6.6%
Aid From Government Agencies - Federal	14,763,161	18,510,836	19,524,712	19,524,712	1,013,876	5.5%
Aid From Government Agencies - State	23,063,335	21,670,540	21,106,709	21,106,709	(563,831)	-2.6%
Charges For Services	4,086,162	4,019,956	4,608,579	4,608,579	588,623	14.6%
Licenses, Permits, Franchises	881,710	822,200	1,013,084	1,013,084	190,884	23.2%
Fines, Forfeitures, Penalties	443,272	322,000	322,000	322,000	—	—
Total Revenues	\$ 50,046,144	\$ 52,515,883	\$ 54,099,131	\$ 54,219,902	\$ 1,704,019	3.2%



Vital Reg Fund 0022 — Cost Center 2903
Major Changes to the Budget

	Positions	Appropriations	Revenues
0022-Vital Registration Fund (Fund Number 0022)			
Current Level Budget			
FY 2015 Approved Budget	—	\$ 144,250	\$ 144,250
Board Approved Adjustments During FY 2015	—	—	—
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 2016			
IntraCounty Adjustments	—	\$ —	\$ —
Decision Packages			
Information Technology			
Capital			
Subtotal (Recommended Changes)	—	\$ —	\$ —
Recommended Budget	—	\$ 144,250	\$ 144,250

Assess, Planning & Health — Cost Center 04101
Major Changes to the Budget

	Positions	Appropriations	Revenues
0001-General Fund (Fund Number 0001)			
Current Level Budget			
FY 2015 Approved Budget	36.0	\$ 6,526,057	\$ 4,247,226
Board Approved Adjustments During FY 2015	2.0	191,204	191,204
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	-1.0	249,955	—
IntraCounty Adjustments	—	34,219	(119,252)
Other Adjustments	—	226,803	372,660
Subtotal (Current Level Budget)	37.0	\$ 7,228,238	\$ 4,691,838
Recommended Changes for FY 2016			
IntraCounty Adjustments	—	\$ 5,081	\$ —
Decision Packages			
Information Technology			
Capital			
Subtotal (Recommended Changes)	—	\$ 5,081	\$ —
Recommended Budget	37.0	\$ 7,233,319	\$ 4,691,838



Chronic, Disease & Injury — Cost Center 04102

Major Changes to the Budget

	Positions	Appropriations	Revenues
0001-General Fund (Fund Number 0001)			
Current Level Budget			
FY 2015 Approved Budget	38.0 \$	6,325,423 \$	4,762,136
Board Approved Adjustments During FY 2015	7.5	2,371,667	2,367,876
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	186,552	—
IntraCounty Adjustments	—	44,144	—
Other Adjustments	—	(1,022,706)	(1,246,735)
Subtotal (Current Level Budget)	45.5 \$	7,905,080 \$	5,883,277
Recommended Changes for FY 2016			
IntraCounty Adjustments	— \$	5,393 \$	—
Decision Packages			
Information Technology			
Capital			
Subtotal (Recommended Changes)	— \$	5,393 \$	—
Recommended Budget	45.5 \$	7,910,473 \$	5,883,277

Community, Health Services — Cost Center 04103

Major Changes to the Budget

	Positions	Appropriations	Revenues
0001-General Fund (Fund Number 0001)			
Current Level Budget			
FY 2015 Approved Budget	76.5 \$	12,021,756 \$	6,490,864
Board Approved Adjustments During FY 2015	1.0	169,812	161,755
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	-1.0	265,667	—
IntraCounty Adjustments	—	61,443	—
Other Adjustments	—	650	—
Subtotal (Current Level Budget)	76.5 \$	12,519,328 \$	6,652,619
Recommended Changes for FY 2016			
IntraCounty Adjustments	— \$	(143,446) \$	—
Decision Packages			
Create Care Coordination & Transitions Program	1.0	153,828	—
Information Technology			
Capital			
Subtotal (Recommended Changes)	1.0 \$	10,382 \$	—
Recommended Budget	77.5 \$	12,529,710 \$	6,652,619



Emergency Medical Services — Cost Center 04104 Major Changes to the Budget

	Positions	Appropriations	Revenues
0001-General Fund (Fund Number 0001)			
Current Level Budget			
FY 2015 Approved Budget	16.0	\$ 4,487,469	\$ 5,091,213
Board Approved Adjustments During FY 2015	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	1.0	283,378	—
IntraCounty Adjustments	—	20,793	—
Other Adjustments	—	(51,620)	234,514
Subtotal (Current Level Budget)	17.0	\$ 4,740,020	\$ 5,325,727
Recommended Changes for FY 2016			
IntraCounty Adjustments	—	\$ 2,494	\$ 120,771
Decision Packages			
Adjust Emergency Medical Services Revenue and Expenditures	—	120,771	—
Information Technology			
Capital			
Subtotal (Recommended Changes)	—	\$ 123,265	\$ 120,771
Recommended Budget	17.0	\$ 4,863,285	\$ 5,446,498

Family Health — Cost Center 04105 Major Changes to the Budget

	Positions	Appropriations	Revenues
0001-General Fund (Fund Number 0001)			
Current Level Budget			
FY 2015 Approved Budget	154.5	\$ 24,841,573	\$ 17,544,288
Board Approved Adjustments During FY 2015	2.0	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	915,184	—
IntraCounty Adjustments	—	94,587	—
Other Adjustments	—	(150,125)	(69,684)
Subtotal (Current Level Budget)	156.5	\$ 25,701,219	\$ 17,474,604
Recommended Changes for FY 2016			
IntraCounty Adjustments	—	\$ 20,820	\$ —
Decision Packages			
Achieve a Sound and Stable Financial System	—	(117,926)	—
Information Technology			
Capital			
Subtotal (Recommended Changes)	—	(97,106)	\$ —
Recommended Budget	156.5	\$ 25,604,113	\$ 17,474,604



Health Officer — Cost Center 04106 Major Changes to the Budget

	Positions	Appropriations	Revenues
0001-General Fund (Fund Number 0001)			
Current Level Budget			
FY 2015 Approved Budget	20.5	\$ 7,340,261	\$ 7,343,633
Board Approved Adjustments During FY 2015	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	1.0	296,569	—
IntraCounty Adjustments	—	7,592	—
Other Adjustments	—	(103,595)	—
Subtotal (Current Level Budget)	21.5	\$ 7,540,827	\$ 7,343,633
Recommended Changes for FY 2016			
IntraCounty Adjustments	—	\$ 2,866	\$ —
Decision Packages			
Information Technology			
Capital			
Subtotal (Recommended Changes)	—	\$ 2,866	\$ —
Recommended Budget	21.5	\$ 7,543,693	\$ 7,343,633

Infections Disease — Cost Center 04107 Major Changes to the Budget

	Positions	Appropriations	Revenues
0001-General Fund (Fund Number 0001)			
Current Level Budget			
FY 2015 Approved Budget	68.0	\$ 14,893,240	\$ 5,735,983
Board Approved Adjustments During FY 2015	2.0	300,051	300,051
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	2.0	789,958	—
IntraCounty Adjustments	—	(437,367)	—
Other Adjustments	—	(172,943)	(137,590)
Subtotal (Current Level Budget)	72.0	\$ 15,372,939	\$ 5,898,444
Recommended Changes for FY 2016			
IntraCounty Adjustments	—	\$ 9,199	\$ —
Decision Packages			
Information Technology			
Capital			
Subtotal (Recommended Changes)	—	\$ 9,199	\$ —
Recommended Budget	72.0	\$ 15,382,138	\$ 5,898,444



PH Admin Support Services — Cost Center 04108
Major Changes to the Budget

	Positions	Appropriations	Revenues
0001-General Fund (Fund Number 0001)			
Current Level Budget			
FY 2015 Approved Budget	20.5	\$ 11,964,687	\$ 481,290
Board Approved Adjustments During FY 2015	—	178	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	-1.0	1,718	—
IntraCounty Adjustments	—	1,878,821	—
Other Adjustments	—	(76,111)	(471,551)
Subtotal (Current Level Budget)	19.5	\$ 13,769,293	\$ 9,739
Recommended Changes for FY 2016			
IntraCounty Adjustments	—	\$ 3,310	\$ —
Decision Packages			
Achieve a Sound and Stable Financial System	—	(20,000)	—
Information Technology			
Public Health Information Exchange (HIE)	—	250,000	—
Public Health Open Data Portal	—	150,000	—
Capital			
Subtotal (Recommended Changes)	—	\$ 383,310	\$ —
Recommended Budget	19.5	\$ 14,152,603	\$ 9,739

Administration Fund 0001 — Cost Center 04101
Major Changes to the Budget

	Positions	Appropriations	Revenues
0001-General Fund (Fund Number 0001)			
Current Level Budget			
FY 2015 Approved Budget	—	\$ 920	\$ —
Board Approved Adjustments During FY 2015	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
IntraCounty Adjustments	—	(875)	—
Other Adjustments	—	—	—
Subtotal (Current Level Budget)	—	\$ 45	\$ —
Recommended Changes for FY 2016			
IntraCounty Adjustments	—	\$ —	\$ —
Decision Packages			
Information Technology			
Capital			
Subtotal (Recommended Changes)	—	\$ —	\$ —
Recommended Budget	—	\$ 45	\$ —



Central Services Fund 0001 — Cost Center 041012
Major Changes to the Budget

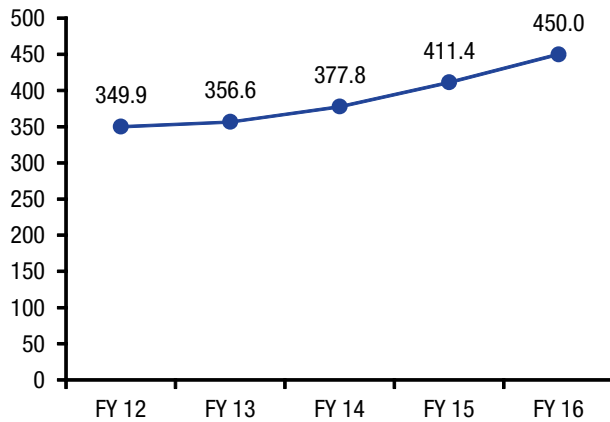
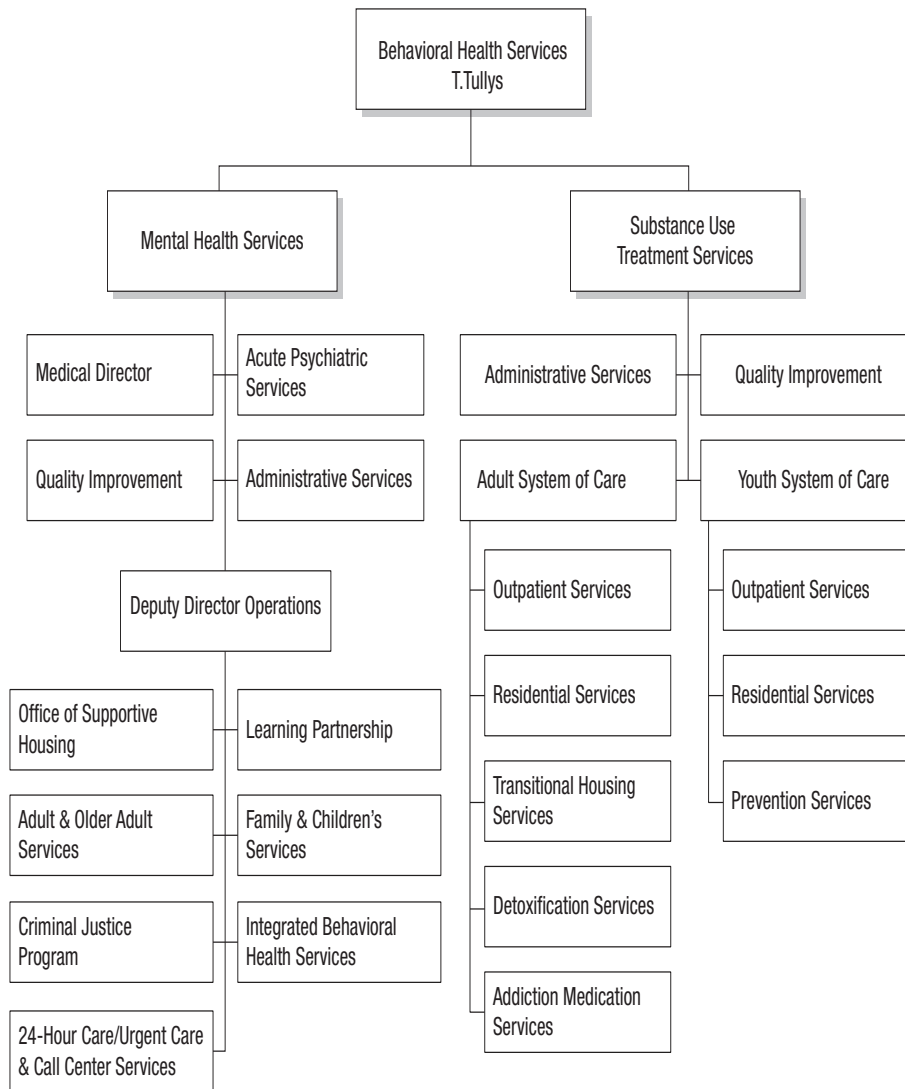
	Positions	Appropriations	Revenues
0001-General Fund (Fund Number 0001)			
Current Level Budget			
FY 2015 Approved Budget	5.0	\$ 1,003,552	\$ 675,000
Board Approved Adjustments During FY 2015	—	(178)	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	-1.0	(164,054)	—
IntraCounty Adjustments	—	3,576	—
Other Adjustments	—	6,170	—
Subtotal (Current Level Budget)	4.0	\$ 849,066	\$ 675,000
Recommended Changes for FY 2016			
IntraCounty Adjustments	—	\$ 780	\$ —
Decision Packages			
Information Technology			
Capital			
Subtotal (Recommended Changes)	—	\$ 780	\$ —
Recommended Budget	4.0	\$ 849,846	\$ 675,000

Emergency Medical Services Fund 0001 — Cost Center 041015
Major Changes to the Budget

	Positions	Appropriations	Revenues
0001-General Fund (Fund Number 0001)			
Current Level Budget			
FY 2015 Approved Budget	—	\$ 1,131,727	\$ —
Board Approved Adjustments During FY 2015	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
IntraCounty Adjustments	—	52,497	—
Other Adjustments	—	—	—
Subtotal (Current Level Budget)	—	\$ 1,184,224	\$ —
Recommended Changes for FY 2016			
IntraCounty Adjustments	—	\$ —	\$ —
Decision Packages			
Information Technology			
Capital			
Subtotal (Recommended Changes)	—	\$ —	\$ —
Recommended Budget	—	\$ 1,184,224	\$ —

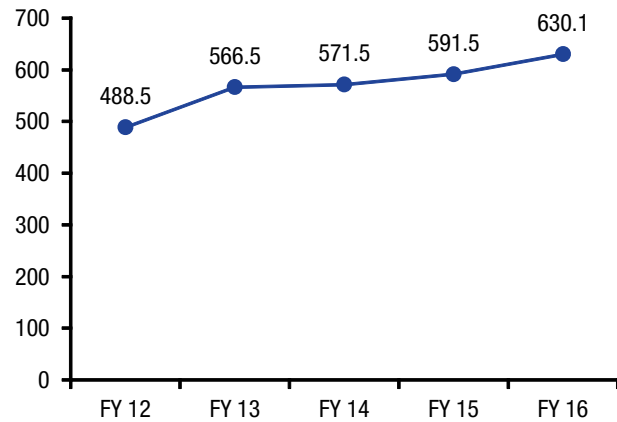


Behavioral Health Services



Gross Appropriation Trend

Data reflects July 1 appropriation level for each fiscal year for the Mental Health Services, Substance Use Treatment Services, and the Office of Affordable Housing.



Staffing Trend

Data reflects July 1 staffing level for each fiscal year for the Mental Health Services, Substance Use Treatment Services, and the Office of Affordable Housing.



Public Purpose

- Improved and seamless access to integrated behavioral health services.
- Improved treatment outcomes in behavioral health, which include improved psychosocial functioning, reduced use of expensive services, and increased capacity for a stable life in the community.
- Reduced disparities in service access and engagement.



Description of Major Services

Behavioral Health Services

In January 2014, the Board of Supervisors (Board) approved the Behavioral Health Services (BHS) Integration Plan, and in December 2014, the Santa Clara County Health and Hospital System hired the first Director of the integrated Department of Behavioral Health Services Department (DBHS). Following the completion of an organizational assessment and utilizing the Board-approved Integration Plan, the Director and transitional leadership team, composed of leaders from both Mental Health and Substance Use Treatment Services, are developing an implementation plan and timeline for the consolidated Department. DBHS has begun to integrate administrative and clinical functions, including Contracts, Quality Management, and the Call Center and Adult Gateway Programs, which will serve as the primary portal to services. While integration of the treatment system will occur in phases, work groups continue to focus on researching and creating potential service delivery models.

The three core areas of the DBHS include: Mental Health Services, Substance Use Treatment Services (formerly the Department of Alcohol and Drug Services), and the Office of Supportive Housing.

Mental Health Services

Mental Health programs currently serve 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, eligible Special Education students with specific mental health conditions, and low-income County residents without mental health insurance who experience serious psychiatric conditions.

Mental Health Services are 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 into four major divisions: Family and Children's Services; Adult and Older Adult Services; Integrated Behavioral Health Services; and Acute Psychiatric Services. Each division provides an array of services for specific populations.

Family & Children's Services The Family and Children's 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 County sites and by 19 contract agency programs. The Family & Children's 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
- School Linked Services
 - School-based and residential day treatment
- Child and Youth Community Behavioral Health Programs
 - FIRST 5 System of Care - Developmental screening, assessment, home visitation, and therapy
- Children's System of Care
 - Community-based Wraparound and Therapeutic Behavioral Services (alternatives to residential treatment)
 - Full Service Partnership (FSP)
- Intensive Services Program
 - Juvenile Hall and Ranch mental health services
- Mobile Crisis
- Crisis Stabilization Unit
- Crisis Transition Services

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 and Healthy Kids insurance, and for those children identified as seriously emotionally disturbed (SED).

Prevention and Early Intervention (PEI) The County's PEI plan allocates approximately \$6 million annually for services to children and youth in four geographic areas of high risk to address the social-emotional/behavioral needs of children and families.

School Linked Services SLS is designed to address continuing high rates of school drop-outs, low educational achievement, mental health and substance abuse problems, unaddressed health problems and other risk factors that impact a child or youth's ability to be safe, healthy, successful in learning and thriving in their community. As part of SLS, BHS offers behavioral health services on school campuses and in the community as well as funds SLS Coordinators by providing matching funds to school districts. The SLS Coordinator is a core function of the SLS model and provides engagement, linkage and connection for children, youth and families to services.

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 six 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 As a Children's System of Care County, intensive Wraparound services are provided to Medi-Cal eligible court wards and dependents. The goals of these services is 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 This program includes a liaison to emergency and hospital services, services provided to institutionalized youth in the Child Welfare System, Juvenile Hall, youth in residential group homes, and 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), administered 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.

Crisis Stabilization Unit In September 2014, the EMQFF Crisis Stabilization Unit (CSU) opened to serve children and adolescents ages 0-17, who are experiencing severe psychiatric symptoms, disturbances of conduct, maladaptive responses to trauma, or de-compensating clinical conditions that severely impact their capacity to function in their daily activities. These youth have been placed on 5150 psychiatric holds and require intensive supervision in a secure environment with the maximum duration of 23-hours and fifty nine minutes. Without the support of a structured, therapeutic unit, these youth may require hospitalization.

Crisis Transition Services Crisis Transition Services are a critical component of the continuum of crisis services available to children and youth in Santa Clara County. These services are community-based and offer trauma-informed and behavioral-based services. The Crisis Transition Services team offers proactive/reactive safety planning, and parent training and coaching in support of the child or youth who is in crisis along with their

family and support network. Linkage to mental health services along with life domain resourcing is available through this team.

Adult and Older Adult Services

The Adult & Older Adult Services Division provides both outpatient and inpatient care, as well as 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
 - Full Service Partnerships (FSP)
- 24-Hour Care Unit
 - Institutes for Mental Disease (IMD)
 - State Hospital Placements
 - Crisis Residential
- Older Adult Services

The Division strives to provide high-quality mental health services to individuals from a wide variety of cultural and ethnic backgrounds.

Services for Seriously Mentally Ill Adults and Older Adults

County and contracted outpatient providers offer crisis intervention; psychosocial assessments; psychiatric evaluations and medication management; case management; individual, group, and family therapy services. These services are provided by County and Community-Based Organizations (CBOs) throughout Santa Clara County.

The Full Service Partnership Program (FSP) serves both adults and older adults with intensive mental health and co-occurring (mental health and substance use) needs. FSP services are based on Assertive Community Treatment, an evidence-based practice that utilizes intensive case management, housing, peer support, and strength-based interventions, with the goal of increasing consumer wellness and stability in the community and decreasing psychiatric emergency room visits, hospital stays, incarceration, and homelessness.

24-Hour Care DBHS oversees a residential continuum of care program that facilitates access to crisis residential services, IMD, and State hospitalization services. 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.

IMD provide locked skilled nursing care for residents requiring a longer-term program, which is aimed at assisting the individual to 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 such severe mental health symptoms that they cannot be managed appropriately 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 The Older Adult Team works with seniors and their families to assist older adults with mental illness live successfully in the community. This team addresses issues that are specific to the developmental stage of this population such as depression, anxiety, domestic violence, medical conditions, difficulties coping with losses, and other life changes.

Integrated Behavioral Health Services

For the past five years, the MHD has been developing outpatient mental health services within the Valley Medical Center's ambulatory clinics. Currently, services are provided to patients of the Sunnyvale, East Valley, Milpitas, Alexian, 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/medical homes.

Urgent Care and Central Wellness and Benefits Center (CWBC) The Integrated Behavioral Health Services (IBHS) Division also manages Mental Health Urgent Care (MHUC), 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. Since 2011, two Law Enforcement Liaisons (LEL) have been funded to assist MHUC clinicians with field visits for psychiatric evaluations. The LELs also provide demonstrations in Interactive Video Simulation Training (IVST) to Santa Clara County law enforcement, California State University's (CSU), as well as other law enforcement in neighboring counties.

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 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. With the implementation of the Affordable Care Act (ACA) in January 2014, many of the previously uninsured clients are now insured and remain at CWBC receiving services as appropriate.

Primary Care Behavioral Health (PCBH) Unit Based Team Project The PCBH Unit Based Team's project is to establish and implement care pathways between Adult Medicine and Behavioral Health to assure appropriate levels of service based on diagnosis and treatment need. This involves both the behavioral health and primary care teams working together to analyze patient data and agree on care pathways that will guide the duration of behavioral health care needed prior to returning patients to primary care for ongoing health support.

Acute Psychiatric Services and System Capacities

Acute Psychiatric Services includes inpatient and emergency psychiatric services provided through the Santa Clara Valley 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.



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.

Substance Use Treatment Services (former Department of Alcohol and Drug Services)

The mission of Substance Use Treatment Services within DBHS is to operate a seamless Continuum of Care for the prevention and treatment of substance use problems in Santa Clara County that is appropriate for its diverse population and one that is accountable for its services.

In FY 2014, there were 8,429 admissions for Substance Use Treatment Services, detoxification services, outpatient, residential, and addiction medication services. Substance Use Treatment Services operates a System of Care under Managed Care principles that 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. Substance Use Treatment Services 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 use treatment is provided through a network of over 20 County and community-based treatment providers. Community-based providers offer detox, residential & outpatient treatment, and transitional housing services to substance use clients. Transitional housing provides a vital component for recovery by offering clients stable, recovery-oriented housing support during outpatient treatment. Substance Use Treatment Services 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 use 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. Youth are referred to treatment through schools, the juvenile justice system and other community organizations. 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.

Medi-Cal reimbursement does not currently cover the actual cost of treatment at YSOC. YSOC operates 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 the county system of care.

In addition to substance use treatment, Substance Use Treatment Services also offers substance use prevention services. Prevention services programs focus on building coalitions, offering substance use and health promotion classes through the Learning Institute and disseminating information through community based organizations.

Profile of Substance Use Treatment Services in FY 2014

Admissions	8,429
Discharges	8,244
Percent of admissions with a diagnosis of co-occurring mental illness.	36%
Percent of clients who are homeless.	19%
Percent of clients who are disabled.	34%
Percent of clients diagnosed with communicable diseases.	18%
Percent of clients who are parents of minor children.	42%
Clients test for HIV.	79%
Number of calls fielded by call center.	34,314

Client Characteristics Compared to the State of California for FY 2014

	DADS	California
Percent of clients who completed treatment.	34%	37%



Client Characteristics Compared to the State of California for FY 2014

	DADS	California
Percent of all admissions who were minorities.	66%	47%
Percent of admissions that were amphetamine addicted.	42.7%	29.4%
Percent of clients referred from the Criminal Justice System.	74%	45%

Office of Supportive Housing

With administrative support from BHS and under the general direction of the County's Chief Operating Officer, the Office of Supportive Housing (OSH) is the County's lead agency for implementing the County's affordable and supportive housing priorities. This includes participating in the development, financing and support of various types of affordable housing for the populations served. Within this framework, the County's priorities are to increase the supply of housing that is affordable and available to extremely low-income households; increase the scope and breadth of supportive housing for special needs populations, including homeless and chronically homeless persons; and, improve coordination and collaboration among the County, the cities, other governmental agencies, and the affordable housing community.

The OSH is also responsible for supporting countywide initiatives such as the Community Plan to End Homelessness, High Need Patient Initiative and the County's two Pay for Success Projects.

The OSH's major areas of responsibility are:

- The Continuum of Care Quality Improvement Unit is responsible for monitoring, coordinating, planning for and improving homeless services throughout the County.
- The Operations section will provide (directly or through contractors) supportive housing and other services to homeless households and other special needs populations. The OSH's program type include permanent supportive, rapid rehousing, homelessness prevention, transitional housing and emergency shelter.
- The Housing & Community Development (HCD) section administers County and other funds to develop new affordable housing and supportive housing units. HCD also administers the Urban County HOME/CDBG program and the Mortgage Credit Certificate (MCC) program.

Current and Emerging Issues

Behavioral Health Integration

In FY 2015, DBHS released two Requests for Proposal (RFPs) for Children, Youth and Families and Adults and Older Adults integrated outpatient services. These RFPs represent approximately \$100 million in contracted services, include a continuum of mental health and substance use outpatient programs, and reflect a transformational change in the new department and for the provider community.

In FY 2016, DBHS will be actively involved in strengthening core administrative functions and re-engineering current services into an integrated service delivery system. Integration of the treatment system will occur in phases over the next couple of years in partnership with staff, community-based providers and community stakeholders. DBHS will continue to focus on engaging staff and managers in a collaborative effort to implement effective administrative practices and

integrated services that are of value to clients, achieve meaningful and measurable outcomes, and are the most cost effective. Drawing from the Behavioral Health Unit Based Teams, Center for Leadership and Transformation (CLT) improvement strategies, and rapid cycle process improvement initiatives, the new integrated DBHS will move towards implementation of a state-of-the-art delivery system for those with mental health, substance use and co-occurring conditions.

Health Care Reform

The California Department of Health Care Services (DHCS) has submitted an 1115 Waiver Proposal to the Center for Medicare and Medicaid (CMS) that would greatly expand the services that are covered by Medi-Cal in the State for substance use disorder services. The expanded services will include Residential Treatment, Intensive Outpatient Services and Recovery Support



Services. Additionally, counties that opt-in to these expanded services will be the authorizing entity for all new providers requesting to serve Medi-Cal clients within a county. This will provide all counties with greater control over development and placement of new or expanded Medi-Cal services in the county. The inclusion of residential treatment as a Medi-Cal benefit will significantly expand the revenue that is available to DBHS and will free up current local, State and Federal funding that is required to pay for all non-perinatal residential treatment services. This new system will be an Organized Delivery System and will follow the current managed care system that Santa Clara County has operated for the past 20 years. Santa Clara County will be among the earliest wave of counties in California to implement the 1115 Waiver.

DBHS providers, including psychiatrists, licensed clinicians and addiction specialists, serve clients in several Federally Qualified Health Centers (FQHCs). In Fiscal Year 2016, DBHS will continue to partner with the Santa Clara Valley Medical Center's Ambulatory Care Division to develop a fully operational Behavioral Health Unit within the FQHCs. In addition, DBHS will explore the development of a fee-for-service provider network to serve clients with mild to moderate needs, a new level of care that will provide short-term, more intensive services for the adult mild to moderate population, and primary care clinics within an adult mental health specialty care clinic.

Given the significant number of clients with co-occurring mental health and substance use issues that are served in specialty and integrated care settings, DBHS will develop a co-occurring training and technical assistance plan in the coming year. This system-wide effort will build on existing County and community-based provider expertise, engage leading experts in the field and include staff and managers, community-based contract providers, primary care partners and other health partners.

DHCS is requiring that all county behavioral health systems upgrade to the ICD-10 disease and billing coding by October 1, 2015 to comply with federal regulations. Upgrading to ICD-10 is a necessary step in maximizing the using of Information Technological (IT) to improve the overall treatment outcomes of the clients served by DBHS. It will also provide a common data platform for integrating care with the primary

health systems. The conversion to ICD-10 will be coordinated by the SCVHHS Information Services Department.

The expanded services afforded by the Affordable Care Act (ACA) require expanded administrative and service delivery infrastructure to address these needs and to comply with many new regulations. The ACA priorities are access to care, timeliness to service and the quality of services provided, with a focus on reducing the cost of care. To support these priorities, DBHS will need to increase capacity in Administration, Contracting, Quality Management, Utilization Management and an Integrated Call Center, as well as in specific clinical services.

Electronic Health Record

DBHS has been involved in overhauling and implementing the existing electronic health record (EHR) system and creating an integrated record for both substance use and mental health clients. The new EHR will be designed to create a common portal into treatment and seamless care for clients between the two specialty treatment systems. 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 Affordable Care Act (ACA) goals of improving service through efficient use of client data. The new system is expected to go live in early 2016.

Critical Workforce Needs

One of the greatest challenges facing DBHS is the recruitment and retention of professional staff, including psychiatrists, licensed Master in Social Work and Marriage and Family Therapists, and counselors certified by the California Association of Alcohol and Drug Abuse. With the ACA's significant expansion of behavioral health services, public and private health providers, managed care plans and hospital systems across the Greater Bay Area and the State are recruiting behavioral health clinicians. With limited licensed staff available and significant salary differentials for psychiatrists, DBHS faces stiff competition for a relatively small pool of candidates, who may receive numerous recruitment offers. In addition, Santa Clara County's cultural and ethnic diversity of clients, families and communities and high proportion of mono-lingual speaking clients, necessitates culturally and linguistically competent providers. Working with



SCVHHS and the County's Employee Services Agency, DBHS intends to explore creative approaches to recruitment that will increase the number of licensed clinicians employed in Santa Clara County.

Juvenile Hall Behavioral Health Integration Initiatives

Juvenile Hall's Mental Health Clinic was chosen as a pilot site to test out implementation strategies and identify barriers of the DBHS integration effort.

In September 2014, Juvenile Hall established a Unit Based Team (UBT), which met with a goal of choosing a project that could be implemented in 90 days. The team decided that Mental Health staff would start training on the use of the Substance Use Treatment System's assessment tool. Confidence in the new tool has increased since the start of this project. The hope is that with training, clinicians can address both mental health and substance abuse issues so clients will have a more efficient and positive treatment experience.

There are several other integration initiatives going on simultaneously at Juvenile Hall including the creation of a Co-Occurring Court; merging the two referral forms that Probation uses to link the youth to services; piloting use of an integrated assessment tool; creating documentation standards for our integrated charts; working on streamlining screening to include more Substance Use Treatment Services info to avoid duplication of efforts; cross-training; and integrating the Behavioral Health Orientation for newcomers. These projects require staff involvement in many cross-discipline work groups, but are necessary to achieve the expectation of coordinated, integrated best practices, and the Triple Aim of better service, better client experience and lower cost.

These projects have illuminated some of the questions/barriers regarding the integration, and will help the larger integration by providing and opportunity to clarify and address these issues in advance.

Mental Health Initiatives

Primary Care Behavioral Health

Over the past six years, Mental Health has been providing primary care-based behavioral health services to close to 5,000 primary care clients in SCVHHS clinics. Currently, psychiatrists and licensed clinicians are providing direct care services, working closely with

DBHS clinical managers. In January 2014, with the implementation of the mild to moderate behavioral health benefit, primary care behavioral health experienced an increased demand for services for this level of care. Based on the first year of mild to moderate client data, DBHS and the SCVHHS clinics are analyzing demand for these services and working together to streamline operational processes. In addition, to address demand for these services, DBHS is exploring new health plan partnerships and the development of a fee-for-service, individual provider network.

Pay for Success Acute Mental Health: Frequent Users Care Coordination Project

The Pay for Success (PFS) Acute Mental Health: Frequent Users Care Coordination Project is designed to reduce crisis and inpatient readmissions through more effective care coordination, care transition and procurement strategies. Since early 2013, the County has been developing a PFS project, the goal of which is to provide more optimal care for frequent users of the County's emergency and inpatient mental health system. This project will focus on clients who have frequent or extended stays in psychiatric emergency, inpatient and other institutional settings, ensuring that they are stabilized in community-based, less restrictive environments. The community-based care provided through this project will be designed to improve the overall wellness of these clients, measured by the reduced utilization of emergency room and inpatient hospitalizations. This project aims to better meet the needs of these clients in the least restrictive setting and to avoid costs to the County by reducing bed days purchased from contract psychiatric hospitals, reducing utilization of Emergency Psychiatric Services (EPS) and improving the bed efficiency of bed use in the Barbara Arons Pavilion (BAP).

In December 2014, a Request for Proposal was released to procure a lead agency for this PFS project; the estimated date for contract award is April 2015. Contract negotiations between DBHS and the selected lead agency will commence following this notice.

Crisis and Inpatient Services

One of the priorities for the new Behavioral Health leadership is examining the costs of psychiatric emergency and inpatient care and the services and supports needed to successfully transition clients from the hospital into the community. This includes

concerns like 24-hour psychiatric resources, Santa Clara Valley Medical Center licensing and regulatory requirements, current and needed capacity of community resources, care coordination with community-based services and utilization management.

DBHS contracts with EMQ Families First (EMQFF) to provide crisis services for children and youth and to offer a continuum of services including Mobile Crisis, Community Transition Services and the Crisis Stabilization Unit (CSU). This continuum of care was developed for youth ages 0-17 who are at risk for psychiatric hospitalization because of grave disability, suicidal potential or homicidal intent. The services are inclusive of family and the programs work closely with the family and caregivers to support a safe transition for the child/youth. In the first four months of operation, the CSU has served 427 youth and EMQFF's Mobile Crisis Team has referred 67 youth to the CSU during that period of time. The CSU was designed to divert children and their families from Emergency Psychiatric Services and to support children and youth in crisis within an age appropriate setting. On average, 6.3 youth are served per day with 3.7 admits per month.

With a \$3.9 million grant from the California Health Facilities Financing Authority for community-based crisis services, DBHS is developing a 24/7 adult crisis stabilization unit (CSU) and two adult crisis residential facilities. These services are designed as alternatives to psychiatric emergency room visits and hospital stays, with the goal of reducing hospital visits and addressing crisis needs in the community. The County is in the process of purchasing two facilities which will be renovated to house these programs. The County Fleet and Facilities team is working on the building assessments and architectural planning work. The East Valley Pavilion property, the site of the Central/East San Jose Project, will house both the CSU and a crisis residential unit. The Madrone property will serve as the South County Crisis Residential project. Construction on both projects is expected to be completed by July 2016.

In the coming year, DBHS will be reviewing the current 5150 psychiatric hold evaluation policy and processes, working with legal partners and providers, and researching and evaluating alternative models of community-based, adult crisis services.

Mental Health Challenges

Santa Clara County faces a shortage of Residential Care Facilities (RCFs), which provide assisted living environments for individuals with mental health disorders and related conditions, often including physical health needs. In addition to housing, these individuals may require additional services to support living in the community. DBHS currently has contracts in place for a total of 234 RCF beds, under which it partially subsidizes the cost of RCF care for certain severely mentally ill clients through patch payments. These patch payments are designed to be short-term in nature, are not an entitlement, and are not provided by most counties. Even though DBHS provides these funds, there is an acute shortage of beds at licensed RCFs, due in large part to the high cost of housing in the County. To address this need, and expand housing options for this vulnerable population, DBHS will be releasing an RFP for these services in 2015.

Substance Use Treatment Services Initiatives

The influx of newly insured clients will tax the current capacity in specific modalities such as residential treatment. Given the relative scarcity of residential treatment beds in the adult system, and a very small capacity in the youth system, there is a possibility of lengthy wait lists developing if there is a significant influx of new clients. A similar situation could arise with respect to transitional housing units, which are treatment-linked housing in the Adult System of Care.

Department Improvement Projects: Unit-Based Teams (UBTs)

The Administration/Contracts UBT continues to move forward to improve efficiencies and effectiveness of contract systems in both mental health and substance use programs. This UBT includes representatives of both areas who are meeting regularly to communicate and review best practices for streamlining the contracting process to meet the needs of all providers. The group is working to create common boilerplate language to use in mental health and substance use treatment programs, taking into consideration the complexity of contracts and funding sources. Ultimately, the goals are to have a streamlined contracting process to expedite payment for providers and support them in providing services to county residents in a timely manner. This will lead to county residents receiving the help they need for happy, healthier lives and promote better health for all.

The Behavioral Health Call Center (BHCC) UBT identified workflow issues created by system capacity demands. The current improvement efforts focus is to develop tools in conjunction with the providers to help facilitate placement. A second performance improvement initiative was added to assist the integrated (formerly DADS/Gateway staff) team with training regarding the Suicide and Crisis (SACS) Hotline since some callers report they are experiencing suicidal thoughts.

Emergency Psychiatric Services (EPS) has launched a UBT with a focus on recognition and disposition of non-admitted (low acuity) patients in EPS. The first small test of change was to establish a system/guideline for acuity and use this to identify patients for early disposition. This action would lead to shorter lengths of stay and improved access. To date, the guidelines have met with favorable responses from staff and early indications demonstrate a reduced length of stay. The next step will be to conduct staff surveys.

The Barbara Arons Pavilion (BAP) UBT focus is on improving patient experience regarding food and food service. The first small test of change was to increase availability and nutritional value of meals and snacks. To evaluate success, Patient Satisfaction Surveys are being reviewed for improved satisfaction with food and food service at time of discharge. Additionally, the staff are being surveyed before and after implementation.

Performance Improvement Projects

The State's External Quality Review Organization (EQRO), a quality review body for County Mental Health Plans, requires the department to implement two performance improvement projects (PIPS) and to track improvement over time. For 2015, DBHS has identified the following PIPs:

Improving Access for New Level 1 Clients

This PIP's goal is to develop a process to ensure that new Level 1 clients are engaged in follow-up outpatient services within five working days or seven calendar days. This project is designed to identify system changes that would assure that these clients receive initial outpatient services in a timely manner. This standard is both clinically appropriate to assure all new Level 1 clients do not experience set-backs in their mental health status, as well as to meet our Mental Health Plan contractual requirements. This early and

timely access is a critical aspect to beginning our work with our clients and assuring they have begun to receive beneficial services when they are most in need of it.

Demand, Capacity and Census Management

Currently, the Santa Clara County Mental Health System is serving over 18,000 individuals, or approximately 6% of the County's Medi-Cal beneficiaries. The current capacity of the system is estimated to be 12,000 individuals at any given point in time. Since the system capacity is not static, it is difficult to determine actual capacity on an ongoing basis. This fluid capacity creates a challenge of matching services to needs with appropriate language, cultural, geography and timeliness. The aim of this project is to develop:

- Routine use of demand, capacity and census data (by category of need) to support management of referrals and system-wide capacity.
- Improved tracking of call volume to predict demand based on historical trends/patterns.
- A standard communication approach regarding available capacity to support referrals.
- A method of tracking demand, capacity and census that all providers can access in real time.
- A method to track number of clients that were referred to each particular program.
- Improved tracking of clients that are in an acute care setting and their discharge disposition.

Space Needs and Request

DBHS is requesting new space to house all administrative staff in one location, which will support integration of the administrative functions of Mental Health and Substance Use Treatment Services. A unified space will facilitate the merger/integration by having a single administration structure to manage the change in the business model and consolidation of services. Approximate total staffing for the integrated administration services is 140, with the potential to combine other programs as needed. No direct client services will be provided at this location.

County Executive's Recommendation

Summary of County Executive's Recommendations

Description	Impact	Impact on Services	Position Impact	FY 2016 Ongoing Net Cost/(Savings)	FY 2016 One-Time Net Cost/(Savings)
Public Safety Realignment Program (AB 109) - Rental Assistance Program	●	Continue funding this program that provides temporary rental assistance to AB 109 clients.	—	—	\$325,000
Move Valley Care II Unit from BU 412 to BU 417	●	Net action ensures positions are aligned with services provided.	—	—	—
Behavioral Health Services Administration	↑	Position adjustments will aid in administration of the integrated Behavioral Health Services Department.	0.0	(\$160,946)	(\$46,946)
Increase Contracts Unit Capacity	↑	The additional positions will increase the capacity of the contracts unit.	2.0	\$259,130	(\$43,188)
Quality Management Unit Support	↑	The additional position will manage the new Quality Assurance teams in the integrated Department.	1.0	\$132,973	(\$22,162)
Behavioral Health Services Utilization Management Team	↑	The position will provide dedicated utilization management expertise.	1.0	\$131,159	(\$21,860)
Behavioral Health Services Call Center	↑	Augment staff to help meet demand in the Behavioral Health Services call center.	4.0	\$381,360	(\$63,560)
Outpatient Psychiatry Expansion	↑	New positions will provide necessary resources for outpatient psychiatry services.	2.0	\$200,318	(\$33,386)
Care Coordination and Transitions Program	↑	The resources will help enhance services provided to the High Need Patient Initiative.	2.0	\$150,000	—
AB 109 - Augment Bus Tokens	↑	The Reentry Resource Center will provide bus tokens to clients struggling with transportation needs.	—	\$30,000	—
Eliminate the SAMHSA Treatment for Homeless Program	☒	This action reduces expenditures that were funded by expiring grant funds.	(1.0)	(\$4,690)	—
Modify Research and Outcome Measurement Unit	◆	Reallocate funds from contract services to fund a position in the Research and Outcome Measurement Unit.	1.0	—	—
AB 109 – Remove funding for Health Insurance Screening Program	◆	Delete 1.0 FTE and AB 109 reimbursement for services now provided by the Social Services Agency.	(1.0)	(\$102,236)	—
↑ — Enhanced ◆ — Modified ● — No Change ↓ — Reduced ☒ — Eliminated					



Summary of County Executive's Recommendations

Description	Impact	Impact on Services	Position Impact	FY 2016 Ongoing Net Cost/(Savings)	FY 2016 One-Time Net Cost/(Savings)
Pay for Success Projects	↑	The funding will build capacity in the SCVHHS, as well as the nonprofit sector.	—	—	—
Chronic Homelessness Care Coordination Project	↑	Provide additional services as part of the Care Coordination Project to prevent homelessness.	7.0	\$1,056,445	(\$132,278)
Continuum of Care Planning Grant	↑	This action recognizes new revenues to offset administrative costs in the Office of Supportive Housing.	—	—	(\$140,665)
New Housing Strategies for Special Populations	↑	Increase staffing to help special needs populations to find permanent and supportive housing.	2.0	\$291,896	(\$48,649)
Cold Weather Shelter Program	↑	This action ensures continued support of Cold Weather Shelters serving the homeless.	—	\$1,232,980	—
AB 109 - Modifications to Reentry Housing Programs	◆	Reduce contract services and add staff to better meet reentry service client needs.	1.0	(\$52,232)	—
Transitional Housing for the Homeless	↑	This action provides resources to provide housing options to homeless individuals.	—	—	\$1,500,000
Expand Custody Mental Health Beds	↑	This action provides reimbursement to Custody Health for additional Acute Mental Health beds.	—	\$2,059,789	(\$950,002)
Enhance Custody Mental Health Unit	↑	This action provides reimbursement to Custody Health to augment staff for mental health services.	—	\$169,678	—
Modify Housing and Community Development Programs	◆	This action eliminates the program and related reimbursements and increases funding for financing consultants.	—	\$100,000	—
↑ — Enhanced ◆ — Modified ● — No Change ↓ — Reduced ☒ — Eliminated					

● Public Safety Realignment Program (AB 109) - Rental Assistance Program

Recommended Action: Provide a one-time allocation of \$325,000 from Public Safety Realignment Program (AB 109) funds to continue the Rental Assistance Program (RAP).

Service Impact/Background: The AB109 RAP increases housing stability for individuals whose housing instability is directly linked to their risk of recidivism. The program provides temporary rental assistance and security deposits to individuals for whom economic

self-sufficiency, primarily through employment, is the long-term goal. Eligible clients are men and women who are supervised as a Post Release Community Supervision or a Mandatory Supervision offender, pursuant to AB 109. Funding has been provided to this program since September 2012. As of February 2015, the program has enrolled 60 individuals. Twenty-four individuals are currently in the program (14 receiving housing assistance and 10 are searching for a rental unit).

One-time Cost: \$325,000

One-time cost is offset by a Transfer-in from the AB 109 Fund



● Move Valley Care II Unit from BU 412 to BU 417

Recommended Action: Delete 4.0 FTE staff serving the Valley Care II Unit from the Mental Health Department (1.0 FTE Health Care Program Analyst position, 1.0 FTE Health Services Representative positions, 2.0 FTE Quality Improvement [QI] Coordinator positions) and add 4.0 FTE staff to Substance Use Treatment Services (1.0 FTE Health Care Program Analyst position, 1.0 FTE Health Services Representative position, 2.0 FTE QI Coordinator positions).

Service Impact: The positions were funded to address the enrollment and provision of services to clients who qualified for the Low Income Health Plan established by Santa Clara Valley Health and Hospital System (SCVHHS) as a preliminary step to enrollment into Medi-Cal-funded services with the implementation of health care reform. These positions, for administrative and management clarity, will be placed within the Substance Use Treatment Services QI team and under the present DADS Quality Improvement Division Director until the departments are fully integrated.

Net Positions Added: 0.0 FTE
Ongoing Net Cost: \$0

Ongoing Cost of adding 4.0 FTE in BU 417: \$522,407
Ongoing Savings of deleting 4.0 FTE in BU 412: \$522,407

↑ Behavioral Health Services Administration

Recommended Action: Add 2.0 FTE positions and delete 2.0 FTE positions to better support essential leadership and administrative functions for the Department of Behavioral Health Services and recognize increased revenues in support of the new positions. The added positions include 1.0 FTE Senior Health Care Program Manager and 1.0 FTE Mental Health Division Manager. Deleted positions are 1.0 FTE Senior Health Care Program Analyst and 1.0 FTE Mental Health Director.

Service Impact: Each of the new positions addresses a critical need as the new Department integrates administrative and clinical services and strategically positions itself in a rapidly changing behavioral health market.

The Senior Health Care Program Manager position will report to the Director and guide executive level special projects and organization planning processes focused

on integration and system improvement initiatives. This new position, envisioned as a senior level project manager, will manage complex cross-department, cross-system projects, develop implementation plans, and ensure project outcomes are met.

Given the sharp rise of criminal justice and mental health co-occurring clients coupled with the County's investment in re-entry services, the new Mental Health Division Manager position will serve as the Division Director for Criminal Justice. This position will lead and oversee programs and services for adult clients that are in custody or transitioning from custody into the community. This client population has complex health and social needs and benefits from services that span other agencies, including the Superior Court, the Probation Department, the Sheriff's Office, and Custody Health Services, and would benefit from dedicated leadership and program staff.

The two deleted positions are currently vacant and no longer necessary in the DBHS.

Net Positions Added: 0.0 FTE
Ongoing Net Savings: \$160,946
One-time Net Savings: \$46,946

Ongoing Position Savings: \$109,946
Ongoing Revenues: \$51,000
Salary savings and reimbursement reduction reflecting time for recruitment: \$46,946

↑ Increase Contracts Unit Capacity

Recommended Action: Add 2.0 FTE Management Analyst positions to increase the capacity of the Contracts Unit.

Service Impact: Sixty-five percent of the Department's services are contracted out and the current staffing structure is insufficient to manage the volume of work. The additional staff will support workflow processes and implementation of the County's new procurement policies, review RFP and contract language for consistency, and enable the rebid of services and contracts within expected timelines. Increased staffing will increase accountability and transparency and support the delivery of timely, effective, and efficient care.

Positions Added: 2.0 FTE
Ongoing Cost: \$259,130
One-time Savings: \$43,188

Salary savings reflecting time for recruitment

↑ Quality Management Unit Support

Recommended Action: Add 1.0 FTE Health Care Program Manager position to manage the new Quality Assurance team, which will be housed in the integrated Quality Management Unit.

Service Impact: Quality Management will be the Department's first fully integrated unit, with four distinct functions: Quality Assurance (compliance with regulations, audits); Quality Improvement (performance management, outcome development, performance improvement projects); Decision Support (data analytics, data tools); and Research and Outcome Measurement (research review, evaluation design and analysis). The heavily regulated-health environment, Medi-Cal expansion, and the new 1115 Federal Waiver require a fully staffed, experienced quality team to meet Federal and State requirements and ensure compliance with regulations. In addition to increased audits and reviews, the Department is required to design, implement, and track outcomes of two performance improvement projects annually. This position will aid with improving system integration, increasing accountability and transparency, developing and tracking outcome measures, improving cultural competency and tracking ethnic and cultural penetration rates of service, with a goal of monitoring and decreasing health disparities.

Positions Added: 1.0 FTE
Ongoing Net Cost: \$132,973
One-time Savings: \$22,162

Ongoing cost of \$147,673 is offset by ongoing revenue of \$14,700
 One-time salary savings reflecting time for recruitment offset by one-time decline in revenue

↑ Behavioral Health Services Utilization Management Team

Recommended Action: Add 1.0 FTE Health Program Specialist position to develop utilization management capacity.

Service Impact: This position will create a dedicated Utilization Management resource responsible for tracking and analyzing client utilization data, identifying trends and areas for improvement, working with clinical programs to improve utilization patterns, and providing training and technical assistance to

clinical staff. Utilization Management addresses redundancies, delays and costs of care, supports coordinated care, and improves client health outcomes.

Positions Added: 1.0 FTE
Ongoing Net Cost: \$131,159
One-time Savings: \$21,860

Ongoing cost of \$145,659 is offset by ongoing revenue of \$14,500
 One-time salary savings reflecting time for recruitment is offset by one-time decline in revenue

↑ Behavioral Health Services Call Center

Recommended Action: Add 2.0 FTE Psychiatric Social Worker/Marriage Family Therapist positions and 2.0 FTE Health Service Representative positions to create an integrated Behavioral Health Call Center.

Service Impact: The Mental Health Call Center and DADS Gateway teams have been working together to integrate these units into a single Behavioral Health Call Center, using mental health and substance use disorder clinical staff to assess client needs and identify appropriate service referrals. The combined unit will serve as the primary portal to Behavioral Health and is expected to manage over 70,000 calls and 7,000 paper referrals in the next year. The unit requires additional capacity given the high volume of calls from individuals, hospitals, criminal justice, primary care, local managed care plans, school-based programs, and community organizations. The Health Service Representative positions answer calls, refer non-clinical calls to community resources, complete registration, verify insurance, and enter demographic information, enabling the clinical staff to conduct client phone assessments and make referrals. The Call Center plays a critical role in improving timely access to care and engaging clients and families.

Positions Added: 4.0 FTE
Ongoing Net Cost: \$381,360
One-time Savings: \$63,560

Ongoing cost of \$423,360 is offset by ongoing revenue of \$42,000
 One-time salary savings reflecting time for recruitment offset by one-time decline in revenue

↑ Outpatient Psychiatry Expansion

Recommended Action: Add 2.0 FTE Licensed Psychiatric Technician positions to expand psychiatric services.

Service Impact: As a result of the Affordable Care Act's expanded behavioral health benefits, there is high demand for psychiatric services in specialty mental health. The psychiatric technician positions will work closely with clinical staff at the Downtown Mental Health and Narvaez Clinics, increasing capacity, enhancing access to psychiatric care, and improving health outcomes for clients.

Positions Added: 2.0 FTE
Ongoing Net Cost: \$200,318
One-time Savings: \$33,386

One-time salary savings reflecting time for recruitment

↑ Care Coordination and Transitions Program

Recommended Action: Add 1.0 FTE Psychiatric Social Worker position in Substance Use Treatment Services, 1.0 FTE Rehabilitation Coordinator position in the Office of Supportive Housing, and \$150,000 in services and supplies to establish the Care Coordination and Transitions Program (CCTP) to begin the next phase of the High Need Patient Initiative for the Health and Hospital System.

Service Impact: The Rehabilitation Counselor position in the Office of Supportive Housing would provide outreach, engagement, and intensive case management services to high-need patients in order to help them reduce their utilization of acute and/or emergency services. After assisting patients in establishing relationships with community-based care providers, CCTP staff will continue to monitor service utilization and outcomes for one to two years.

The Psychiatric Social Worker II position in Substance User Treatment Services will provide screening, brief intervention, referral, and treatment for high-need patients whose substance use is negatively impacting treatment outcomes. This position will also consult with other members of the CCTP team regarding effective approaches for treating substance use when it co-occurs with psychiatric or physical health disorders.

The supplies and services are for the entire CCTP team and will be used as flexible funding for client support (e.g., transportation, ID cards, rental application fees), and for general needs of the team.

In addition to these two positions, positions have been recommended in SCVMC, the Public Health Department, and Custody Health Services (see table below). For additional information on this recommendation see the Care Coordination and Transitions Program budget recommendation in the SCVMC section of the Recommended Budget.

Class	Description	FTE
SCVMC		
Y03	Medical Social Worker II	1.0
P95	Attending Psychologist	1.0
B9E	Health Care Financial Analyst II	1.0
Public Health		
S47	Public Health Nurse III	1.0
Behavioral Health		
Y41	Psychiatric Social Worker II	1.0
P67	Rehabilitation Counselor	1.0
Custody Health		
Y41	Psychiatric Social Worker II	1.0
Total		7.0

Positions Added: 2.0 FTE
Ongoing Net Cost: \$150,000

Ongoing Cost in Mental Health Services: \$268,232
 Ongoing Cost in Substance Use Treatment Services: \$125,418
 Ongoing Reimbursement from SCVMC: \$243,650
 One-time Savings in Mental Health Services: \$19,705
 One-time Savings in Substance Use Treatment Services: \$20,903
 One-time decreased Reimbursement from SCVMC: \$40,608
 One-time salary savings reflecting time for recruitment offset by one-time decline in reimbursement

↑ AB 109 - Augment Bus Tokens

Recommended Action: Augment funding levels to supply bus vouchers to AB 109 and Reentry clients.

Service Impact: Transportation continues to be a critical need to improve the outcomes for the clients that request service from the Behavioral Health team at the Reentry Resource Center. Staff will distribute bus tokens and bus passes as needed to clients using the Reentry Resource Center who have no other means of transportation to get to and from services in the community.

Ongoing Cost: \$30,000

Ongoing cost is offset by a Transfer-in from the AB 109 Fund



☒ Eliminate the SAMHSA Treatment for Homeless Program

Recommended Action: Delete 1.0 FTE Community worker position and ongoing supplies and services costs that are funded by a Substance Abuse and Mental Health Services Administration (SAMHSA) grant that is expiring. Allocate one-time funding for the remaining two months of the grant.

Service Impact: The SAMHSA Treatment for Homeless Program is funded by a grant that is due to expire August 31, 2015. This action will eliminate funding for a Community Worker position that provides case management services to homeless clients, and removes funding for ongoing operational costs, which include funding four beds at Project 90 that were designated specifically for homeless clients, and intra county services provided by the Facilities and Fleet Department.

Positions Deleted: 1.0 FTE
Ongoing Net Savings: \$4,690
One-time Net Cost: \$0
 Ongoing Savings: \$354,690
 Ongoing Revenue Reduction: \$350,000
 One-time Expenditures: \$68,231
 One-time Revenues: \$68,231

↑ Modify Research and Outcome Measurement Unit

Recommended Action: Add 1.0 FTE Senior Health Care Program Analyst position and reduce contract services in the Research and Outcome Measurement unit.

Service Impact: The position in the Research and Outcome Measurement Unit will oversee and/or conduct evaluations of treatment and services provided to clients, providing the resources necessary to better assess the quality and efficiency of services. The position will assist in producing analytical reports for the Adult System of Care, criminal justice programs, the Youth System of Care, and provide performance monitoring and measurement of DADS contracts.

Positions Added: 1.0 FTE
Ongoing Net Cost: \$0
 Ongoing salary costs of \$140,725 are offset by ongoing reduction in supplies and services
 One-time salary savings reflecting time for recruitment is added back to supplies and services

● AB 109 - Remove funding for Health Insurance Screening Program

Recommended Action: Delete 1.0 FTE Senior Health Service Representative position at the Reentry Resource Center and reduce AB 109 reimbursement for those services.

Service Impact: A Senior Health Services Representative position was added to the Behavioral Health Unit at the Reentry Resource Center to screen clients for Valley Care II and Medi-Cal eligibility. The Behavioral Health Unit no longer screens clients for health insurance. This responsibility is now handled by the Social Services Agency's Unit at the Reentry Resource Center that assists clients to apply for Medi-Cal, General Assistance, and other public benefits and AB 109 resources have been redirected to SSA.

Positions Deleted: 1.0 FTE
Ongoing Savings: \$102,236

Ongoing savings is offset by a reduction of Transfer-in from the AB 109 Fund

↑ Pay for Success Projects

Recommended Action: Allocate \$4 million in ongoing funding in support of two Pay for Success (PFS) projects. Recognize utilization of \$3 million in Measure A funds and \$1 million in ongoing Medi-Cal revenue in support of this activity.

Service Impact: After two years of planning, this action is necessary to implement the first two PFS projects in California. The PFS projects will increase the number of healthy life years, decrease the burden of chronic health conditions (e.g., serious mental illness), improve patient experience and reduce the cost of care for some of the County's highest need patients, including those with serious mental illnesses.

The first PFS project to be launched in July of 2015 will serve chronically homeless individuals who utilize County services at rates or costs that are greater than 90% of all homeless persons. Through this project, the PFS provider, Abode Services, will house 112 individuals at any given point in time. Estimates vary, but some chronically homeless individuals have annual costs to the County of over \$80,000. Permanent supportive housing has been shown to significantly reduce service costs thereby significantly or completely offsetting the cost of providing housing. If successful, the Chronically

Homeless PFS project will require the County to pay \$2 million in success payments annually to our provider, Abode Services. The Administration is recommending the allocation of discretionary general fund resources due to the fact that we do not believe that cashable savings will be generated in the short term and the importance we place on solving this difficult community problem.

The second PFS project that is in development is expected to be launched in the early part of calendar 2016 will focus on frequent users of the County's emergency and inpatient psychiatric services and is expected to yield cashable savings by reducing the usage of high cost emergency and inpatient psychiatric services. This will be the first PFS project in the area of mental health services. Since the mental health project is still in the development stage, financial details are still being determined.

Both PFS projects enable the County to evaluate new methods for procuring and paying for services. Rather than paying service providers for activities, the projects allow the County to pay only for services if and when positive outcomes are achieved. At the same time, both projects will be evaluated by external experts who will provide additional expertise in the evaluation of interventions employed by each project. Each of the PFS projects have a specialty mental health service component that can leverage Medi-Cal revenues. These resources will also be available to support the services provided in each of the PFS projects.

Ongoing Net Cost: \$0

Ongoing Cost: \$4,000,000
Ongoing Medi-Cal Revenue: \$1,000,000
Ongoing Measure A Fund Allocation: \$3,000,000

↑ Chronic Homelessness Care Coordination Project

Recommended Action: Expand capacity of the Chronic Homelessness Care Coordination Project (CCP) by recognizing new grant and community service revenues, increasing contract services for enhanced programs, adding 3.0 FTE Mental Health Community Worker positions, 1.0 FTE Rehabilitation Counselor position, 1.0 FTE Program Manager I position, 1.0 FTE Senior Mental Health program Specialist position, and 1.0 FTE Psychiatric Social Worker II position to support the program.

Service Impact: The Housing 1000 campaign established a system for coordinating, prioritizing and delivering permanent supportive housing for the County's most vulnerable chronically homeless persons. The operational arm of the campaign was the CCP, a network of intensive case management services and permanent housing resources. From 2011 through 2014, the campaign and the CCP were led by Destination: Home. The CCPs capacity has grown from being able to serve 80 chronically homeless persons to nearly 700. These resources were established through complex partnerships and funding agreements between various agencies including 12 community-based organizations, four cities, the U.S. Department of Housing and Urban Development (HUD), four County departments, the Housing Authority of the County of Santa Clara, and four affordable housing developers. With the completion of the Community Plan to End Homelessness, Destination: Home will shift its scope from reducing chronic homelessness to implementing solutions for all homeless populations, increasing the role the County will play in the CCP.

This action will allow the County to accept transfer of seven HUD grants, preserving housing for about 120 individuals who had been chronically homeless. This will ensure that the HUD funds remain in Santa Clara County. The 3.0 FTE Mental Health Community Workers and 1.0 FTE Rehabilitation Counselor position will aid in administration of these programs and provide case management services to the clients served by this program.

Further, the County will receive revenues from the City of San Jose and the City of Santa Clara to fund intensive case management services from Destination: Home to continue to provide supportive services for 140 chronically homeless or at-risk for homelessness persons in those cities.

Recognizing revenues related to the city of San Jose's matching funds and HUD Continuum of Care Bonus Project would enable the County to expand the CCP and serve an additional 100 chronically homeless individuals. The Office of Supportive Housing intends to utilize some of the case management capacity of Community Living Connections (a Measure A-funded program under the County's Department of Aging and Adult Services) to serve vulnerable, high-need

chronically homeless older adults. Other case management services would be obtained through a competitive procurement process.

The additional Program Manager, Mental Health Program Specialist and Psychiatric Social Worker positions will enable the OSH to adequately lead, manage, and monitor the activities of the CCP, as well as comply with complex Federal and inter-governmental grants and agreements and assist in providing clinical supervision and oversight to direct services staff assigned to the CCP.

Positions Added: 7.0 FTE
Ongoing Net Cost: \$1,056,445
One-time Savings: \$132,278

Ongoing Revenues: \$5,686,557
 Ongoing Expenditures: \$6,743,002
 One-time salary savings reflecting time for recruitment

↑ Continuum of Care Planning Grant

Recommended Action: Recognize \$140,665 in one-time revenues as a result of receiving a Continuum of Care (CoC) Planning Grant from the U.S. Department of Housing and Urban Development (HUD).

Service Impact: The grant would support the County's ability to coordinate and improve homeless services in compliance with the Homelessness Emergency Assistance and Transitions to Housing (HEARTH) Act of 2009. These activities will help decrease the burden of illness and increase healthy life years for individuals who experience homelessness, especially chronically homeless persons who use a disproportionate share of County services. Funds will be utilized to offset some of the cost of staff and consultants in the Office of Supportive Housing's CoC Quality Improvement team, which is funded by the General Fund.

One-time Savings: \$140,665

↑ New Housing Strategies for Special Populations

Recommended Action: Add 1.0 FTE Project Manager position and 1.0 FTE Homeless and Housing Concerns Coordinator position to better serve special populations in avoiding homelessness.

Service Impact: While the County has had a focus on ending chronic homelessness, the County's adoption of the Community Plan to End Homelessness necessitates the development of housing programs to assist other special needs populations who experience relatively short periods of homelessness or who are at-risk of homelessness. These populations include vulnerable seniors, families who are receiving public assistance, young people who are transitioning from foster care and individuals who are seriously mentally ill who have extremely high rent burdens because the only housing they can find are licensed Residential Care Facilities. The Project Manager position, working closely with the Social Services Agency, will focus on developing a rapid rehousing and homeless prevention program for homeless families, children, and seniors. The Homeless and Housing Concerns Coordinator position will work to increase supportive housing for seriously mentally ill individuals including those with co-occurring substance abuse disorders.

Positions Added: 2.0 FTE
Ongoing Net Cost: \$291,896
One-time Savings: \$48,649

One-time salary savings reflecting time for recruitment

↑ Cold Weather Shelter Program

Recommended Action: Allocate ongoing funds to continue the Countywide inclement weather program.

Service Impact: These services are intended to reduce the burden of injury and illness for homeless individuals and families during the cold weather season. The inclement weather program that was implemented by the Valley Homeless Healthcare Program (VHHP) and supported by the Office of Supportive Housing, HomeFirst and the Office of Emergency Services was effective in reducing and preventing cold weather injuries and death.

On an ongoing basis, \$100,000 is necessary to fund the countywide inclement weather program; \$132,980 is necessary to continue funding the Central County cold weather shelter program and to increase the nightly capacity at the Gilroy Armory from 100 beds to 130 beds; and \$1,000,000 will fund the North County cold weather shelter programs implemented in FY 2015, and the services will be adjusted as opportunities arise to meet the demand in that area.

Ongoing Cost: \$1,232,980

◆ AB 109 - Modifications to Reentry Housing Programs

Recommended Action: Discontinue the Supportive Shelter Bed program at Montgomery Street Inn and Boccardo Reception Center. Use cost savings to add 1.0 FTE Associate Management Analyst A/B position in support of reentry housing programs.

Service Impact: The recommended actions would enable the Office of Supportive Housing to improve the performance of existing reentry housing programs and would support the development of new and more effective reentry housing programs under Public Safety Realignment. Moreover, the actions support integration efforts by incorporating assessments of criminal justice system-related housing programs that have been a part of the DBHS.

Positions Added: 1.0 FTE
Ongoing Net Savings: \$52,232

Ongoing Salary Cost: \$112,018
 Ongoing Contract Services Savings: \$164,250
 Ongoing net savings is offset by a Reduction of
 Transfer-in from the AB 109 Fund

↑ Transitional Housing for the Homeless

Recommended Action: Allocate \$1.5 million in one-time funds to the Office of Supportive Housing to support transitional housing options for the homeless.

Service Impact: The one-time reserve of \$1.5 million will be set aside to increase temporary shelter options (including the use of motels), transitional housing, and homelessness prevention programs for homeless individuals and families. The funds may also be used to pilot new approaches to providing temporary assistance to homeless persons through safe parking programs and the exploration of tiny/micro houses in Santa Clara County. The office of Supportive Housing will develop an expenditure plan that complements the County's current programs for the homeless and pending plans for the Cold Weather Shelter Program, especially in the North County area.

One-time Cost: \$1,500,000

↑ Expand Custody Mental Health Beds

Recommended Action: Reimburse the Custody Health Services Department for the addition of 4.8 FTE Clinical Nurse III positions, 3.0 FTE Psychiatric Social Worker positions, 1.0 FTE Medical Unit Clerk position, 1.0 FTE Janitor position, 1.7 FTE Nurse Practitioner positions, and extra help and services and supplies to expand acute mental health beds at the Main Jail by 23 beds.

Service Impact: The Acute Mental Health Unit of the Main Jail, which has 43 beds, has exceeded capacity 30% of the time in FY 2015. Due to the increased need for acute mental health beds for jail inmates, as well as the provision of guaranteed bed days for two other counties, inmates on involuntary psychiatric holds have been housed in the Medical Infirmary Unit displacing medically ill inmates from the Infirmary and forcing them be housed in General Population housing units in the jail. In order to insure that inmates are provided acute mental health services in the jails, the number of acute beds needs to be enhanced. The additional beds will also improve the quality of service provision in the unit, particularly for the female population which is utilizing 40% to 50% of the acute beds on a daily basis.

The capital project that will allow for the expansion of the Acute Mental Health Unit is scheduled to be complete January 2016, thus this action adds a half-year of funding for all positions.

Ongoing Cost: \$2,059,789
One-time Savings: \$950,002

↑ Enhance Custody Mental Health Unit

Recommended Action: Reimburse Custody Health Services Department for the addition of 1.0 FTE Licensed Clinical Social Worker position, 1.0 FTE Clinical Nurse III position and 1.0 Nurse Practitioner position in the Main Jail and the deletion of 1.0 FTE Psychiatrist III to meet the demands of the Mental Health Unit.

Service Impact: The Mental Health Unit at the Main Jail has reached its capacity and additional staff are required to meet the demands of a full census. This recommendation will insure that inmates receive timely services to care.

Ongoing Net Cost: \$169,678

◆ Modify Housing and Community Development programs

Recommended Action: Eliminate reimbursement to the General Fund from the Affordable Housing Fund, eliminate the Owner-Occupied Rehabilitation Grant (Rehab Grant) program, and increase expenditures to provide for housing development consultants.

Service Impact: In FY 16, the Office of Supportive Housing will modify the Housing and Community Development program to refocus on developing affordable housing for extremely low income households and special needs populations. To support this effort, the Office of Supportive Housing will eliminate the Rehab Grant program, increase resources for housing financing consultants, and implement other

changes through the Consolidated Plan and Annual Action Plans. These changes are intended to support the County's goal of developing 6,000 units of housing for homeless persons by the end of 2020.

Eliminating the Rehab Grant program will have limited impact on the community. On average, the program only served six households annually. Each grant was only \$20,000, but HUD regulations required significant staff involvement with construction management. Funds provided toward this program will be redirected to support housing development.

An ongoing allocation of \$100,000 will be provided for development consultants to help identify projects, review and advise on proposals from developers.

Annually, \$300,000 from the Affordable Housing Fund was used to offset the expenses associated with HCD staff. However, the fund will be depleted by the end of FY 15 and reimbursements can no longer be provided to the General Fund.

Ongoing Cost: \$100,000

Ongoing cost to the General Fund: \$400,000
Ongoing reduction in expenditures in fund 0196: \$300,000

Mental Health Department— Budget Unit 412 Net Expenditures by Cost Center

CC	Cost Center Name	FY 2014 Actuals	FY 2015 Approved	FY 2016 Base Budget	FY 2016 Recommended	Amount Chg From 2015 Approved	% Chg From 2015 Approved
041201	MH Department Admin Fund 0001	27,326,783	44,943,449	46,361,824	46,063,665	1,120,216	2.5%
041202	Crisis Outreach Referral & Educ Div Fund 0001	2,862,135	4,510,546	4,749,447	5,104,742	594,196	13.2%
041203	Adult/Older Adult Div Fund 0001	123,360,289	141,679,194	145,650,563	159,099,311	17,420,117	12.3%
041204	Family & Children's Svcs Div Fund 0001	89,786,256	93,467,699	106,738,766	106,750,488	13,282,789	14.2%
041205	Other Mental Health Svcs Fund 0001	52,031,109	51,101,259	52,784,696	55,064,286	3,963,027	7.8%
041213	MHSA - Fund 0001	9,044,275	12,741,981	13,024,760	13,028,282	286,301	2.2%
Total Net Expenditures		\$ 304,410,847	\$ 348,444,128	\$ 369,310,056	\$ 385,110,774	\$ 36,666,646	10.5%



Mental Health Department— Budget Unit 412 Gross Expenditures by Cost Center

CC	Cost Center Name	FY 2014 Actuals	FY 2015 Approved	FY 2016 Base Budget	FY 2016 Recommended	Amount Chg From 2015 Approved	% Chg From 2015 Approved
041201	MH Department Admin Fund 0001	27,326,783	45,069,856	46,488,231	46,288,598	1,218,742	2.7%
041202	Crisis Outreach Referral & Educ Div Fund 0001	2,862,135	4,510,546	4,749,447	5,104,742	594,196	13.2%
041203	Adult/Older Adult Div Fund 0001	126,603,150	145,200,757	149,274,266	162,723,014	17,522,257	12.1%
041204	Family & Children's Svcs Div Fund 0001	90,633,469	94,899,499	108,170,566	108,182,288	13,282,789	14.0%
041205	Other Mental Health Svcs Fund 0001	52,031,109	51,101,259	52,784,696	55,064,286	3,963,027	7.8%
041213	MHSA - Fund 0001	9,044,275	12,741,981	13,024,760	13,028,282	286,301	2.2%
Total Gross Expenditures \$		308,500,921	\$ 353,523,898	\$ 374,491,966	\$ 390,391,210	\$ 36,867,312	10.4%

Mental Health Department— Budget Unit 412 Expenditures by Object

Object	FY 2014 Actuals	FY 2015 Approved	FY 2016 Base Budget	FY 2016 Recommended	Amount Chg From 2015 Approved	% Chg From 2015 Approved
Salary and Benefits	\$ 46,098,493	\$ 54,931,085	\$ 59,343,986	\$ 60,933,396	\$ 6,002,311	10.9%
Services And Supplies	262,402,428	293,404,984	310,884,992	325,194,826	31,789,842	10.8%
Operating/Equity Transfers	—	277,000	—	—	(277,000)	-100.0%
Reserves	—	4,910,829	4,262,988	4,262,988	(647,841)	-13.2%
Total Gross Expenditures \$	308,500,921	\$ 353,523,898	\$ 374,491,966	\$ 390,391,210	\$ 36,867,312	10.4%
Expenditure Transfers	(4,090,074)	(5,079,770)	(5,181,910)	(5,280,436)	(200,666)	4.0%
Total Net Expenditures \$	304,410,847	\$ 348,444,128	\$ 369,310,056	\$ 385,110,774	\$ 36,666,646	10.5%

Mental Health Department— Budget Unit 412 Revenues by Cost Center

CC	Cost Center Name	FY 2014 Actuals	FY 2015 Approved	FY 2016 Base Budget	FY 2016 Recommended	Amount Chg From 2015 Approved	% Chg From 2015 Approved
041201	MH Department Admin Fund 0001	\$ 244,504,457	\$ 266,676,504	\$ 283,804,406	\$ 290,865,565	\$ 24,189,061	9.1%
041203	Adult/Older Adult Div Fund 0001	281,277	—	—	140,665	140,665	n/a
041204	Family & Children's Svcs Div Fund 0001	22,500	—	—	—	—	—
041213	MHSA - Fund 0001	128,869	—	—	—	—	—
Total Revenues \$		244,937,103	\$ 266,676,504	\$ 283,804,406	\$ 291,006,230	\$ 24,329,726	9.1%



Mental Health Department— Budget Unit 412

Revenues by Type

Type	FY 2014 Actuals	FY 2015 Approved	FY 2016 Base Budget	FY 2016 Recommended	Amount Chg From 2015 Approved	% Chg From 2015 Approved
Other Financing Sources	\$ 140,814,013	\$ 167,560,992	\$ 180,741,631	\$ 181,014,399	\$ 13,453,407	8.0%
Charges For Services	2,544,160	2,934,860	2,934,860	4,109,860	1,175,000	40.0%
Aid From Government Agencies - State	4,374,163	5,749,764	7,459,054	12,111,276	6,361,512	110.6%
Aid From Government Agencies - Federal	97,204,767	90,430,888	92,668,861	93,770,695	3,339,807	3.7%
Total Revenues	\$ 244,937,103	\$ 266,676,504	\$ 283,804,406	\$ 291,006,230	\$ 24,329,726	9.1%

MH Department Admin Fund 0001 — Cost Center 041201

Major Changes to the Budget

	Positions	Appropriations	Revenues
0001-General Fund (Fund Number 0001)			
Current Level Budget			
FY 2015 Approved Budget	59.5	\$ 44,943,449	\$ 266,676,504
Board Approved Adjustments During FY 2015	1.0	(1,222,298)	16,965,401
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	2.0	591,391	—
IntraCounty Adjustments	—	1,988,438	3,539,311
Other Adjustments	—	60,844	(3,376,810)
Subtotal (Current Level Budget)	62.5	\$ 46,361,824	\$ 283,804,406
Recommended Changes for FY 2016			
IntraCounty Adjustments	—	\$ (90,006)	\$ 272,768
Decision Packages			
Behavioral Health Services Utilization Management Team	1.0	121,383	12,084
Behavioral Health Services Administration	—	(146,133)	42,500
Increase Contracts Unit Capacity	2.0	215,942	—
Quality Management Unit Support	1.0	123,061	12,250
Behavioral Health Services Call Center	—	—	35,000
Chronic Homelessness Care Coordination Project	—	—	5,686,557
Pay for Success Projects	—	—	1,000,000
Move Valley Care II Unit from BU412 to BU417 Part A	-4.0	(522,406)	—
Information Technology			
Capital			
Subtotal (Recommended Changes)	—	\$ (298,159)	\$ 7,061,159
Recommended Budget	62.5	\$ 46,063,665	\$ 290,865,565



Crisis Outreach Referral & Educ Div Fund 0001 — Cost Center 041202
Major Changes to the Budget

	Positions	Appropriations	Revenues
0001-General Fund (Fund Number 0001)			
Current Level Budget			
FY 2015 Approved Budget	20.0	\$ 4,510,546	\$ —
Board Approved Adjustments During FY 2015	1.0	82,198	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	139,539	—
IntraCounty Adjustments	—	28,473	—
Other Adjustments	—	(11,309)	—
Subtotal (Current Level Budget)	21.0	\$ 4,749,447	\$ —
Recommended Changes for FY 2016			
IntraCounty Adjustments	—	\$ 2,495	\$ —
Decision Packages			
Behavioral Health Services Call Center	4.0	352,800	—
Information Technology			
Capital			
Subtotal (Recommended Changes)	4.0	\$ 355,295	\$ —
Recommended Budget	25.0	\$ 5,104,742	\$ —

Adult/Older Adult Div Fund 0001 — Cost Center 041203
Major Changes to the Budget

	Positions	Appropriations	Revenues
0001-General Fund (Fund Number 0001)			
Current Level Budget			
FY 2015 Approved Budget	235.0	\$ 141,679,194	\$ —
Board Approved Adjustments During FY 2015	4.0	3,682,219	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	-6.0	787,086	—
IntraCounty Adjustments	—	209,629	—
Other Adjustments	—	(707,565)	—
Subtotal (Current Level Budget)	233.0	\$ 145,650,563	\$ —
Recommended Changes for FY 2016			
IntraCounty Adjustments	—	\$ 30,921	\$ —
Decision Packages			
Behavioral Health Services Administration	1.0	142,649	—
AB109 - Rental Assistance Program	—	325,000	—
Care Coordination and Transitions Program	1.0	248,527	—
Chronic Homelessness Care Coordination Project	7.0	6,610,724	—
Continuum of Care Planning Grant	—	—	140,665
New Housing Strategies for Special Populations	2.0	243,247	—
Cold Weather Shelter Program	—	1,232,980	—
AB 109-Modifications to Reentry Housing Programs	1.0	(52,232)	—
Transitional Housing for Homeless	—	1,500,000	—



Adult/Older Adult Div Fund 0001 — Cost Center 041203
Major Changes to the Budget

	Positions	Appropriations	Revenues
Pay for Success Projects	—	3,000,000	—
Outpatient Psychiatry Expansion	2.0	166,932	—
Information Technology			
Capital			
Subtotal (Recommended Changes)	14.0	\$ 13,448,748	\$ 140,665
Recommended Budget	247.0	\$ 159,099,311	\$ 140,665

Family & Children's Svcs Div Fund 0001 — Cost Center 041204
Major Changes to the Budget

	Positions	Appropriations	Revenues
0001-General Fund (Fund Number 0001)			
Current Level Budget			
FY 2015 Approved Budget	82.5	\$ 93,467,699	\$ —
Board Approved Adjustments During FY 2015	10.6	12,565,136	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	1.0	637,129	—
IntraCounty Adjustments	—	71,484	—
Other Adjustments	—	(2,682)	—
Subtotal (Current Level Budget)	94.1	\$ 106,738,766	\$ —
Recommended Changes for FY 2016			
IntraCounty Adjustments	—	\$ 11,722	\$ —
Decision Packages			
Information Technology			
Capital			
Subtotal (Recommended Changes)	—	\$ 11,722	\$ —
Recommended Budget	94.1	\$ 106,750,488	\$ —

Other Mental Health Svcs Fund 0001 — Cost Center 041205
Major Changes to the Budget

	Positions	Appropriations	Revenues
0001-General Fund (Fund Number 0001)			
Current Level Budget			
FY 2015 Approved Budget	0.5	\$ 51,101,259	\$ —
Board Approved Adjustments During FY 2015	-0.5	1,002,632	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	1.0	3,939	—
IntraCounty Adjustments	—	672,054	—
Other Adjustments	—	4,812	—
Subtotal (Current Level Budget)	—	\$ 52,784,696	\$ —
Recommended Changes for FY 2016			



Other Mental Health Svcs Fund 0001 — Cost Center 041205
Major Changes to the Budget

	Positions	Appropriations	Revenues
IntraCounty Adjustments	—	\$ 1,279,590	\$ —
Decision Packages			
Pay for Success Projects	—	1,000,000	—
Information Technology			
Capital			
Subtotal (Recommended Changes)	—	\$ 2,279,590	\$ —
Recommended Budget	—	\$ 55,064,286	\$ —

MHSA - Fund 0001 — Cost Center 041213
Major Changes to the Budget

	Positions	Appropriations	Revenues
0001-General Fund (Fund Number 0001)			
Current Level Budget			
FY 2015 Approved Budget	18.5	\$ 12,741,981	\$ —
Board Approved Adjustments During FY 2015	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	3.0	512,054	—
IntraCounty Adjustments	—	(229,275)	—
Other Adjustments	—	—	—
Subtotal (Current Level Budget)	21.5	\$ 13,024,760	\$ —
Recommended Changes for FY 2016			
IntraCounty Adjustments	—	\$ 3,522	\$ —
Decision Packages			
Information Technology			
Capital			
Subtotal (Recommended Changes)	—	\$ 3,522	\$ —
Recommended Budget	21.5	\$ 13,028,282	\$ —

Office of Affordable Housing— Budget Unit 168
Net Expenditures by Cost Center

CC	Cost Center Name	FY 2014 Actuals	FY 2015 Approved	FY 2016 Base Budget	FY 2016 Recommended	Amount Chg From 2015 Approved	% Chg From 2015 Approved
1420	Permanent Support Housing- Fund 0001	\$ 47,052	\$ —	\$ —	\$ —	—	—
1169	Housing Bond Prog Fund 0208	329,161	205,321	235,766	235,766	30,445	14.8%
1170	OAH Admin Fund 0001	(843)	(2,153)	151,725	551,795	553,948	-25,729.1%



**Office of Affordable Housing— Budget Unit 168
Net Expenditures by Cost Center**

CC	Cost Center Name	FY 2014 Actuals	FY 2015 Approved	FY 2016 Base Budget	FY 2016 Recommended	Amount Chg From 2015 Approved	% Chg From 2015 Approved
1174	Housing Set Aside Fund 0196	918,256	362,300	362,300	62,300	(300,000)	-82.8%
1178	CalHome Resue Account Fund 0104	395	120,000	120,000	120,000	—	—
9859	Stanford Affordable Housing Fund 0289	2,318,610	129,856	129,856	129,856	—	—
016801	Housing & Community Development	2,646,762	2,752,834	2,793,468	2,793,468	40,634	1.5%
Total Net Expenditures \$		6,259,394 \$	3,568,158 \$	3,793,115 \$	3,893,185 \$	325,027	9.1%

**Office of Affordable Housing— Budget Unit 168
Gross Expenditures by Cost Center**

CC	Cost Center Name	FY 2014 Actuals	FY 2015 Approved	FY 2016 Base Budget	FY 2016 Recommended	Amount Chg From 2015 Approved	% Chg From 2015 Approved
1420	Permanent Support Housing- Fund 0001	\$ 47,052	\$ —	\$ —	\$ —	—	—
1169	Housing Bond Prog Fund 0208	329,161	205,321	235,766	235,766	30,445	14.8%
1170	OAH Admin Fund 0001	921,252	1,027,599	1,284,553	1,384,623	357,024	34.7%
1174	Housing Set Aside Fund 0196	918,401	362,300	362,300	62,300	(300,000)	-82.8%
1178	CalHome Resue Account Fund 0104	395	120,000	120,000	120,000	—	—
9859	Stanford Affordable Housing Fund 0289	2,318,610	129,856	129,856	129,856	—	—
016801	Housing & Community Development	2,646,762	2,752,834	2,793,468	2,793,468	40,634	1.5%
Total Gross Expenditures \$		7,181,633 \$	4,597,910 \$	4,925,943 \$	4,726,013 \$	128,103	2.8%

**Office of Affordable Housing— Budget Unit 168
Expenditures by Object**

Object	FY 2014 Actuals	FY 2015 Approved	FY 2016 Base Budget	FY 2016 Recommended	Amount Chg From 2015 Approved	% Chg From 2015 Approved
Salary and Benefits	\$ 801,767	\$ 900,224	\$ 990,633	\$ 990,633	\$ 90,409	10.0%
Services And Supplies	6,173,866	3,697,686	3,935,310	3,735,380	37,694	1.0%
Operating/Equity Transfers	206,000	—	—	—	—	—
Total Gross Expenditures \$	7,181,633 \$	4,597,910 \$	4,925,943 \$	4,726,013 \$	128,103	2.8%
Expenditure Transfers	(922,239)	(1,029,752)	(1,132,828)	(832,828)	196,924	-19.1%
Total Net Expenditures \$	6,259,394 \$	3,568,158 \$	3,793,115 \$	3,893,185 \$	325,027	9.1%



Office of Affordable Housing— Budget Unit 168 Revenues by Cost Center

CC	Cost Center Name	FY 2014 Actuals	FY 2015 Approved	FY 2016 Base Budget	FY 2016 Recommended	Amount Chg From 2015 Approved	% Chg From 2015 Approved
1119	Mortgage & Rental Asst Fund 0198	\$ 569	\$ —	\$ —	\$ —	—	—
1169	Housing Bond Prog Fund 0208	284,100	148,622	148,622	148,622	—	—
1174	Housing Set Aside Fund 0196	178,088	113,259	113,259	113,259	—	—
1178	CalHome Resue Account Fund 0104	68,230	120,000	120,000	120,000	—	—
9859	Stanford Affordable Housing Fund 0289	4,195,084	1,904,174	1,904,174	1,904,174	—	—
016801	Housing & Community Development	3,241,460	2,301,303	2,301,303	2,301,303	—	—
Total Revenues		\$ 7,967,531	\$ 4,587,358	\$ 4,587,358	\$ 4,587,358	—	—

Office of Affordable Housing— Budget Unit 168 Revenues by Type

Type	FY 2014 Actuals	FY 2015 Approved	FY 2016 Base Budget	FY 2016 Recommended	Amount Chg From 2015 Approved	% Chg From 2015 Approved
Revenue From Use Of Money/Property	\$ 305,320	\$ 83,400	\$ 83,400	\$ 83,400	—	—
Other Financing Sources	3,809,222	572,625	572,625	572,625	—	—
Aid From Government Agencies - Federal	2,441,242	1,909,333	1,909,333	1,909,333	—	—
Licenses, Permits, Franchises	1,411,746	1,902,000	1,902,000	1,902,000	—	—
Aid From Government Agencies - State	—	120,000	120,000	120,000	—	—
Total Revenues	\$ 7,967,531	\$ 4,587,358	\$ 4,587,358	\$ 4,587,358	—	—

Housing Bond Prog Fund 0208 — Cost Center 1169 Major Changes to the Budget

	Positions	Appropriations	Revenues
0208-Developer Application Fund (Fund Number 0208)			
Current Level Budget			
FY 2015 Approved Budget	—	\$ 205,321	\$ 148,622
Board Approved Adjustments During FY 2015	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
IntraCounty Adjustments	—	30,445	—
Other Adjustments	—	—	—
Subtotal (Current Level Budget)	—	\$ 235,766	\$ 148,622

Recommended Changes for FY 2016



Housing Bond Prog Fund 0208 — Cost Center 1169 Major Changes to the Budget

	Positions	Appropriations	Revenues
IntraCounty Adjustments	—	\$ —	\$ —
Decision Packages			
Information Technology			
Capital			
Subtotal (Recommended Changes)	—	\$ —	\$ —
Recommended Budget	—	\$ 235,766	\$ 148,622

OAH Admin Fund 0001 — Cost Center 1170 Major Changes to the Budget

	Positions	Appropriations	Revenues
0001-General Fund (Fund Number 0001)			
Current Level Budget			
FY 2015 Approved Budget	7.0	\$ (2,153)	\$ —
Board Approved Adjustments During FY 2015	—	138,000	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	57,333	—
IntraCounty Adjustments	—	(41,455)	—
Other Adjustments	—	—	—
Subtotal (Current Level Budget)	7.0	\$ 151,725	\$ —
Recommended Changes for FY 2016			
IntraCounty Adjustments	—	\$ 300,070	\$ —
Decision Packages			
Modify Hsg & Community Development Programs-part 2	—	100,000	—
Information Technology			
Capital			
Subtotal (Recommended Changes)	—	\$ 400,070	\$ —
Recommended Budget	7.0	\$ 551,795	\$ —

Housing Set Aside Fund 0196 — Cost Center 1174 Major Changes to the Budget

	Positions	Appropriations	Revenues
0196-Set Aside housing Fund (Fund Number 0196)			
Current Level Budget			
FY 2015 Approved Budget	—	\$ 362,300	\$ 113,259
Board Approved Adjustments During FY 2015	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
IntraCounty Adjustments	—	—	—
Other Adjustments	—	—	—
Subtotal (Current Level Budget)	—	\$ 362,300	\$ 113,259



Housing Set Aside Fund 0196 — Cost Center 1174
Major Changes to the Budget

	Positions	Appropriations	Revenues
Recommended Changes for FY 2016			
IntraCounty Adjustments	—	\$ (300,000)	\$ —
Decision Packages			
Information Technology			
Capital			
Subtotal (Recommended Changes)	—	\$ (300,000)	\$ —
Recommended Budget	—	\$ 62,300	\$ 113,259

CalHome Resue Account Fund 0104 — Cost Center 1178
Major Changes to the Budget

	Positions	Appropriations	Revenues
0104-CalHome Resue Account (Fund Number 0104)			
Current Level Budget			
FY 2015 Approved Budget	—	\$ 120,000	\$ 120,000
Board Approved Adjustments During FY 2015	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
IntraCounty Adjustments	—	—	—
Other Adjustments	—	—	—
Subtotal (Current Level Budget)	—	\$ 120,000	\$ 120,000
Recommended Changes for FY 2016			
IntraCounty Adjustments	—	\$ —	\$ —
Decision Packages			
Information Technology			
Capital			
Subtotal (Recommended Changes)	—	\$ —	\$ —
Recommended Budget	—	\$ 120,000	\$ 120,000

Stanford Affordable Housing Fund 0289 — Cost Center 9859
Major Changes to the Budget

	Positions	Appropriations	Revenues
0289-Stanford Affordable Housing Trust Fund (Fund Number 0289)			
Current Level Budget			
FY 2015 Approved Budget	—	\$ 129,856	\$ 1,904,174
Board Approved Adjustments During FY 2015	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
IntraCounty Adjustments	—	—	—
Other Adjustments	—	—	—
Subtotal (Current Level Budget)	—	\$ 129,856	\$ 1,904,174



Stanford Affordable Housing Fund 0289 — Cost Center 9859
Major Changes to the Budget

	Positions	Appropriations	Revenues
Recommended Changes for FY 2016			
IntraCounty Adjustments	— \$	— \$	—
Decision Packages			
Information Technology			
Capital			
Subtotal (Recommended Changes)	— \$	— \$	—
Recommended Budget	— \$	129,856 \$	1,904,174

Housing & Community Development — Cost Center 016801
Major Changes to the Budget

	Positions	Appropriations	Revenues
0038-Home Investment Partnership Program (Fund Number 0038)			
Current Level Budget			
FY 2015 Approved Budget	— \$	765,114 \$	514,845
Board Approved Adjustments During FY 2015	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
IntraCounty Adjustments	—	36,525	—
Other Adjustments	—	—	—
Subtotal (Current Level Budget)	— \$	801,639 \$	514,845
Recommended Changes for FY 2016			
IntraCounty Adjustments	— \$	— \$	—
Decision Packages			
Information Technology			
Capital			
Subtotal (Recommended Changes)	— \$	— \$	—
Recommended Budget	— \$	801,639 \$	514,845

0036-Unincorporated Area Rehabilitation (Fund Number 0036)			
Current Level Budget			
FY 2015 Approved Budget	— \$	546,313 \$	406,570
Board Approved Adjustments During FY 2015	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
IntraCounty Adjustments	—	—	—
Other Adjustments	—	—	—
Subtotal (Current Level Budget)	— \$	546,313 \$	406,570
Recommended Changes for FY 2016			
IntraCounty Adjustments	— \$	— \$	—
Decision Packages			
Information Technology			
Capital			



Housing & Community Development — Cost Center 016801

Major Changes to the Budget

	Positions	Appropriations	Revenues
Subtotal (Recommended Changes)	— \$	— \$	—
Recommended Budget	— \$	546,313 \$	406,570

0029-Rental Rehabilitation Program (Fund Number 0029)

Current Level Budget

FY 2015 Approved Budget	— \$	65,900 \$	25,400
Board Approved Adjustments During FY 2015	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
IntraCounty Adjustments	—	—	—
Other Adjustments	—	—	—
Subtotal (Current Level Budget)	— \$	65,900 \$	25,400

Recommended Changes for FY 2016

IntraCounty Adjustments	— \$	— \$	—
Decision Packages			
Information Technology			
Capital			
Subtotal (Recommended Changes)	— \$	— \$	—
Recommended Budget	— \$	65,900 \$	25,400

0035-Housing Community Development Fund (Fund Number 0035)

Current Level Budget

FY 2015 Approved Budget	— \$	1,375,507 \$	1,354,488
Board Approved Adjustments During FY 2015	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
IntraCounty Adjustments	—	4,109	—
Other Adjustments	—	—	—
Subtotal (Current Level Budget)	— \$	1,379,616 \$	1,354,488

Recommended Changes for FY 2016

IntraCounty Adjustments	— \$	— \$	—
Decision Packages			
Information Technology			
Capital			
Subtotal (Recommended Changes)	— \$	— \$	—
Recommended Budget	— \$	1,379,616 \$	1,354,488



Department of Alcohol and Drug Services— Budget Unit 417

Net Expenditures by Cost Center

CC	Cost Center Name	FY 2014 Actuals	FY 2015 Approved	FY 2016 Base Budget	FY 2016 Recommended	Amount Chg From 2015 Approved	% Chg From 2015 Approved
4600	Administration Fund 0001	\$ 5,026,753	\$ 9,151,093	\$ 6,718,169	\$ 6,718,092	\$ (2,433,001)	-26.6%
4604	ITEC Projects Fund 0001	693,311	347,808	359,127	359,437	11,629	3.3%
4606	3 Principles Services Division -Fund 0001	346,056	13,532	—	—	(13,532)	-100.0%
4607	Data Analysis & Evaluation Fund 0001	291,417	316,505	488,735	489,015	172,510	54.5%
4610	Children, Family & Community Svcs -F0001	3,033,053	3,915,533	4,038,030	4,040,152	124,619	3.2%
4611	CDCR Partnership in PRC - Fund 0001	—	(50,000)	3,396	4,236	54,236	-108.5%
4612	HIV Svcs Fund 0001	275,669	293,889	290,388	290,668	(3,221)	-1.1%
4620	Perinatal Substance Abuse Fund 0001	1,281,831	1,756,225	1,802,432	1,686,404	(69,821)	-4.0%
4630	Prevention Svcs Fund 0001	2,183,591	2,418,944	2,304,069	2,305,188	(113,756)	-4.7%
4640	Quality Improvement Fund 0001	1,212,594	1,341,421	1,392,364	1,818,965	477,544	35.6%
4642	Shelter Plus Care - Fund 0001	216,271	249,749	252,794	253,074	3,325	1.3%
4645	Adult Services Fund 0001	628,476	486,117	652,458	653,019	166,902	34.3%
4646	Employee Assist Prog Fund 0001	753,143	710,081	749,931	750,771	40,690	5.7%
4650	Medical Services Fund 0001	3,007,633	2,941,168	1,619,755	1,622,552	(1,318,616)	-44.8%
4652	Central Treatment & Recovery - Fund 0001	1,093,020	1,249,717	1,246,668	1,248,191	(1,526)	-0.1%
4654	East Valley Clinic Fund 0001	970,687	928,439	1,563,678	1,564,518	636,079	68.5%
4655	Central Valley Clinic Fund 0001	1,639,665	2,006,155	3,218,906	3,221,269	1,215,114	60.6%
4657	South County Clinic Fund 0001	632,325	711,129	1,298,091	1,298,776	587,647	82.6%
4670	Justice Svcs Fund 0001	822,168	1,050,682	1,047,841	1,047,841	(2,841)	-0.3%
4671	Contract Svcs Fund 0001	10,233,436	11,000,589	10,857,183	10,857,183	(143,406)	-1.3%
4672	SACPA Svcs Fund 0001	57	—	—	—	—	—
4673	Basn Svcs Fund 0001	1,179,235	1,197,303	1,025,282	1,025,282	(172,021)	-14.4%
4675	Calworks Prog Fund 0001	4,317	—	—	—	—	—
4676	Dependency Wellness Court - Fund 0001	1,633,938	1,460,196	1,487,567	1,488,128	27,932	1.9%
4677	Gateway Assessment Fund 0001	832,750	815,011	1,106,290	1,107,533	292,522	35.9%
4680	Offender Treatment Program III - Fund 0001	116,460	231,459	200,266	200,670	(30,789)	-13.3%
4682	Veterans Drug Court -F0001	28	—	—	—	—	—
4683	Comp Drug Court Imp-DDC Fund 0001	(1,541)	1,626	—	—	(1,626)	-100.0%
4684	Parolee Reentry Court Grant Fund 0001	(1,097)	—	—	—	—	—
4685	SAMSHA Treatment for Homeless Fund 0001	332,755	350,793	356,055	122,296	(228,497)	-65.1%



Department of Alcohol and Drug Services— Budget Unit 417 Net Expenditures by Cost Center

CC	Cost Center Name	FY 2014 Actuals	FY 2015 Approved	FY 2016 Base Budget	FY 2016 Recommended	Amount Chg From 2015 Approved	% Chg From 2015 Approved
4686	Criminal Justice Realignment -F0001	5,908,462	5,104,538	5,192,840	5,122,003	17,465	0.3%
4687	SAMHSA-Aftercare - F0001	229,847	269,132	265,559	265,963	(3,169)	-1.2%
4688	SAMSHA Developmentally Delayed-F0001	113,370	257,862	317,862	317,862	60,000	23.3%
4689	Measure A - Fund 0001	—	—	2,300,000	2,300,000	2,300,000	n/a
Total Net Expenditures \$		44,689,679 \$	50,526,696 \$	52,155,736 \$	52,179,088 \$	1,652,392	3.3%

Department of Alcohol and Drug Services— Budget Unit 417 Gross Expenditures by Cost Center

CC	Cost Center Name	FY 2014 Actuals	FY 2015 Approved	FY 2016 Base Budget	FY 2016 Recommended	Amount Chg From 2015 Approved	% Chg From 2015 Approved
4600	Administration Fund 0001	\$ 5,326,707	\$ 9,517,207	\$ 7,084,283	\$ 7,084,206	(2,433,001)	-25.6%
4604	ITEC Projects Fund 0001	693,311	347,808	359,127	359,437	11,629	3.3%
4606	3 Principles Services Division -Fund 0001	346,056	13,532	—	—	(13,532)	-100.0%
4607	Data Analysis & Evaluation Fund 0001	291,417	316,505	488,735	489,015	172,510	54.5%
4610	Children, Family & Community Svcs -F0001	3,439,068	4,328,090	4,450,587	4,452,709	124,619	2.9%
4611	CDCR Partnership in PRC - Fund 0001	—	988,899	1,047,443	1,048,283	59,384	6.0%
4612	HIV Svcs Fund 0001	275,669	293,889	290,388	290,668	(3,221)	-1.1%
4620	Perinatal Substance Abuse Fund 0001	1,998,569	2,472,963	2,519,170	2,403,142	(69,821)	-2.8%
4630	Prevention Svcs Fund 0001	2,183,591	2,418,944	2,304,069	2,305,188	(113,756)	-4.7%
4640	Quality Improvement Fund 0001	1,212,594	1,341,421	1,392,364	1,818,965	477,544	35.6%
4642	Shelter Plus Care - Fund 0001	216,271	249,749	252,794	253,074	3,325	1.3%
4645	Adult Services Fund 0001	755,729	619,297	652,458	653,019	33,722	5.4%
4646	Employee Assist Prog Fund 0001	753,143	710,081	749,931	750,771	40,690	5.7%
4650	Medical Services Fund 0001	3,007,633	2,941,168	1,619,755	1,727,067	(1,214,101)	-41.3%
4652	Central Treatment & Recovery - Fund 0001	1,093,020	1,249,717	1,246,668	1,248,191	(1,526)	-0.1%
4654	East Valley Clinic Fund 0001	970,687	928,439	1,563,678	1,564,518	636,079	68.5%
4655	Central Valley Clinic Fund 0001	1,639,665	2,006,155	3,218,906	3,221,269	1,215,114	60.6%
4657	South County Clinic Fund 0001	632,325	711,129	1,298,091	1,298,776	587,647	82.6%
4670	Justice Svcs Fund 0001	822,168	1,050,682	1,047,841	1,047,841	(2,841)	-0.3%
4671	Contract Svcs Fund 0001	10,233,436	11,000,589	10,857,183	10,857,183	(143,406)	-1.3%
4672	SACPA Svcs Fund 0001	57	—	—	—	—	—



Department of Alcohol and Drug Services— Budget Unit 417 Gross Expenditures by Cost Center

CC	Cost Center Name	FY 2014 Actuals	FY 2015 Approved	FY 2016 Base Budget	FY 2016 Recommended	Amount Chg From 2015 Approved	% Chg From 2015 Approved
4673	Basn Svcs Fund 0001	1,179,235	1,197,303	1,025,282	1,025,282	(172,021)	-14.4%
4675	Calworks Prog Fund 0001	62,125	62,000	62,000	62,000	—	—
4676	Dependency Wellness Court - Fund 0001	1,633,938	1,460,196	1,487,567	1,488,128	27,932	1.9%
4677	Gateway Assessment Fund 0001	832,750	815,011	1,106,290	1,107,533	292,522	35.9%
4680	Offender Treatment Program III - Fund 0001	116,460	231,459	200,266	200,670	(30,789)	-13.3%
4682	Veterans Drug Court -F0001	28	—	—	—	—	—
4683	Comp Drug Court Imp-DDC Fund 0001	(1,541)	1,626	—	—	(1,626)	-100.0%
4684	Parolee Reentry Court Grant Fund 0001	(1,097)	—	—	—	—	—
4685	SAMSHA Treatment for Homeless Fund 0001	332,755	350,793	356,055	122,296	(228,497)	-65.1%
4686	Criminal Justice Realignment -F0001	5,908,462	5,104,538	5,192,840	5,122,003	17,465	0.3%
4687	SAMHSA-Aftercare - F0001	229,847	269,132	265,559	265,963	(3,169)	-1.2%
4688	SAMSHA Developmentally Delayed-F0001	113,370	257,862	317,862	317,862	60,000	23.3%
4689	Measure A - Fund 0001	—	—	2,300,000	2,300,000	2,300,000	n/a
Total Gross Expenditures \$		46,297,447 \$	53,256,184 \$	54,757,192 \$	54,885,059 \$	1,628,875	3.1%

Department of Alcohol and Drug Services— Budget Unit 417 Expenditures by Object

Object	FY 2014 Actuals	FY 2015 Approved	FY 2016 Base Budget	FY 2016 Recommended	Amount Chg From 2015 Approved	% Chg From 2015 Approved
Salary and Benefits	\$ 18,279,858	\$ 21,128,408	\$ 22,174,820	\$ 22,591,421	\$ 1,463,013	6.9%
Services And Supplies	27,980,881	32,127,776	32,582,372	32,293,638	165,862	0.5%
Fixed Assets	36,708	—	—	—	—	—
Total Gross Expenditures \$	46,297,447 \$	53,256,184 \$	54,757,192 \$	54,885,059 \$	1,628,875	3.1%
Expenditure Transfers	(1,607,768)	(2,729,488)	(2,601,456)	(2,705,971)	23,517	-0.9%
Total Net Expenditures \$	44,689,679 \$	50,526,696 \$	52,155,736 \$	52,179,088 \$	1,652,392	3.3%



Department of Alcohol and Drug Services— Budget Unit 417 Revenues by Cost Center

CC	Cost Center Name	FY 2014 Actuals	FY 2015 Approved	FY 2016 Base Budget	FY 2016 Recommended	Amount Chg From 2015 Approved	% Chg From 2015 Approved
4600	Administration Fund 0001	\$ 8,952,293	\$ 12,068,939	\$ 10,452,704	\$ 10,452,704	\$ (1,616,235)	-13.4%
4610	Children, Family & Community Svcs -F0001	729,754	1,213,036	1,213,036	1,213,036	—	—
4612	HIV Svcs Fund 0001	340,861	360,955	360,955	360,955	—	—
4620	Perinatal Substance Abuse Fund 0001	1,186,145	1,219,956	1,219,956	1,219,956	—	—
4630	Prevention Svcs Fund 0001	2,336,658	2,432,054	2,432,054	2,432,054	—	—
4652	Central Treatment & Recovery - Fund 0001	4,287	4,500	4,500	4,500	—	—
4654	East Valley Clinic Fund 0001	37,200	20,600	20,600	20,600	—	—
4655	Central Valley Clinic Fund 0001	91,045	38,500	38,500	38,500	—	—
4657	South County Clinic Fund 0001	34,125	15,150	15,150	15,150	—	—
4670	Justice Svcs Fund 0001	1,215,900	1,492,504	1,452,504	1,452,504	(40,000)	-2.7%
4671	Contract Svcs Fund 0001	1,815	—	—	—	—	—
4673	Basn Svcs Fund 0001	1,174,292	—	—	—	—	—
4676	Dependency Wellness Court - Fund 0001	1,443,751	—	249,181	249,181	249,181	n/a
4683	Comp Drug Court Imp-DDC Fund 0001	20,718	249,181	—	—	(249,181)	-100.0%
4685	SAMSHA Treatment for Homeless Fund 0001	329,321	350,000	350,000	68,231	(281,769)	-80.5%
4686	Criminal Justice Realignment -F0001	4,838,433	5,104,538	5,191,667	5,119,431	14,893	0.3%
4687	SAMSHA-Aftercare - F0001	271,651	67,612	67,612	67,612	—	—
4688	SAMSHA Developmentally Delayed-F0001	56,370	257,862	317,862	317,862	60,000	23.3%
Total Revenues		\$ 23,064,620	\$ 24,895,387	\$ 23,386,281	\$ 23,032,276	\$ (1,863,111)	-7.5%

Department of Alcohol and Drug Services— Budget Unit 417 Revenues by Type

Type	FY 2014 Actuals	FY 2015 Approved	FY 2016 Base Budget	FY 2016 Recommended	Amount Chg From 2015 Approved	% Chg From 2015 Approved
Aid From Government Agencies - Federal	\$ 11,750,247	\$ 14,829,473	\$ 13,345,238	\$ 13,063,469	\$ (1,766,004)	-11.9%
Charges For Services	188,788	98,850	98,850	98,850	—	—
Other Financing Sources	9,951,293	9,967,064	9,942,193	9,869,957	(97,107)	-1.0%
Aid From Government Agencies - State	1,174,292	—	—	—	—	—
Total Revenues	\$ 23,064,620	\$ 24,895,387	\$ 23,386,281	\$ 23,032,276	\$ (1,863,111)	-7.5%



Administration Fund 0001 — Cost Center 4600
Major Changes to the Budget

	Positions	Appropriations	Revenues
0001-General Fund (Fund Number 0001)			
Current Level Budget			
FY 2015 Approved Budget	11.0	\$ 9,151,093	\$ 12,068,939
Board Approved Adjustments During FY 2015	—	(2,352,509)	(1,544,235)
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	1.0	170,329	—
IntraCounty Adjustments	—	(244,116)	(72,000)
Other Adjustments	—	(6,628)	—
Subtotal (Current Level Budget)	12.0	\$ 6,718,169	\$ 10,452,704
Recommended Changes for FY 2016			
IntraCounty Adjustments	—	\$ 1,679	\$ —
Decision Packages			
Eliminate the SAMHSA Treatment for Homeless Program-Part A	—	(54,167)	—
Move Valley Care II Unit from BU412 to BU417 Part B	1.0	97,048	—
Modify Research and Outcome Measurement Unit	1.0	117,271	—
Behavioral Health Services Administration	-1.0	(161,908)	—
Information Technology			
Capital			
Subtotal (Recommended Changes)	1.0	\$ (77)	\$ —
Recommended Budget	13.0	\$ 6,718,092	\$ 10,452,704

ITEC Projects Fund 0001 — Cost Center 4604
Major Changes to the Budget

	Positions	Appropriations	Revenues
0001-General Fund (Fund Number 0001)			
Current Level Budget			
FY 2015 Approved Budget	2.0	\$ 347,808	\$ —
Board Approved Adjustments During FY 2015	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	15,115	—
IntraCounty Adjustments	—	1,996	—
Other Adjustments	—	(5,792)	—
Subtotal (Current Level Budget)	2.0	\$ 359,127	\$ —
Recommended Changes for FY 2016			
IntraCounty Adjustments	—	\$ 310	\$ —
Decision Packages			
Information Technology			
Capital			
Subtotal (Recommended Changes)	—	\$ 310	\$ —
Recommended Budget	2.0	\$ 359,437	\$ —



3 Principles Services Division -Fund 0001 — Cost Center 4606 Major Changes to the Budget

	Positions	Appropriations	Revenues
0001-General Fund (Fund Number 0001)			
Current Level Budget			
FY 2015 Approved Budget	—	\$ 13,532	\$ —
Board Approved Adjustments During FY 2015	—	(11,489)	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
IntraCounty Adjustments	—	(2,043)	—
Other Adjustments	—	—	—
Subtotal (Current Level Budget)	—	\$ —	\$ —
Recommended Changes for FY 2016			
IntraCounty Adjustments	—	\$ —	\$ —
Decision Packages			
Information Technology			
Capital			
Subtotal (Recommended Changes)	—	\$ —	\$ —
Recommended Budget	—	\$ —	\$ —

Data Analysis & Evaluation Fund 0001 — Cost Center 4607 Major Changes to the Budget

	Positions	Appropriations	Revenues
0001-General Fund (Fund Number 0001)			
Current Level Budget			
FY 2015 Approved Budget	2.0	\$ 316,505	\$ —
Board Approved Adjustments During FY 2015	1.0	168,616	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	(1,798)	—
IntraCounty Adjustments	—	511	—
Other Adjustments	—	4,901	—
Subtotal (Current Level Budget)	3.0	\$ 488,735	\$ —
Recommended Changes for FY 2016			
IntraCounty Adjustments	—	\$ 280	\$ —
Decision Packages			
Information Technology			
Capital			
Subtotal (Recommended Changes)	—	\$ 280	\$ —
Recommended Budget	3.0	\$ 489,015	\$ —



Children, Family & Community Svcs -F0001 — Cost Center 4610 Major Changes to the Budget

	Positions	Appropriations	Revenues
0001-General Fund (Fund Number 0001)			
Current Level Budget			
FY 2015 Approved Budget	17.5 \$	3,915,533 \$	1,213,036
Board Approved Adjustments During FY 2015	—	33,861	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	65,658	—
IntraCounty Adjustments	—	24,195	—
Other Adjustments	—	(1,217)	—
Subtotal (Current Level Budget)	17.5 \$	4,038,030 \$	1,213,036
Recommended Changes for FY 2016			
IntraCounty Adjustments	— \$	2,122 \$	—
Decision Packages			
Information Technology			
Capital			
Subtotal (Recommended Changes)	— \$	2,122 \$	—
Recommended Budget	17.5 \$	4,040,152 \$	1,213,036

CDCR Partnership in PRC - Fund 0001 — Cost Center 4611 Major Changes to the Budget

	Positions	Appropriations	Revenues
0001-General Fund (Fund Number 0001)			
Current Level Budget			
FY 2015 Approved Budget	6.0 \$	(50,000) \$	—
Board Approved Adjustments During FY 2015	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	(1,961)	—
IntraCounty Adjustments	—	2,514	—
Other Adjustments	—	52,843	—
Subtotal (Current Level Budget)	6.0 \$	3,396 \$	—
Recommended Changes for FY 2016			
IntraCounty Adjustments	— \$	840 \$	—
Decision Packages			
Information Technology			
Capital			
Subtotal (Recommended Changes)	— \$	840 \$	—
Recommended Budget	6.0 \$	4,236 \$	—



HIV Svcs Fund 0001 — Cost Center 4612

Major Changes to the Budget

	Positions	Appropriations	Revenues
0001-General Fund (Fund Number 0001)			
Current Level Budget			
FY 2015 Approved Budget	2.0	\$ 293,889	\$ 360,955
Board Approved Adjustments During FY 2015	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	(2,061)	—
IntraCounty Adjustments	—	1,462	—
Other Adjustments	—	(2,902)	—
Subtotal (Current Level Budget)	2.0	\$ 290,388	\$ 360,955
Recommended Changes for FY 2016			
IntraCounty Adjustments	—	\$ 280	\$ —
Decision Packages			
Information Technology			
Capital			
Subtotal (Recommended Changes)	—	\$ 280	\$ —
Recommended Budget	2.0	\$ 290,668	\$ 360,955

Perinatal Substance Abuse Fund 0001 — Cost Center 4620

Major Changes to the Budget

	Positions	Appropriations	Revenues
0001-General Fund (Fund Number 0001)			
Current Level Budget			
FY 2015 Approved Budget	6.5	\$ 1,756,225	\$ 1,219,956
Board Approved Adjustments During FY 2015	—	(12,849)	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	44,040	—
IntraCounty Adjustments	—	16,173	—
Other Adjustments	—	(1,157)	—
Subtotal (Current Level Budget)	6.5	\$ 1,802,432	\$ 1,219,956
Recommended Changes for FY 2016			
IntraCounty Adjustments	—	\$ 1,243	\$ —
Decision Packages			
Modify Research and Outcome Measurement Unit	—	(117,271)	—
Information Technology			
Capital			
Subtotal (Recommended Changes)	—	(116,028)	\$ —
Recommended Budget	6.5	\$ 1,686,404	\$ 1,219,956



Prevention Svcs Fund 0001 — Cost Center 4630
Major Changes to the Budget

	Positions	Appropriations	Revenues
0001-General Fund (Fund Number 0001)			
Current Level Budget			
FY 2015 Approved Budget	11.0	\$ 2,418,944	\$ 2,432,054
Board Approved Adjustments During FY 2015	—	10,964	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	-1.0	(3,834)	—
IntraCounty Adjustments	—	10,762	—
Other Adjustments	—	(132,767)	—
Subtotal (Current Level Budget)	10.0	\$ 2,304,069	\$ 2,432,054
Recommended Changes for FY 2016			
IntraCounty Adjustments	—	\$ 1,119	\$ —
Decision Packages			
Information Technology			
Capital			
Subtotal (Recommended Changes)	—	\$ 1,119	\$ —
Recommended Budget	10.0	\$ 2,305,188	\$ 2,432,054

Quality Improvement Fund 0001 — Cost Center 4640
Major Changes to the Budget

	Positions	Appropriations	Revenues
0001-General Fund (Fund Number 0001)			
Current Level Budget			
FY 2015 Approved Budget	10.0	\$ 1,341,421	\$ —
Board Approved Adjustments During FY 2015	1.0	85,478	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	-1.0	(40,155)	—
IntraCounty Adjustments	—	6,533	—
Other Adjustments	—	(913)	—
Subtotal (Current Level Budget)	10.0	\$ 1,392,364	\$ —
Recommended Changes for FY 2016			
IntraCounty Adjustments	—	\$ 1,243	\$ —
Decision Packages			
Move Valley Care II Unit from BU412 to BU417 Part B	3.0	425,358	—
Information Technology			
Capital			
Subtotal (Recommended Changes)	3.0	\$ 426,601	\$ —
Recommended Budget	13.0	\$ 1,818,965	\$ —



Shelter Plus Care - Fund 0001 — Cost Center 4642
Major Changes to the Budget

	Positions	Appropriations	Revenues
0001-General Fund (Fund Number 0001)			
Current Level Budget			
FY 2015 Approved Budget	2.0	\$ 249,749	\$ —
Board Approved Adjustments During FY 2015	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	(4,995)	—
IntraCounty Adjustments	—	7,561	—
Other Adjustments	—	479	—
Subtotal (Current Level Budget)	2.0	\$ 252,794	\$ —
Recommended Changes for FY 2016			
IntraCounty Adjustments	—	\$ 280	\$ —
Decision Packages			
Information Technology			
Capital			
Subtotal (Recommended Changes)	—	\$ 280	\$ —
Recommended Budget	2.0	\$ 253,074	\$ —

Adult Services Fund 0001 — Cost Center 4645
Major Changes to the Budget

	Positions	Appropriations	Revenues
0001-General Fund (Fund Number 0001)			
Current Level Budget			
FY 2015 Approved Budget	4.0	\$ 486,117	\$ —
Board Approved Adjustments During FY 2015	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	32,854	—
IntraCounty Adjustments	—	134,884	—
Other Adjustments	—	(1,397)	—
Subtotal (Current Level Budget)	4.0	\$ 652,458	\$ —
Recommended Changes for FY 2016			
IntraCounty Adjustments	—	\$ 561	\$ —
Decision Packages			
Information Technology			
Capital			
Subtotal (Recommended Changes)	—	\$ 561	\$ —
Recommended Budget	4.0	\$ 653,019	\$ —



Employee Assist Prog Fund 0001 — Cost Center 4646 Major Changes to the Budget

	Positions	Appropriations	Revenues
0001-General Fund (Fund Number 0001)			
Current Level Budget			
FY 2015 Approved Budget	5.0	\$ 710,081	\$ —
Board Approved Adjustments During FY 2015	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	31,588	—
IntraCounty Adjustments	—	9,013	—
Other Adjustments	—	(751)	—
Subtotal (Current Level Budget)	5.0	\$ 749,931	\$ —
Recommended Changes for FY 2016			
IntraCounty Adjustments	—	\$ 840	\$ —
Decision Packages			
Information Technology			
Capital			
Subtotal (Recommended Changes)	—	\$ 840	\$ —
Recommended Budget	5.0	\$ 750,771	\$ —

Medical Services Fund 0001 — Cost Center 4650 Major Changes to the Budget

	Positions	Appropriations	Revenues
0001-General Fund (Fund Number 0001)			
Current Level Budget			
FY 2015 Approved Budget	19.0	\$ 2,941,168	\$ —
Board Approved Adjustments During FY 2015	1.0	828,915	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	-16.0	(2,159,824)	—
IntraCounty Adjustments	—	11,127	—
Other Adjustments	—	(1,631)	—
Subtotal (Current Level Budget)	4.0	\$ 1,619,755	\$ —
Recommended Changes for FY 2016			
IntraCounty Adjustments	—	\$ (101,718)	\$ —
Decision Packages			
Care Coordination and Transitions Program	1.0	104,515	—
Information Technology			
Capital			
Subtotal (Recommended Changes)	1.0	\$ 2,797	\$ —
Recommended Budget	5.0	\$ 1,622,552	\$ —



Central Treatment & Recovery - Fund 0001 — Cost Center 4652
Major Changes to the Budget

	Positions	Appropriations	Revenues
0001-General Fund (Fund Number 0001)			
Current Level Budget			
FY 2015 Approved Budget	10.5	\$ 1,249,717	\$ 4,500
Board Approved Adjustments During FY 2015	0.5	52,509	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	-1.0	(56,891)	—
IntraCounty Adjustments	—	2,985	—
Other Adjustments	—	(1,652)	—
Subtotal (Current Level Budget)	10.0	\$ 1,246,668	\$ 4,500
Recommended Changes for FY 2016			
IntraCounty Adjustments	—	\$ 1,523	\$ —
Decision Packages			
Information Technology			
Capital			
Subtotal (Recommended Changes)	—	\$ 1,523	\$ —
Recommended Budget	10.0	\$ 1,248,191	\$ 4,500

East Valley Clinic Fund 0001 — Cost Center 4654
Major Changes to the Budget

	Positions	Appropriations	Revenues
0001-General Fund (Fund Number 0001)			
Current Level Budget			
FY 2015 Approved Budget	7.0	\$ 928,439	\$ 20,600
Board Approved Adjustments During FY 2015	—	(11,934)	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	4.5	639,829	—
IntraCounty Adjustments	—	7,473	—
Other Adjustments	—	(129)	—
Subtotal (Current Level Budget)	11.5	\$ 1,563,678	\$ 20,600
Recommended Changes for FY 2016			
IntraCounty Adjustments	—	\$ 840	\$ —
Decision Packages			
Information Technology			
Capital			
Subtotal (Recommended Changes)	—	\$ 840	\$ —
Recommended Budget	11.5	\$ 1,564,518	\$ 20,600



Central Valley Clinic Fund 0001 — Cost Center 4655
Major Changes to the Budget

	Positions	Appropriations	Revenues
0001-General Fund (Fund Number 0001)			
Current Level Budget			
FY 2015 Approved Budget	16.0	\$ 2,006,155	\$ 38,500
Board Approved Adjustments During FY 2015	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	7.5	1,204,229	—
IntraCounty Adjustments	—	11,367	—
Other Adjustments	—	(2,845)	—
Subtotal (Current Level Budget)	23.5	\$ 3,218,906	\$ 38,500
Recommended Changes for FY 2016			
IntraCounty Adjustments	—	\$ 2,363	\$ —
Decision Packages			
Information Technology			
Capital			
Subtotal (Recommended Changes)	—	\$ 2,363	\$ —
Recommended Budget	23.5	\$ 3,221,269	\$ 38,500

South County Clinic Fund 0001 — Cost Center 4657
Major Changes to the Budget

	Positions	Appropriations	Revenues
0001-General Fund (Fund Number 0001)			
Current Level Budget			
FY 2015 Approved Budget	5.0	\$ 711,129	\$ 15,150
Board Approved Adjustments During FY 2015	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	4.0	581,778	—
IntraCounty Adjustments	—	4,864	—
Other Adjustments	—	320	—
Subtotal (Current Level Budget)	9.0	\$ 1,298,091	\$ 15,150
Recommended Changes for FY 2016			
IntraCounty Adjustments	—	\$ 685	\$ —
Decision Packages			
Information Technology			
Capital			
Subtotal (Recommended Changes)	—	\$ 685	\$ —
Recommended Budget	9.0	\$ 1,298,776	\$ 15,150



Justice Svcs Fund 0001 — Cost Center 4670
Major Changes to the Budget

	Positions	Appropriations	Revenues
0001-General Fund (Fund Number 0001)			
Current Level Budget			
FY 2015 Approved Budget	— \$	1,050,682 \$	1,492,504
Board Approved Adjustments During FY 2015	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
IntraCounty Adjustments	—	(2,841)	(40,000)
Other Adjustments	—	—	—
Subtotal (Current Level Budget)	— \$	1,047,841 \$	1,452,504
Recommended Changes for FY 2016			
IntraCounty Adjustments	— \$	— \$	—
Decision Packages			
Information Technology			
Capital			
Subtotal (Recommended Changes)	— \$	— \$	—
Recommended Budget	— \$	1,047,841 \$	1,452,504

Contract Svcs Fund 0001 — Cost Center 4671
Major Changes to the Budget

	Positions	Appropriations	Revenues
0001-General Fund (Fund Number 0001)			
Current Level Budget			
FY 2015 Approved Budget	— \$	11,000,589 \$	—
Board Approved Adjustments During FY 2015	—	(151,552)	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
IntraCounty Adjustments	—	8,146	—
Other Adjustments	—	—	—
Subtotal (Current Level Budget)	— \$	10,857,183 \$	—
Recommended Changes for FY 2016			
IntraCounty Adjustments	— \$	— \$	—
Decision Packages			
Information Technology			
Capital			
Subtotal (Recommended Changes)	— \$	— \$	—
Recommended Budget	— \$	10,857,183 \$	—



Basn Svcs Fund 0001 — Cost Center 4673
Major Changes to the Budget

	Positions	Appropriations	Revenues
0001-General Fund (Fund Number 0001)			
Current Level Budget			
FY 2015 Approved Budget	2.0	\$ 1,197,303	\$ —
Board Approved Adjustments During FY 2015	-2.0	(167,544)	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	4.0	(3,721)	—
IntraCounty Adjustments	—	(756)	—
Other Adjustments	—	—	—
Subtotal (Current Level Budget)	—	\$ 1,025,282	\$ —
Recommended Changes for FY 2016			
IntraCounty Adjustments	—	\$ —	\$ —
Decision Packages			
Information Technology			
Capital			
Subtotal (Recommended Changes)	—	\$ —	\$ —
Recommended Budget	—	\$ 1,025,282	\$ —

Dependency Wellness Court - Fund 0001 — Cost Center 4676
Major Changes to the Budget

	Positions	Appropriations	Revenues
0001-General Fund (Fund Number 0001)			
Current Level Budget			
FY 2015 Approved Budget	4.0	\$ 1,460,196	\$ —
Board Approved Adjustments During FY 2015	—	1,626	249,181
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	28,109	—
IntraCounty Adjustments	—	2,385	—
Other Adjustments	—	(4,749)	—
Subtotal (Current Level Budget)	4.0	\$ 1,487,567	\$ 249,181
Recommended Changes for FY 2016			
IntraCounty Adjustments	—	\$ 561	\$ —
Decision Packages			
Information Technology			
Capital			
Subtotal (Recommended Changes)	—	\$ 561	\$ —
Recommended Budget	4.0	\$ 1,488,128	\$ 249,181



Gateway Assessment Fund 0001 — Cost Center 4677
Major Changes to the Budget

	Positions	Appropriations	Revenues
0001-General Fund (Fund Number 0001)			
Current Level Budget			
FY 2015 Approved Budget	8.0	\$ 815,011	\$ —
Board Approved Adjustments During FY 2015	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	2.0	287,450	—
IntraCounty Adjustments	—	4,684	—
Other Adjustments	—	(855)	—
Subtotal (Current Level Budget)	10.0	\$ 1,106,290	\$ —
Recommended Changes for FY 2016			
IntraCounty Adjustments	—	\$ 1,243	\$ —
Decision Packages			
Information Technology			
Capital			
Subtotal (Recommended Changes)	—	\$ 1,243	\$ —
Recommended Budget	10.0	\$ 1,107,533	\$ —

Offender Treatment Program III - Fund 0001 — Cost Center 4680
Major Changes to the Budget

	Positions	Appropriations	Revenues
0001-General Fund (Fund Number 0001)			
Current Level Budget			
FY 2015 Approved Budget	2.0	\$ 231,459	\$ —
Board Approved Adjustments During FY 2015	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	9,388	—
IntraCounty Adjustments	—	6,017	—
Other Adjustments	—	(46,598)	—
Subtotal (Current Level Budget)	2.0	\$ 200,266	\$ —
Recommended Changes for FY 2016			
IntraCounty Adjustments	—	\$ 404	\$ —
Decision Packages			
Information Technology			
Capital			
Subtotal (Recommended Changes)	—	\$ 404	\$ —
Recommended Budget	2.0	\$ 200,670	\$ —



Comp Drug Court Imp-DDC Fund 0001 — Cost Center 4683
Major Changes to the Budget

	Positions	Appropriations	Revenues
0001-General Fund (Fund Number 0001)			
Current Level Budget			
FY 2015 Approved Budget	— \$	1,626 \$	249,181
Board Approved Adjustments During FY 2015	—	(1,626)	(249,181)
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
IntraCounty Adjustments	—	—	—
Other Adjustments	—	—	—
Subtotal (Current Level Budget)	— \$	— \$	—
Recommended Changes for FY 2016			
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
0001-General Fund (Fund Number 0001)			
Current Level Budget			
FY 2015 Approved Budget	1.0 \$	350,793 \$	350,000
Board Approved Adjustments During FY 2015	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	6,370	—
IntraCounty Adjustments	—	(1,108)	—
Other Adjustments	—	—	—
Subtotal (Current Level Budget)	1.0 \$	356,055 \$	350,000
Recommended Changes for FY 2016			
IntraCounty Adjustments	— \$	(3,653) \$	—
Decision Packages			
Eliminate the SAMHSA Treatment for Homeless Program- Part A	-1.0	(230,106)	(281,769)
Information Technology			
Capital			
Subtotal (Recommended Changes)	-1.0 \$	(233,759) \$	(281,769)
Recommended Budget	— \$	122,296 \$	68,231



Criminal Justice Realignment -F0001 — Cost Center 4686
Major Changes to the Budget

	Positions	Appropriations	Revenues
0001-General Fund (Fund Number 0001)			
Current Level Budget			
FY 2015 Approved Budget	13.0	\$ 5,104,538	\$ 5,104,538
Board Approved Adjustments During FY 2015	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	111,744	—
IntraCounty Adjustments	—	6,558	548,026
Other Adjustments	—	(30,000)	(460,897)
Subtotal (Current Level Budget)	13.0	\$ 5,192,840	\$ 5,191,667
Recommended Changes for FY 2016			
IntraCounty Adjustments	—	\$ 1,399	\$ (72,236)
Decision Packages			
AB109 - Bus Tokens DADS	—	30,000	—
AB109 ð Remove funding for Health insurance screening prog	-1.0	(102,236)	—
Information Technology			
Capital			
Subtotal (Recommended Changes)	-1.0	\$ (70,837)	\$ (72,236)
Recommended Budget	12.0	\$ 5,122,003	\$ 5,119,431

SAMHSA-Aftercare - F0001 — Cost Center 4687
Major Changes to the Budget

	Positions	Appropriations	Revenues
0001-General Fund (Fund Number 0001)			
Current Level Budget			
FY 2015 Approved Budget	2.0	\$ 269,132	\$ 67,612
Board Approved Adjustments During FY 2015	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	(6,043)	—
IntraCounty Adjustments	—	2,470	—
Other Adjustments	—	—	—
Subtotal (Current Level Budget)	2.0	\$ 265,559	\$ 67,612
Recommended Changes for FY 2016			
IntraCounty Adjustments	—	\$ 404	\$ —
Decision Packages			
Information Technology			
Capital			
Subtotal (Recommended Changes)	—	\$ 404	\$ —
Recommended Budget	2.0	\$ 265,963	\$ 67,612



SAMSHA Developmentally Delayed-F0001 — Cost Center 4688
Major Changes to the Budget

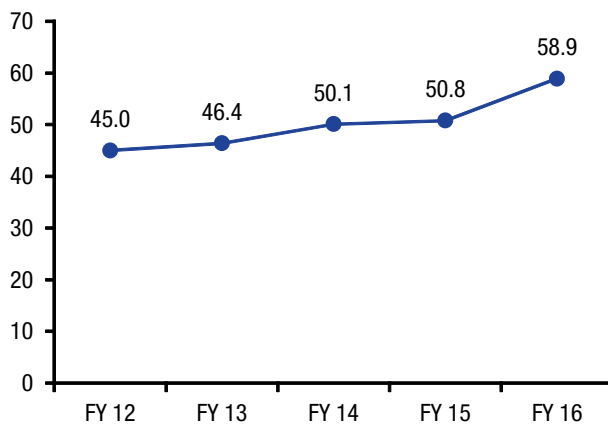
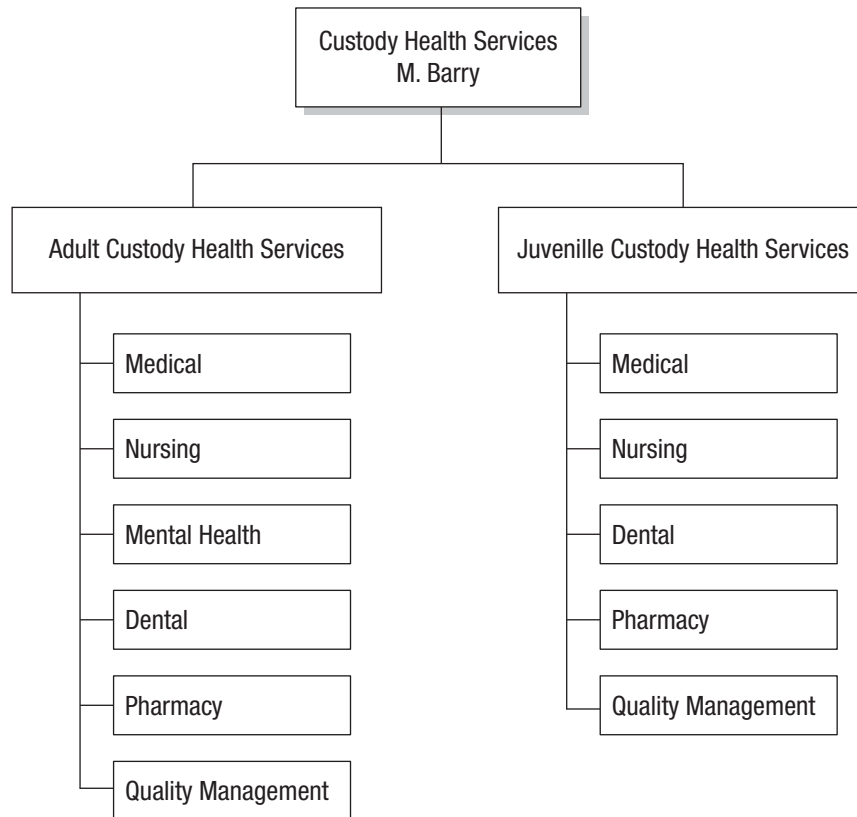
	Positions	Appropriations	Revenues
0001-General Fund (Fund Number 0001)			
Current Level Budget			
FY 2015 Approved Budget	— \$	257,862 \$	257,862
Board Approved Adjustments During FY 2015	—	60,000	60,000
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
IntraCounty Adjustments	—	—	—
Other Adjustments	—	—	—
Subtotal (Current Level Budget)	— \$	317,862 \$	317,862
Recommended Changes for FY 2016			
IntraCounty Adjustments	— \$	— \$	—
Decision Packages			
Information Technology			
Capital			
Subtotal (Recommended Changes)	— \$	— \$	—
Recommended Budget	— \$	317,862 \$	317,862

Measure A - Fund 0001 — Cost Center 4689
Major Changes to the Budget

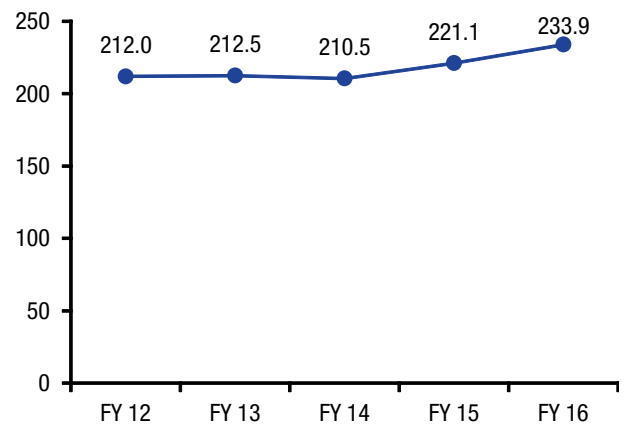
	Positions	Appropriations	Revenues
0001-General Fund (Fund Number 0001)			
Current Level Budget			
FY 2015 Approved Budget	— \$	— \$	—
Board Approved Adjustments During FY 2015	—	2,300,000	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
IntraCounty Adjustments	—	—	—
Other Adjustments	—	—	—
Subtotal (Current Level Budget)	— \$	2,300,000 \$	—
Recommended Changes for FY 2016			
IntraCounty Adjustments	— \$	— \$	—
Decision Packages			
Information Technology			
Capital			
Subtotal (Recommended Changes)	— \$	— \$	—
Recommended Budget	— \$	2,300,000 \$	—



Custody Health Services



Gross Appropriation Trend



Staffing Trend

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 Services (CHS) 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 ambulatory medical, mental health and pharmacy services are provided to the detainees of Juvenile Hall, James Ranch, Main Jail, and the Elmwood

facility. Medical Infirmary Services are provided at Juvenile Hall and the Main Jail, and acute mental health services are provided at the Main Jail.

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 dental services are provided to the detainees of the Main Jail and Elmwood Facility, Juvenile Hall, and the James Ranch.

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	
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		
Court evaluations	Discharge planning		
Discharge planning	Referral to the community		
Hospice care	Interagency mental health education		
Infection control			

Current and Emerging Issues

As a result of the Public Safety Realignment AB109 Plan (AB109) that became effective in October 2011, some inmates who were previously sentenced to the State Prison system are now sentenced to local County jail facilities to serve their period of incarceration. 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 AB109. Due to the length of time which these inmates are sentenced, the Custody Health Services Department has had to reassess clinical operations and develop reasonable plans that ensure inmates receive all necessary preventive, episodic, and chronic care services that are due over long periods of time. Health screening such as routine breast examinations, which were not previously provided to the inmate population due to their short length of stays in the 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 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.

The mental health population in the County's jail facilities has swelled to approximately 25% of the population. This has created strains on the Sheriff's Office Custody Bureau and the Custody Health Service Department's ability to provide safe housing for the mentally ill inmates. The Special Management beds within the Main Jail facility have periodically been exhausted, creating the need to house mentally fragile inmates in general population units. Housing mentally vulnerable inmates in these units can potentially deteriorate the inmates' mental status, and subjects the inmates to victimization by other inmates. The Department is working closely with the Sheriff's Office to find appropriate housing for all mentally fragile inmates. Additionally, the census on the acute mental health unit of the jail has reached its capacity, and has exceeded the capacity for 30% of FY 2015. Plans to address this critical issue by expansion of acute mental health services to an adjacent unit in the Jail are underway.

Due to the increased number 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 infirmary and Special Housing beds available for the inmates who require such treatment and beds. The Medical Infirmary, as well as the Special Housing Units, must be triaged every shift to accommodate inmates who have the 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 incarceration. Additionally, due to inmates being sentenced to jail for lengthy periods of time, the Department will need to embark on initiating treatment for Hepatitis C for inmates who meet the established criteria for treatment.

There continues to be an increased demand for comprehensive discharge planning for inmates released from Custody Facilities to ensure that both the medically fragile inmates as well as the mentally ill inmates are provided continuity of care upon their release to the community.

The women's inmate population has significantly increased since 2011, reaching an Average Daily Census of approximately 500 inmates. Incarceration of pregnant inmates has also dramatically increased by 67% since 2013. The mentally ill female population has risen dramatically, with females utilizing 30% of the acute mental health beds on a daily basis.



County Executive's Recommendation

Summary of County Executive's Recommendations

Description	Impact	Impact on Services	Position Impact	FY 2016 Ongoing Net Cost/(Savings)	FY 2016 One-Time Net Cost/(Savings)
Expand Custody Mental Health Beds	↑	Increase staff and services and supplies to expand acute mental health beds at the Main Jail by 23 beds.	9.8	—	—
Eliminate Custody Inmate CoPay	◆	Decrease in revenue due to the elimination of the inmate co-pay program.	—	—	—
Create Care Coordination & Transitions Program	↑	Increase staff and services and supplies to establish the Care Coordination and Transitions Program to begin the next phase of the High Need Patient Initiative.	1.0	—	—
Enhance Custody Mental Health Unit	↑	Increase staff to meet the demands of the Mental Health Unit at Main Jail.	2.0	—	—
Increase Custody Pharmaceutical Cost	◆	Increase funding to SCVMC for the increased cost of Hepatitis C medications for inmates incarcerated in the Main Jail and Elmwood.	—	—	—

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

↑ Expand Custody Mental Health Beds

Recommended Action: Add 4.8 FTE Clinical Nurse III positions, 3.0 FTE Psychiatric Social Worker positions, 1.0 FTE Medical Unit Clerk position, 1.0 FTE Janitor position, extra help and services and supplies to expand acute mental health beds at the Main Jail by 23 beds. This action also allows for Custody Health to reimburse Valley Medical Center for 1.7 FTE Nurse Practitioner positions to staff the unit.

Service Impact: The Acute Mental Health Unit of the Main Jail, which has 43 beds, has exceeded capacity 30% of the time in FY 2015. Due to the increased need for acute mental health beds for jail inmates, as well as the provision of guaranteed bed days for two other counties, inmates on involuntary psychiatric holds have been housed in the Medical Infirmary Unit displacing medically ill inmates from the Infirmary and forced to be housed in General Population housing units in the jail. In order to insure that inmates are provided acute mental health services in the jails, the number of acute beds needs to be enhanced. The additional beds will

also improve the quality of service provision in the unit, particularly for the female population which is utilizing 40% to 50% of the acute beds on a daily basis.

The capital project that will allow for the expansion of the Acute Mental Health Unit is scheduled to be complete January 2016, thus this action adds a half-year of funding for all positions.

Positions Added: 9.8 FTE

Ongoing Net Cost: \$0

Ongoing Cost: \$2,059,789

Ongoing Reimbursement from Behavioral Health

Services Department: \$2,059,789

One-time salary savings: \$950,002

One-time reduction in reimbursement from Behavioral Health

Services Department: \$950,002

◆ Eliminate Custody Inmate CoPay

Recommended Action Approve the elimination of the inmate co-pay program.



Service Impact/Background The Inmate Co-Pay program was initiated in December 2011, as a means of generating limited revenue for health services provided to inmates. The co-pay of \$3.00 is regulated under Title XV, and provides the ability of counties to charge inmates for inmate-initiated services that are not related to the treatment of acute or chronic conditions, or services that are mandated by regulation. However, the revenue received from this program is less than the cost to oversee and audit the program.

Ongoing Net Cost: \$0

Ongoing Cost: \$25,000

Ongoing Reimbursement from Department of Correction: \$25,000

↑ Create Care Coordination & Transitions Program

Recommended Action: Add 1.0 FTE Psychiatric Social Worker position and services and supplies to establish the Care Coordination and Transitions Program (CTTP) to begin the next phase of the High Need Patient Initiative.

Service Impact: The Psychiatric Social Worker position would identify high-cost County clients at the point of admission into the Main Jail or other custody facilities and provide care coordination until shortly after release to insure that they are connected with all of the available services offered in the County for successful reintegration into the community.

In addition to the position recommended in this proposal, positions have been recommended in SCVMC, the Public Health Department, and the Department of Behavioral Health Services (see table below). For additional information on this recommendation see the Care Coordination and Transitions Program budget proposal in the SCVMC section of the Recommended Budget.

Class	Description	FTE
SCVMC		
Y03	Medical Social Worker II	1.0
P95	Attending Psychologist	1.0
B9E	Health Care Financial Analyst II	1.0
Public Health		
S47	Public Health Nurse III	1.0
Behavioral Health		
Y41	Psychiatric Social Worker II	1.0
P67	Rehabilitation Counselor	1.0
Custody Health		
Y41	Psychiatric Social Worker II	1.0
Total		7.0

Positions Added: 1.0 FTE

Ongoing Net Cost: \$0

Ongoing Cost: \$125,418

Ongoing Reimbursement from SCVMC: \$125,418

↑ Enhance Custody Mental Health Unit

Recommended Action Add 1.0 FTE Licensed Clinical Social Worker position and 1.0 Clinical Nurse III position in the Main Jail to meet the demands of the Mental Health Unit at Main Jail. Concurrently, VMC will add 1.0 FTE Nurse practitioner position and delete 1.0 FTE Psychiatrist III position as part of this action.

Service Impact/Background The Mental Health Unit at the Main Jail has reached its capacity and additional staff are required to meet the demands of a full census. This recommendation will insure that inmates receive timely services to care.

Positions Added: 2.0 FTE

Ongoing Net Cost: \$0

Ongoing Cost: \$169,678

Ongoing Reimbursement from Behavioral Health Services Department:

\$169,678

◆ Increase Custody Pharmaceutical Cost

Recommended Action: Increase funding to SCVMC for the increased cost of Hepatitis C medications for inmates incarcerated in the Main Jail and Elmwood.

Service Impact: Due to inmates' lengths of stay in the jails from the impact of AB109, treatment of inmates that clinically qualify for treatment must be treated, as treatment has become a standard of care in the prison system. The current standard of care is to use the new medications for Hepatitis C that has recently been

made available. These new medications are more expensive; however, they effect a cure at a rate of 90%, have minimal side effects and treatment can be

completed in a 3 month period of time. The older medications take 6 - 9 months for treatment with a cure rate of only 40%.

Ongoing Net Cost: \$0

Ongoing Cost: \$1,600,000

Ongoing Reimbursement from Department of Correction: \$1,600,000

**Custody Health Services— Budget Unit 414
Net Expenditures by Cost Center**

CC	Cost Center Name	FY 2014 Actuals	FY 2015 Approved	FY 2016 Base Budget	FY 2016 Recommended	Amount Chg From 2015 Approved	% Chg From 2015 Approved
4138	CSCHS Administrative Services -Fund 0001	\$ 243,566	\$ —	\$ (1,249)	\$ —	—	—
4150	Juvenile Probation Med Svcs Fund 0001	46,797	—	(3,767)	—	—	—
4160	Children's Shelter Med Svcs Fund 0001	90,619	—	—	—	—	—
041401	Adult Custody Med Svcs Fund 0001	1,848,453	25,000	(2,498,358)	—	(25,000)	-100.0%
041402	Adult Custody Mental Health Svcs Fund 0001	2,610,706	4,709,552	4,905,729	4,915,652	206,100	4.4%
Total Net Expenditures \$		4,840,141 \$	4,734,552 \$	2,402,355 \$	4,915,652 \$	181,100	3.8%

**Custody Health Services— Budget Unit 414
Gross Expenditures by Cost Center**

CC	Cost Center Name	FY 2014 Actuals	FY 2015 Approved	FY 2016 Base Budget	FY 2016 Recommended	Amount Chg From 2015 Approved	% Chg From 2015 Approved
4138	CSCHS Administrative Services -Fund 0001	\$ 1,421,566	\$ 1,530,380	\$ 1,733,596	\$ 1,734,845	204,465	13.4%
4150	Juvenile Probation Med Svcs Fund 0001	3,639,027	3,950,288	4,140,323	4,144,090	193,802	4.9%
4160	Children's Shelter Med Svcs Fund 0001	152,265	43,340	49,292	49,292	5,952	13.7%
041401	Adult Custody Med Svcs Fund 0001	32,540,090	30,745,746	32,085,036	36,312,909	5,567,163	18.1%
041402	Adult Custody Mental Health Svcs Fund 0001	11,389,040	14,523,877	15,374,190	16,663,578	2,139,701	14.7%
Total Gross Expenditures \$		49,141,989 \$	50,793,631 \$	53,382,437 \$	58,904,715 \$	8,111,084	16.0%



Custody Health Services— Budget Unit 414 Expenditures by Object

Object	FY 2014 Actuals	FY 2015 Approved	FY 2016 Base Budget	FY 2016 Recommended	Amount Chg From 2015 Approved	% Chg From 2015 Approved
Salary and Benefits	\$ 34,245,215	\$ 36,630,102	\$ 38,791,704	\$ 39,912,146	\$ 3,282,044	9.0%
Services And Supplies	14,840,402	14,163,529	14,590,733	18,992,569	4,829,040	34.1%
Fixed Assets	56,372	—	—	—	—	—
Total Gross Expenditures	\$ 49,141,989	\$ 50,793,631	\$ 53,382,437	\$ 58,904,715	\$ 8,111,084	16.0%
Expenditure Transfers	(44,301,848)	(46,059,079)	(50,980,082)	(53,989,062)	(7,929,983)	17.2%
Total Net Expenditures	\$ 4,840,141	\$ 4,734,552	\$ 2,402,355	\$ 4,915,652	\$ 181,100	3.8%

Custody Health Services— Budget Unit 414 Revenues by Cost Center

CC	Cost Center Name	FY 2014 Actuals	FY 2015 Approved	FY 2016 Base Budget	FY 2016 Recommended	Amount Chg From 2015 Approved	% Chg From 2015 Approved
041401	Adult Custody Med Svcs Fund 0001	\$ 35,710	\$ 25,000	\$ 25,000	\$ —	\$ (25,000)	-100.0%
041402	Adult Custody Mental Health Svcs Fund 0001	4,144,851	4,709,552	4,915,652	4,915,652	206,100	4.4%
Total Revenues		\$ 4,180,561	\$ 4,734,552	\$ 4,940,652	\$ 4,915,652	\$ 181,100	3.8%

Custody Health Services— Budget Unit 414 Revenues by Type

Type	FY 2014 Actuals	FY 2015 Approved	FY 2016 Base Budget	FY 2016 Recommended	Amount Chg From 2015 Approved	% Chg From 2015 Approved
Charges For Services	\$ 34,995	\$ 25,000	\$ 25,000	\$ —	\$ (25,000)	-100.0%
Other Financing Sources	4,145,566	4,709,552	4,915,652	4,915,652	206,100	4.4%
Total Revenues	\$ 4,180,561	\$ 4,734,552	\$ 4,940,652	\$ 4,915,652	\$ 181,100	3.8%

CSCHS Administrative Services -Fund 0001 — Cost Center 4138 Major Changes to the Budget

	Positions	Appropriations	Revenues
0001-General Fund (Fund Number 0001)			
Current Level Budget			
FY 2015 Approved Budget		7.0 \$	— \$
Board Approved Adjustments During FY 2015		—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments		—	111,008
IntraCounty Adjustments		—	(112,257)



CSCHS Administrative Services -Fund 0001 — Cost Center 4138
Major Changes to the Budget

	Positions	Appropriations	Revenues
Other Adjustments	—	—	—
Subtotal (Current Level Budget)	7.0	\$ (1,249)	\$ —
Recommended Changes for FY 2016			
IntraCounty Adjustments	—	\$ 1,249	\$ —
Decision Packages			
Information Technology			
Capital			
Subtotal (Recommended Changes)	—	\$ 1,249	\$ —
Recommended Budget	7.0	\$ —	\$ —

Juvenile Probation Med Svcs Fund 0001 — Cost Center 4150
Major Changes to the Budget

	Positions	Appropriations	Revenues
0001-General Fund (Fund Number 0001)			
Current Level Budget			
FY 2015 Approved Budget	17.2	\$ —	\$ —
Board Approved Adjustments During FY 2015	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	178,076	—
IntraCounty Adjustments	—	(178,676)	—
Other Adjustments	—	(3,167)	—
Subtotal (Current Level Budget)	17.2	\$ (3,767)	\$ —
Recommended Changes for FY 2016			
IntraCounty Adjustments	—	\$ 3,767	\$ —
Decision Packages			
Information Technology			
Capital			
Subtotal (Recommended Changes)	—	\$ 3,767	\$ —
Recommended Budget	17.2	\$ —	\$ —

Children's Shelter Med Svcs Fund 0001 — Cost Center 4160
Major Changes to the Budget

	Positions	Appropriations	Revenues
0001-General Fund (Fund Number 0001)			
Current Level Budget			
FY 2015 Approved Budget	—	\$ —	\$ —
Board Approved Adjustments During FY 2015	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	6,633	—
IntraCounty Adjustments	—	(6,633)	—



Children's Shelter Med Svcs Fund 0001 — Cost Center 4160
Major Changes to the Budget

	Positions	Appropriations	Revenues
Other Adjustments	—	—	—
Subtotal (Current Level Budget)	— \$	— \$	—
Recommended Changes for FY 2016			
IntraCounty Adjustments	— \$	— \$	—
Decision Packages			
Information Technology			
Capital			
Subtotal (Recommended Changes)	— \$	— \$	—
Recommended Budget	— \$	— \$	—

Adult Custody Med Svcs Fund 0001 — Cost Center 041401
Major Changes to the Budget

	Positions	Appropriations	Revenues
0001-General Fund (Fund Number 0001)			
Current Level Budget			
FY 2015 Approved Budget	112.2 \$	25,000 \$	25,000
Board Approved Adjustments During FY 2015	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	-0.6	1,087,477	—
IntraCounty Adjustments	—	(3,610,835)	—
Other Adjustments	—	—	—
Subtotal (Current Level Budget)	111.6 \$	(2,498,358) \$	25,000
Recommended Changes for FY 2016			
IntraCounty Adjustments	— \$	(106,157) \$	—
Decision Packages			
Eliminate Custody Inmate CoPay	—	—	(25,000)
Create Care Coordination & Transitions Program	1.0	104,515	—
Information Technology			
Custody Health Services EHR	—	2,500,000	—
Capital			
Subtotal (Recommended Changes)	1.0 \$	2,498,358 \$	(25,000)
Recommended Budget	112.6 \$	— \$	—

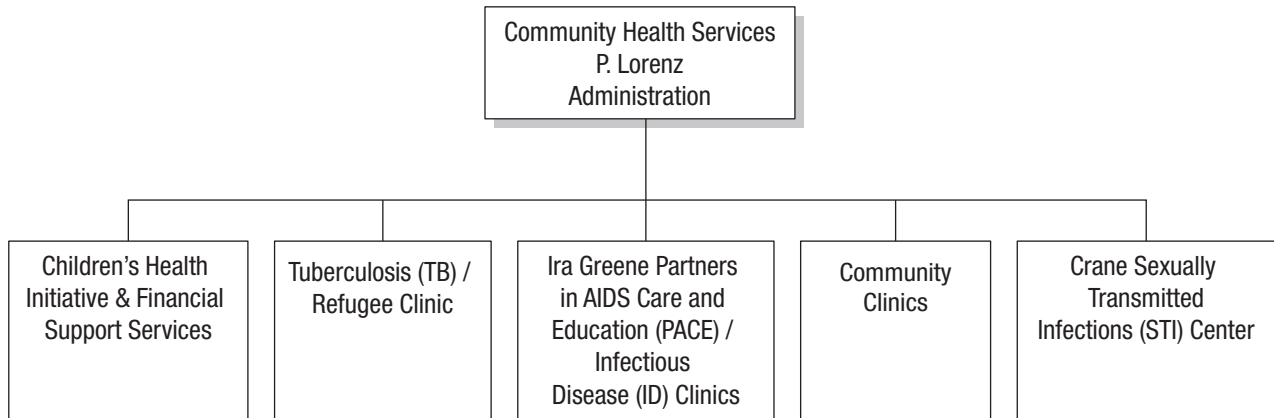


Adult Custody Mental Health Svcs Fund 0001 — Cost Center 041402
Major Changes to the Budget

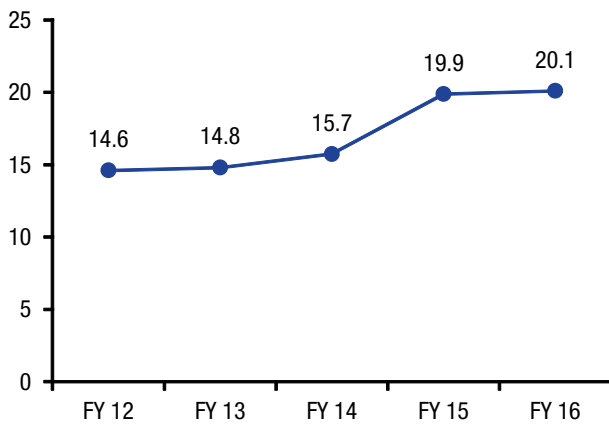
	Positions	Appropriations	Revenues
0001-General Fund (Fund Number 0001)			
Current Level Budget			
FY 2015 Approved Budget	84.7	\$ 4,709,552	\$ 4,709,552
Board Approved Adjustments During FY 2015	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	0.6	781,575	—
IntraCounty Adjustments	—	(566,398)	606,622
Other Adjustments	—	(19,000)	(400,522)
Subtotal (Current Level Budget)	85.3	\$ 4,905,729	\$ 4,915,652
Recommended Changes for FY 2016			
IntraCounty Adjustments	—	\$ (1,165,790)	\$ —
Decision Packages			
Expand Custody Mental Health Beds	9.8	922,441	—
Enhance Custody Mental Health Unit	2.0	253,272	—
Information Technology			
Capital			
Subtotal (Recommended Changes)	11.8	\$ 9,923	\$ —
Recommended Budget	97.1	\$ 4,915,652	\$ 4,915,652



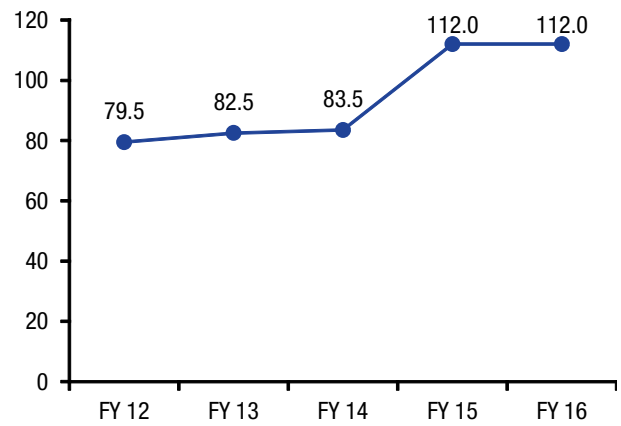
Community Health Services



Section 4: Santa Clara Valley Health and Hospital System



Gross Appropriation Trend



Staffing Trend



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 a reduction of health risk



Description of Major Services

Community Health Services (CHS) performs three unique functions: 1) Financial Support Services (FSS), which increases access to health care services for County residents and revenue for health care services provided by the Santa Clara Valley Health & Hospital System (SCVHHS) by enrolling children, adults and seniors in appropriate public health insurance programs; 2) Ambulatory Public Health Clinics (PHC), which provide health assessments and treatments for residents with HIV, and/or Tuberculosis (TB); and 3) Community Clinics (CC), which provides financial support to system partners to assist the County in fulfilling the County's Welfare Institutions Code Section.

Financial Support Services

FSS 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). In addition, the FSS staff's successful outreach and enrollment of clients positively affects the Santa Clara Valley Medical Center (SCVMC), as well as the Public Health, and Behavioral Health Services 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.

Ambulatory Public Health Clinics

Community Health Services includes three clinics: The Ira Greene Partners in AIDS Care and Education (PACE) Clinic, the TB/Refugee Clinic, and the new Crane Sexually Transmitted Infections (STI) Center. 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. PACE Clinic is also the general Infectious Disease Clinic for the system serving SCVMC patients.

Currently embedded in the PACE clinic, the Infectious Disease Clinic provides treatment for a wide range of infections that arise from exposure to infectious diseases, or that follow organ transplantation and other surgical procedures. The primary services include antibiotic therapy, bone and joint infections, central

nervous system infections including meningitis, fungal infections, infections associated with medical devices and procedures, meningitis with specialty in Coccidioidomycosis Meningitis treatment, Osteomyelitis, Pneumonia, and Sepsis.

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.

The Crane STI Center opened in November 2013, providing low-cost screening and treatment for STIs. Services can be anonymous or confidential by patient's choice. This clinic is a collaborative effort between Ambulatory and Community Health Services and the Public Health Department.

Community Clinics

SCVMC has an extensive and supportive network of community partners who share the same mission as the SCVMC and are important partners in the health care safety net. Collaborations with community clinics are already taking place to transform health centers and align care teams with a Patient-Centered Medical Home, provide patient navigator services, conduct outreach and enrollment, and increase primary care access for uninsured patients.

Current and Emerging Issues

PACE Clinic - HIV/AIDS and Infectious Disease Management

The PACE Clinic has had stable Ryan White Program (RWP) funding for more than 20 years. The Federal Health Resources and Services Administration (HRSA) has become much more stringent in reporting requirements, which the Department is hoping will be easier now that the HealthLink project has been implemented. There is an increase in co-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. The clinical staff have aggressively increased screening for these diseases to identify comorbidity early.

Approximately 200 PACE patients have transitioned from Ryan White eligibility to Medi-Cal with ACA, and approximately 100 transitioned to Covered California coverage. These changes have reduced the revenue to the PACE Clinic.

To meet the growing demands, the Infectious Disease clinic significantly increased its capacity from one half-day clinic - one provider a week, to the current 13 half-day clinics, staffed with multiple providers a week, including resident and procedure clinics. The expanded service improves patient access, and health outcomes. Since its expansion, patient backlogs were reduced over

80% and patient wait time for an appointment was reduced from months to two weeks. However, the clinic has never had designated staffing and is sharing with PACE/HIV clinic's existing support staff to meet the service needs, mainly by extra help and overtime. In order to maintain the service expansion, a group of dedicated clinic support staff may be needed to ensure sufficient clinic coverage and help fill the existing staffing gaps.

Performance Improvement/Unit Based Teams (UBT)

There are a couple of teams in various stages of their performance improvement activities.

- The TB/Refugee Clinics started a Quality Management Committee last year that includes representatives from all staff classifications. As a result of various discussions, a new service related to medical exams for Aliens Seeking Adjustments of Status (Form I-693) was recommended and approved by the Board.
- The PACE Clinic Quality Management Committee has continued with its primary focus on retention in care, clinic flow, multidisciplinary care management, and pre-exposure prophylaxis. These projects will lead to improved access, capacity, quality and service.



- The Countywide Just Culture training was first presented to staff last year and will continue its full rollout to over 50 staff in the Department.

County Executive's Recommendation

Maintain Current Level Budget for Fiscal Year 2016.

Community Health Services— Budget Unit 418 Net Expenditures by Cost Center

CC	Cost Center Name	FY 2014 Actuals	FY 2015 Approved	FY 2016 Base Budget	FY 2016 Recommended	Amount Chg From 2015 Approved	% Chg From 2015 Approved
4181	School Linked Svcs Fund 0001	\$ 93,370	\$ —	\$ —	\$ —	—	—
4182	Children's Hlth Initiative & Outreach Fund 0001	3,861,905	7,684,018	7,683,000	7,690,480	6,462	0.1%
4183	Partners in AIDS Care & Education Fund 0001	3,262,861	3,238,335	3,771,518	3,775,645	537,310	16.6%
4184	TB Refugee Clinic Fund 0001	3,475,494	3,419,753	3,760,851	3,764,826	345,073	10.1%
4185	Community Clinics Fund 0001	3,317,130	3,737,931	3,548,540	3,548,695	(189,236)	-5.1%
4186	ACHS STD Clinic at Lenzen - Fund 0001	2,564	—	1,277	1,432	1,432	n/a
Total Net Expenditures		\$ 14,013,324	\$ 18,080,037	\$ 18,765,186	\$ 18,781,078	701,041	3.9%

Community Health Services— Budget Unit 418 Gross Expenditures by Cost Center

CC	Cost Center Name	FY 2014 Actuals	FY 2015 Approved	FY 2016 Base Budget	FY 2016 Recommended	Amount Chg From 2015 Approved	% Chg From 2015 Approved
4181	School Linked Svcs Fund 0001	\$ 93,370	\$ —	\$ —	\$ —	—	—
4182	Children's Hlth Initiative & Outreach Fund 0001	3,861,905	7,684,018	7,683,000	7,690,480	6,462	0.1%
4183	Partners in AIDS Care & Education Fund 0001	4,090,620	4,675,230	4,731,845	4,735,972	60,742	1.3%
4184	TB Refugee Clinic Fund 0001	3,680,416	3,601,359	3,942,457	3,946,432	345,073	9.6%
4185	Community Clinics Fund 0001	3,317,130	3,737,931	3,548,540	3,548,695	(189,236)	-5.1%
4186	ACHS STD Clinic at Lenzen - Fund 0001	30,840	177,359	178,636	178,791	1,432	0.8%
Total Gross Expenditures		\$ 15,074,281	\$ 19,875,897	\$ 20,084,478	\$ 20,100,370	224,473	1.1%



Community Health Services— Budget Unit 418 Expenditures by Object

Object	FY 2014 Actuals	FY 2015 Approved	FY 2016 Base Budget	FY 2016 Recommended	Amount Chg From 2015 Approved	% Chg From 2015 Approved
Salary and Benefits	\$ 9,295,861	\$ 12,304,304	\$ 12,865,371	\$ 12,865,371	\$ 561,067	4.6%
Services And Supplies	5,778,420	7,571,593	7,219,107	7,234,999	(336,594)	-4.4%
Total Gross Expenditures	\$ 15,074,281	\$ 19,875,897	\$ 20,084,478	\$ 20,100,370	\$ 224,473	1.1%
Expenditure Transfers	(1,060,957)	(1,795,860)	(1,319,292)	(1,319,292)	476,568	-26.5%
Total Net Expenditures	\$ 14,013,324	\$ 18,080,037	\$ 18,765,186	\$ 18,781,078	\$ 701,041	3.9%

Community Health Services— Budget Unit 418 Revenues by Cost Center

CC	Cost Center Name	FY 2014 Actuals	FY 2015 Approved	FY 2016 Base Budget	FY 2016 Recommended	Amount Chg From 2015 Approved	% Chg From 2015 Approved
4182	Children's Hlth Initiative & Outreach Fund 0001	\$ 1,941,436	\$ 1,914,094	\$ 1,914,094	\$ 1,914,094	—	—
4183	Partners in AIDS Care & Education Fund 0001	2,062,052	2,256,776	1,421,073	1,421,073	(835,703)	-37.0%
4184	TB Refugee Clinic Fund 0001	2,634,563	2,899,684	2,381,443	2,381,443	(518,241)	-17.9%
	Total Revenues	\$ 6,638,051	\$ 7,070,554	\$ 5,716,610	\$ 5,716,610	\$ (1,353,944)	-19.1%

Community Health Services— Budget Unit 418 Revenues by Type

Type	FY 2014 Actuals	FY 2015 Approved	FY 2016 Base Budget	FY 2016 Recommended	Amount Chg From 2015 Approved	% Chg From 2015 Approved
Aid From Government Agencies - State	\$ 699,882	\$ 734,878	\$ 734,878	\$ 734,878	—	—
Aid From Government Agencies - Federal	2,396,929	1,394,532	1,394,532	1,394,532	—	—
Other Financing Sources	1,157,968	1,304,394	1,393,759	1,393,759	89,365	6.9%
Charges For Services	2,383,272	3,636,750	2,193,441	2,193,441	(1,443,309)	-39.7%
Total Revenues	\$ 6,638,051	\$ 7,070,554	\$ 5,716,610	\$ 5,716,610	\$ (1,353,944)	-19.1%



Children's Hlth Initiative & Outreach Fund 0001 — Cost Center 4182
Major Changes to the Budget

	Positions	Appropriations	Revenues
0001-General Fund (Fund Number 0001)			
Current Level Budget			
FY 2015 Approved Budget	65.5 \$	7,684,018 \$	1,914,094
Board Approved Adjustments During FY 2015	—	(134,425)	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	-1.0	238,429	—
IntraCounty Adjustments	—	(48,639)	—
Other Adjustments	—	(56,383)	—
Subtotal (Current Level Budget)	64.5 \$	7,683,000 \$	1,914,094
Recommended Changes for FY 2016			
IntraCounty Adjustments	— \$	7,480 \$	—
Decision Packages			
Information Technology			
Capital			
Subtotal (Recommended Changes)	— \$	7,480 \$	—
Recommended Budget	64.5 \$	7,690,480 \$	1,914,094

Partners in AIDS Care & Education Fund 0001 — Cost Center 4183
Major Changes to the Budget

	Positions	Appropriations	Revenues
0001-General Fund (Fund Number 0001)			
Current Level Budget			
FY 2015 Approved Budget	24.5 \$	3,238,335 \$	2,256,776
Board Approved Adjustments During FY 2015	—	133,962	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	200,052	—
IntraCounty Adjustments	—	491,613	—
Other Adjustments	—	(292,444)	(835,703)
Subtotal (Current Level Budget)	24.5 \$	3,771,518 \$	1,421,073
Recommended Changes for FY 2016			
IntraCounty Adjustments	— \$	4,127 \$	—
Decision Packages			
Information Technology			
Capital			
Subtotal (Recommended Changes)	— \$	4,127 \$	—
Recommended Budget	24.5 \$	3,775,645 \$	1,421,073



TB Refugee Clinic Fund 0001 — Cost Center 4184
Major Changes to the Budget

	Positions	Appropriations	Revenues
0001-General Fund (Fund Number 0001)			
Current Level Budget			
FY 2015 Approved Budget	22.0	\$ 3,419,753	\$ 2,899,684
Board Approved Adjustments During FY 2015	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	326,294	—
IntraCounty Adjustments	—	22,240	—
Other Adjustments	—	(7,436)	(518,241)
Subtotal (Current Level Budget)	22.0	\$ 3,760,851	\$ 2,381,443
Recommended Changes for FY 2016			
IntraCounty Adjustments	—	\$ 3,975	\$ —
Decision Packages			
Information Technology			
Capital			
Subtotal (Recommended Changes)	—	\$ 3,975	\$ —
Recommended Budget	22.0	\$ 3,764,826	\$ 2,381,443

Community Clinics Fund 0001 — Cost Center 4185
Major Changes to the Budget

	Positions	Appropriations	Revenues
0001-General Fund (Fund Number 0001)			
Current Level Budget			
FY 2015 Approved Budget	—	\$ 3,737,931	\$ —
Board Approved Adjustments During FY 2015	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	1.0	113,565	—
IntraCounty Adjustments	—	1,276	—
Other Adjustments	—	(304,232)	—
Subtotal (Current Level Budget)	1.0	\$ 3,548,540	\$ —
Recommended Changes for FY 2016			
IntraCounty Adjustments	—	\$ 155	\$ —
Decision Packages			
Information Technology			
Capital			
Subtotal (Recommended Changes)	—	\$ 155	\$ —
Recommended Budget	1.0	\$ 3,548,695	\$ —



ACHS STD Clinic at Lenzen - Fund 0001 — Cost Center 4186
Major Changes to the Budget

	Positions	Appropriations	Revenues
0001-General Fund (Fund Number 0001)			
Current Level Budget			
FY 2015 Approved Budget	—	\$ —	\$ —
Board Approved Adjustments During FY 2015	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
IntraCounty Adjustments	—	1,277	—
Other Adjustments	—	—	—
Subtotal (Current Level Budget)	—	\$ 1,277	\$ —
Recommended Changes for FY 2016			
IntraCounty Adjustments	—	\$ 155	\$ —
Decision Packages			
Information Technology			
Capital			
Subtotal (Recommended Changes)	—	\$ 155	\$ —
Recommended Budget	—	\$ 1,432	\$ —



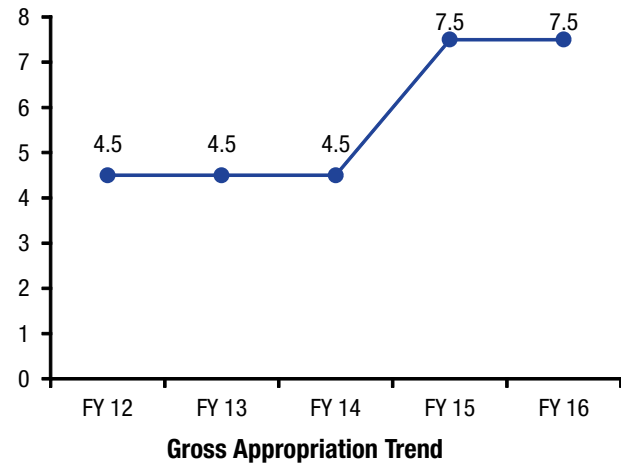
Children's Health Initiative

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 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 product, which allowed all low-to-moderate income families to access health coverage for their children. Healthy Kids provides a health coverage option for families whose income or status preclude them from enrolling in Medi-Cal. Since the first child applied for Healthy Kids in 2001, more than 217,000 children have been assisted in enrolling for Medi-Cal and Healthy Kids. As of March 2015, there were 4,648 children enrolled in Healthy Kids. 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 14,000 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 FPL and are legal residents, referred to as the County-Children's Health Initiative Program (C-CHIP).

Program Expansion

In 2013, the Board of Supervisors approved expanding the program to cover all eligible children in families earning up to 400% of the Federal Poverty Level (FPL).

In 2014, the Board of Supervisors allocated an additional \$3 million a year from the 2012 voter-approved 1/8 cent sales tax increase (Measure A) which would cover an additional 3,000 children up to 400% FPL.

On January 1, 2015, Valley Kids was launched. Valley Kids provides health care services to uninsured children age 0 to 19 from families with incomes 300%-400% FPL, who are not eligible for Medi-Cal or Covered California and who are Santa Clara County residents. Valley Kids is administered by Valley Health Plan, and services are provided by Santa Clara Valley Medical Center (SCVMC), SCVMC's Valley Health Centers, and other Valley Kids Network community clinics. The

implementation of Valley Kids was the first phase of a multi-phase effort to transition Healthy Kids from a government-regulated insurance product to a locally controlled coverage program that will be designed to serve the most vulnerable children who are ineligible for other coverage programs.

Healthy Children— Budget Unit 612 Net Expenditures by Cost Center

CC	Cost Center Name	FY 2014 Actuals	FY 2015 Approved	FY 2016 Base Budget	FY 2016 Recommended	Amount Chg From 2015 Approved	% Chg From 2015 Approved
6112	Healthy Children Fund 0012	\$ 6,605,951	\$ 7,500,000	\$ 7,500,000	\$ 7,500,000	—	—
Total Net Expenditures		\$ 6,605,951	\$ 7,500,000	\$ 7,500,000	\$ 7,500,000	—	—

Healthy Children— Budget Unit 612 Gross Expenditures by Cost Center

CC	Cost Center Name	FY 2014 Actuals	FY 2015 Approved	FY 2016 Base Budget	FY 2016 Recommended	Amount Chg From 2015 Approved	% Chg From 2015 Approved
6112	Healthy Children Fund 0012	\$ 6,605,951	\$ 7,500,000	\$ 7,500,000	\$ 7,500,000	—	—
Total Gross Expenditures		\$ 6,605,951	\$ 7,500,000	\$ 7,500,000	\$ 7,500,000	—	—

Healthy Children— Budget Unit 612 Expenditures by Object

Object	FY 2014 Actuals	FY 2015 Approved	FY 2016 Base Budget	FY 2016 Recommended	Amount Chg From 2015 Approved	% Chg From 2015 Approved
Services And Supplies	\$ 3,605,951	\$ 7,500,000	\$ 7,500,000	\$ 7,500,000	—	—
Operating/Equity Transfers	3,000,000	—	—	—	—	—
Total Net Expenditures	\$ 6,605,951	\$ 7,500,000	\$ 7,500,000	\$ 7,500,000	—	—



Healthy Children— Budget Unit 612 Revenues by Cost Center

CC	Cost Center Name	FY 2014 Actuals	FY 2015 Approved	FY 2016 Base Budget	FY 2016 Recommended	Amount Chg From 2015 Approved	% Chg From 2015 Approved
6112	Healthy Children Fund 0012	\$ 7,252,905	\$ 7,500,000	\$ 7,500,000	\$ 7,500,000	—	—
Total Revenues		\$ 7,252,905	\$ 7,500,000	\$ 7,500,000	\$ 7,500,000	—	—

Healthy Children— Budget Unit 612 Revenues by Type

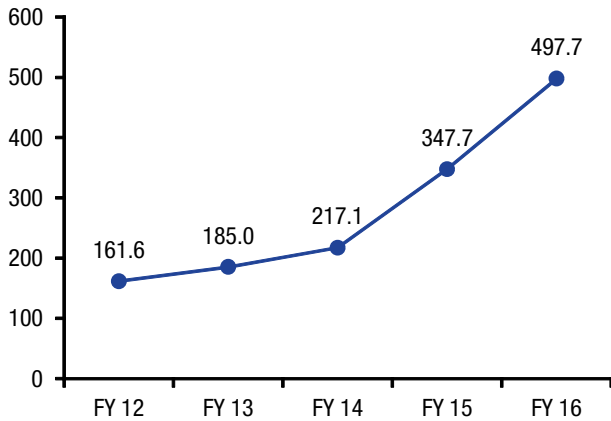
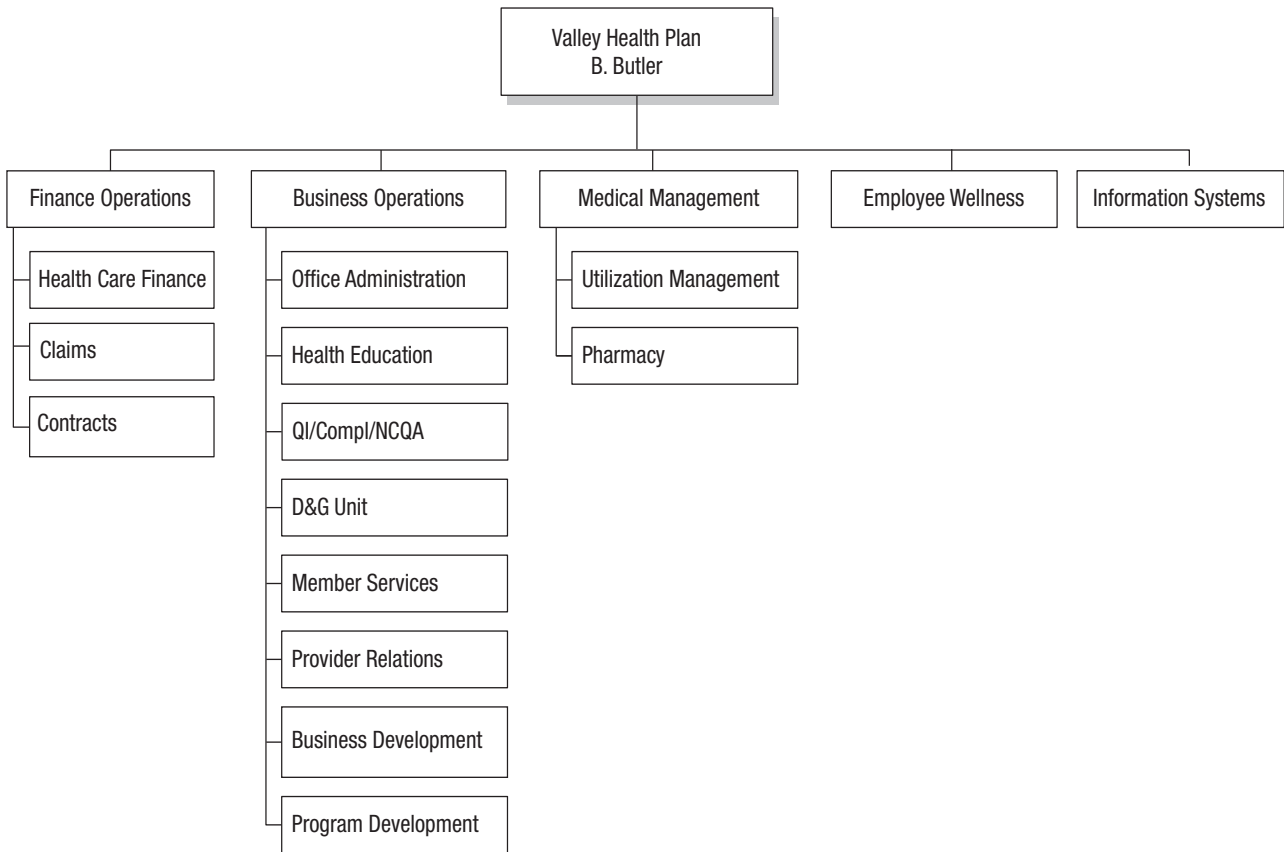
Type	FY 2014 Actuals	FY 2015 Approved	FY 2016 Base Budget	FY 2016 Recommended	Amount Chg From 2015 Approved	% Chg From 2015 Approved
Revenue From Use Of Money/Property	\$ 16,991	\$ —	\$ —	\$ —	—	—
Aid From Government Agencies - Federal	735,914	1,500,000	1,500,000	1,500,000	—	—
Other Financing Sources	6,500,000	6,000,000	6,000,000	6,000,000	—	—
Total Revenues	\$ 7,252,905	\$ 7,500,000	\$ 7,500,000	\$ 7,500,000	—	—

Healthy Children Fund 0012 — Cost Center 6112 Major Changes to the Budget

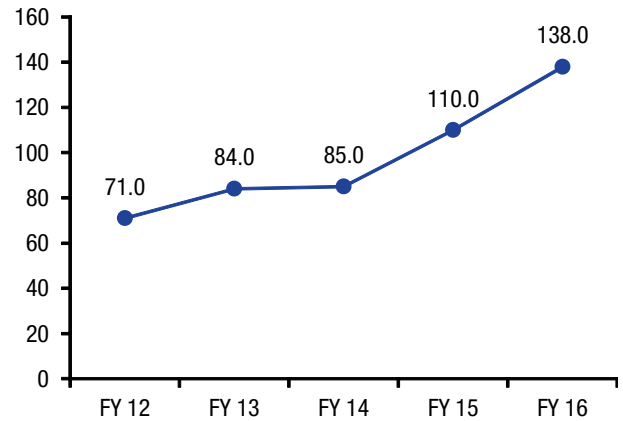
	Positions	Appropriations	Revenues
0012-Childrens Health Initiative (Fund Number 0012)			
Current Level Budget			
FY 2015 Approved Budget		— \$	7,500,000 \$
Board Approved Adjustments During FY 2015		—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments		—	—
IntraCounty Adjustments		—	—
Other Adjustments		—	—
Subtotal (Current Level Budget)		— \$	7,500,000 \$
Recommended Changes for FY 2016			
IntraCounty Adjustments		— \$	— \$
Decision Packages			
Information Technology			
Capital			
Subtotal (Recommended Changes)		— \$	— \$
Recommended Budget		— \$	7,500,000 \$



Valley Health Plan



Gross Appropriation Trend



Staffing Trend



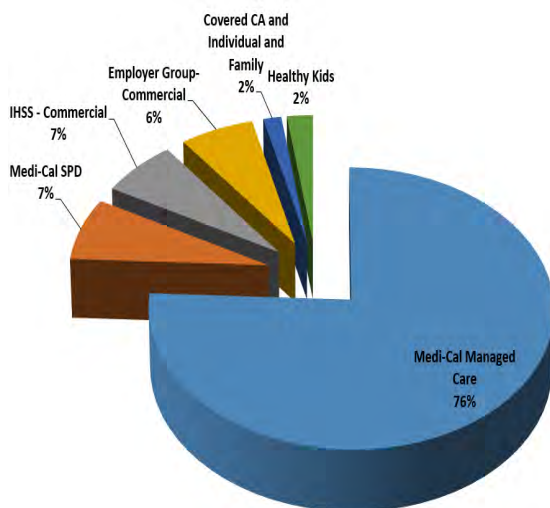
Public Purpose

- ➔ 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 2015, VHP manages more than 100,000 lives across several product lines as indicated in the following graph:



Valley Health Plan Enrollment by Product Line as of February 2015

In 2015, the growth in the Medi-Cal Expansion enrollment increased dramatically from 25,500 members to a projected enrollment of nearly 50,000 members by the end of the fiscal year. This increase is expected to stabilize and remain static for FY 2016.

Also in 2015, VHP entered into the second year as a Qualified Health Plan offering individual insurance coverage through Covered California. This line of business is expected to increase in membership up to 2,200 members in FY 2016.

VHP currently offers commercial HMO insurance to employees of Santa Clara County, In-Home Supportive Services (IHSS) workers, Valley Transportation Authority, Valley Medical Center Foundation, Santa Clara County Fairgrounds, and Sourcewise (formerly 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 (SCVMC).

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, Medi-Cal SPD, and Healthy Kids.

Current and Emerging Issues

VHP is currently seeking full accreditation from the National Committee for Quality Assurance (NCQA). Covered California Issuers must have NCQA accreditation in order to participate in the Exchange market. Currently, VHP has an interim accreditation. There are many requirements for this accreditation including compliance and regulatory thresholds that must be met in order to obtain this recognition.

VHP continues with the second phase of the Core System Implementation and is anticipated to be complete in October, 2015. The benefits and efficiencies

of the project are apparent. The department may request technical and support positions in August, funded by current VHP revenue streams, so that recruitment can be completed in time for the Core System Implementation deployment in the fall.

Finally, developing a Medicare Advantage product is still something on the horizon. The experience gained through implementing Covered California has given many reasons to look forward to this additional product and other products in the future.

County Executive's Recommendation

Maintain Current Level Budget for Fiscal Year 2016.

Valley Health Plan— Budget Unit 725 Net Expenditures by Cost Center

CC	Cost Center Name	FY 2014 Actuals	FY 2015 Approved	FY 2016 Base Budget	FY 2016 Recommended	Amount Chg From 2015 Approved	% Chg From 2015 Approved
7259	VHP-Employee Wellness Program-F0380	\$ 476,210	\$ (11,596)	\$ (86,182)	\$ (85,159)	\$ (73,563)	634.4%
072501	Valley Health Plan Group Fund 0380	286,973,840	343,766,895	493,810,384	493,827,470	150,060,575	43.7%
Total Net Expenditures		\$ 287,450,050	\$ 343,755,299	\$ 493,724,202	\$ 493,742,311	\$ 149,987,012	43.6%

Valley Health Plan— Budget Unit 725 Gross Expenditures by Cost Center

CC	Cost Center Name	FY 2014 Actuals	FY 2015 Approved	FY 2016 Base Budget	FY 2016 Recommended	Amount Chg From 2015 Approved	% Chg From 2015 Approved
7259	VHP-Employee Wellness Program-F0380	\$ 1,111,663	\$ 1,288,404	\$ 1,213,818	\$ 1,214,841	\$ (73,563)	-5.7%
072501	Valley Health Plan Group Fund 0380	289,439,505	346,398,840	496,442,329	496,459,415	150,060,575	43.3%
Total Gross Expenditures		\$ 290,551,168	\$ 347,687,244	\$ 497,656,147	\$ 497,674,256	\$ 149,987,012	43.1%



Valley Health Plan— Budget Unit 725 Expenditures by Object

Object	FY 2014 Actuals	FY 2015 Approved	FY 2016 Base Budget	FY 2016 Recommended	Amount Chg From 2015 Approved	% Chg From 2015 Approved
Salary and Benefits	\$ 10,823,839	\$ 14,970,291	\$ 19,224,773	\$ 19,224,773	\$ 4,254,482	28.4%
Services And Supplies	277,720,911	332,716,953	478,431,374	478,449,483	145,732,530	43.8%
Fixed Assets	6,418	—	—	—	—	—
Operating/Equity Transfers	2,000,000	—	—	—	—	—
Total Gross Expenditures	\$ 290,551,168	\$ 347,687,244	\$ 497,656,147	\$ 497,674,256	\$ 149,987,012	43.1%
Expenditure Transfers	(3,101,118)	(3,931,945)	(3,931,945)	(3,931,945)	—	—
Total Net Expenditures	\$ 287,450,050	\$ 343,755,299	\$ 493,724,202	\$ 493,742,311	\$ 149,987,012	43.6%

Valley Health Plan— Budget Unit 725 Revenues by Cost Center

CC	Cost Center Name	FY 2014 Actuals	FY 2015 Approved	FY 2016 Base Budget	FY 2016 Recommended	Amount Chg From 2015 Approved	% Chg From 2015 Approved
072501	Valley Health Plan Group Fund	\$ 283,845,437	\$ 343,831,820	\$ 493,946,579	\$ 493,946,579	\$ 150,114,759	43.7%
	0380						
	Total Revenues	\$ 283,845,437	\$ 343,831,820	\$ 493,946,579	\$ 493,946,579	\$ 150,114,759	43.7%

Valley Health Plan— Budget Unit 725 Revenues by Type

Type	FY 2014 Actuals	FY 2015 Approved	FY 2016 Base Budget	FY 2016 Recommended	Amount Chg From 2015 Approved	% Chg From 2015 Approved
Revenue From Use Of Money/Property	\$ 184,643	\$ 300,000	\$ 300,000	\$ 300,000	—	—
Aid From Government Agencies - Federal	1,526	—	—	—	—	—
Other Financing Sources	3,856	—	—	—	—	—
Revenue From Other Government Agencies	2,073,571	—	—	—	—	—
Charges For Services	281,581,841	343,531,820	493,646,579	493,646,579	150,114,759	43.7%
Total Revenues	\$ 283,845,437	\$ 343,831,820	\$ 493,946,579	\$ 493,946,579	\$ 150,114,759	43.7%



VHP-Employee Wellness Program-F0380 — Cost Center 7259
Major Changes to the Budget

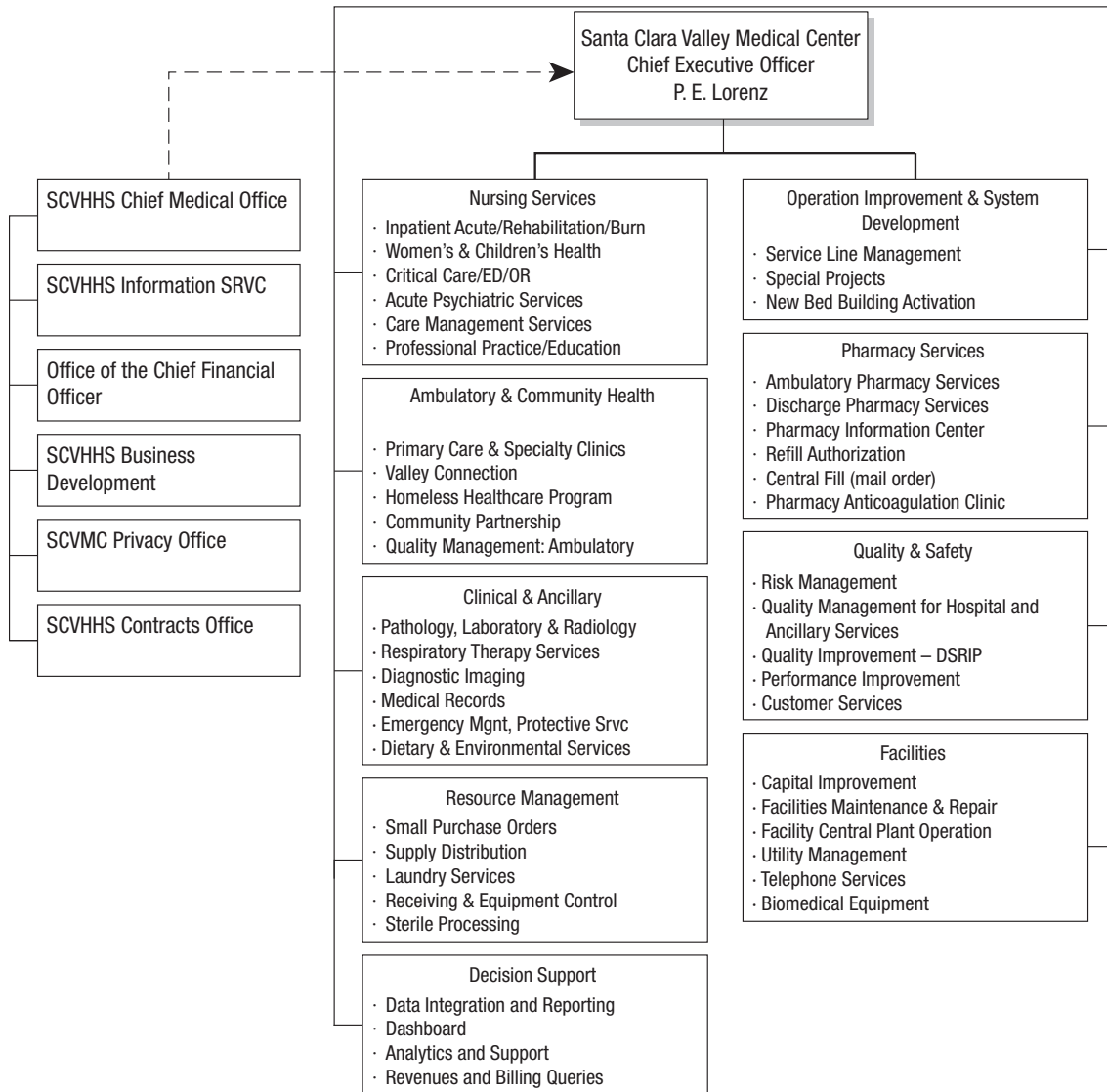
	Positions	Appropriations	Revenues
0380-VHP-Valley Health Plan (Fund Number 0380)			
Current Level Budget			
FY 2015 Approved Budget	6.0	\$ (11,596)	\$ —
Board Approved Adjustments During FY 2015	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	-1.0	(92,808)	—
IntraCounty Adjustments	—	18,222	—
Other Adjustments	—	—	—
Subtotal (Current Level Budget)	5.0	\$ (86,182)	\$ —
Recommended Changes for FY 2016			
IntraCounty Adjustments	—	\$ 1,023	\$ —
Decision Packages			
Information Technology			
Capital			
Subtotal (Recommended Changes)	—	\$ 1,023	\$ —
Recommended Budget	5.0	\$ (85,159)	\$ —

Valley Health Plan Group Fund 0380 — Cost Center 072501
Major Changes to the Budget

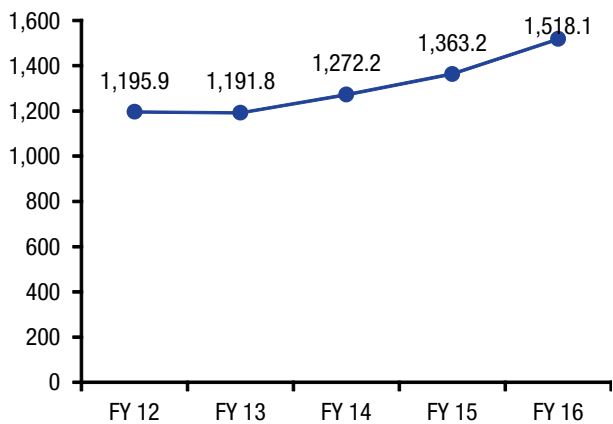
	Positions	Appropriations	Revenues
0380-VHP-Valley Health Plan (Fund Number 0380)			
Current Level Budget			
FY 2015 Approved Budget	104.0	\$ 343,766,895	\$ 343,831,820
Board Approved Adjustments During FY 2015	28.0	121,989,348	120,377,842
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	1.0	975,423	—
IntraCounty Adjustments	—	191,063	—
Other Adjustments	—	26,887,655	29,736,917
Subtotal (Current Level Budget)	133.0	\$ 493,810,384	\$ 493,946,579
Recommended Changes for FY 2016			
IntraCounty Adjustments	—	\$ 17,086	\$ —
Decision Packages			
Information Technology			
Capital			
Subtotal (Recommended Changes)	—	\$ 17,086	\$ —
Recommended Budget	133.0	\$ 493,827,470	\$ 493,946,579



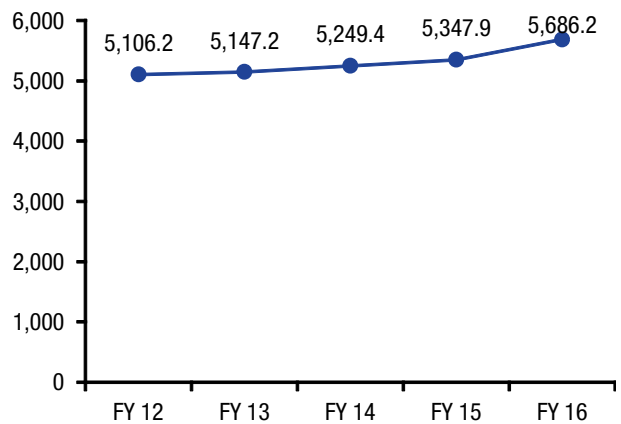
Santa Clara Valley Medical Center



Section 4: Santa Clara Valley Health and Hospital System



Gross Appropriation Trend



Staffing Trend

Funded FTEs



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, nine community based clinics and medical mobile units 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 ambulatory 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 socioeconomic status.

SCVMC has over 6,000 employees; among them are 350 physicians who train 170 Residents and Fellows per year as a Graduate Medical Education provider. Also, 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 underserved, 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 1 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 across the SCVHHS health delivery system. 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.
- Emergency care to the largest number of patients. SCVMC has approximately 65,000 Emergency Department visits and 41,000 people in its Express Care annually.

Current and Emerging Issues

California's Medicaid Waiver Renewal

California's "Bridge to Reform" Medicaid Waiver expires at the end of October, 2015. In Fiscal Year 2014, Santa Clara Valley Health and Hospital System received \$115 million in Waiver funds from the Delivery System Reform Incentive Program (DSRIP) and the Safety Net Care Pool (SNCP), two of the most important Waiver programs. However, the Affordable Care Act has dramatically changed the insurance status of patients, requiring California to focus on value-based and population health improvements rather than on cost-recovery.

While important progress has been made in improving the quality and cost-effectiveness of the SCVHHS delivery system, a successful Waiver renewal in 2015 is a crucial priority for the system.

Economic Changes Related to Healthcare

SCVMC's payer mix will continue to change in 2016 related to the Patient Protection and Affordable Care Act (ACA) implementation which includes Medi-Cal expansion (MCE) and participation in Covered California. SCVMC will focus on ensuring existing members, who now have a choice in selecting a provider, retain SCVMC. It is estimated that SCVMC will serve over 250,000 individuals in FY 2015. The enrollment in MCE exceeded expectations with the current enrollment of almost 45,000 covered lives, with a projected enrollment of nearly 50,000 by the end of the FY 2015. This increase is expected to stabilize and remain static for FY 2016.

The goals for the other covered lives for 2016 are: 76,350 VHP Medi-Cal Managed Care, 18,434 VHP Commercial, 2,200 Covered California, 7,500 Blue Cross Medi-Cal Managed Care, and 9,000 Blue Cross MCE.

Transitions of Care

As a member of the Health System, SCVMC will continue its focus on helping residents focus on health and well-being by improving access to primary and specialty care in the ambulatory setting. To reduce dependence on higher cost services such as the emergency department and ensuring patients are not readmitted to the hospital after hospitalization, an increased focus on care transitions and seamless hand-overs is essential. SCVMC, as well as an integrated team from across SCVHHS, is focused on improving processes for care transitions to provide the necessary ongoing care utilizing community based resources and an integrated care delivery system to improve well-being, health outcomes and to lower the overall cost of health care.

ICD 10 implications

Beginning on October 1, 2015 there will be a significant change from the International Classification of Diseases, Ninth Revision, Clinical Modification (ICD-9-CM), which is the official system used in the United States to classify and assign codes to health conditions and related information. The use of standardized codes improves consistency among providers in recording patient symptoms and diagnoses. The system is being changed to ICD-10 which is designed to streamline the claim submission process, yielding fewer miscoded or rejected claims, resulting in more accurate and timely payments. The impact will be felt across many departments at SCVMC. In preparation for this new system, the coders in Health Information Management began double coding (ICD9 and ICD10) inpatient and large dollar outpatient claims in March 2015. This will enable the coding staff to receive training on actual cases for six months prior to the switch in October. Due to the double coding, it is anticipated there will be a loss of productivity with this additional work. However, SCVMC administration will continually monitor and, if necessary, add temporary resources to prevent backlogs and minimize any negative impact to operations.



Downtown Clinic

The Downtown Clinic is expected to open in 2016. In response to growing demands in one of the communities with the greatest need for health care resources, the clinic will provide urgent care services seven days per week. Once services are established and specialized staff hired, the clinic will expand to provide comprehensive primary care services, and an array of specialty services that are focused on improving chronic diseases such as diabetes management.

Customer Experience

As the current market competition for health care services and the pay for performance incentive plans increases, there is also an increase in financial risk. SCVMC wants to ensure 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 when emergency or hospital care is required. One opportunity for growth and improving service is the Women's and Children's Health (WCH) services. Focus on this service line began this year by reinvigorating the organization's commitment to support breastfeeding mothers and submit a letter of intent to Baby-Friendly USA to become a designated Baby Friendly hospital. The Baby Friendly initiative validates an organization's commitment to families who choose to breastfeed their newborns and strives to improve optimal infant nutrition through education and lactation support.

EpiCenter

In FY 2015, the Santa Clara County Board of Supervisors approved the creation of the EpiCenter Population Health Improvement. The purpose is to improve the health of all residents in Santa Clara County by systematically and effectively linking individual clinical health and community-level population health efforts.

The department is just getting started, but is already surveying other existing system-wide population health projects, identifying target populations, and developing a robust data infrastructure with advanced analytics. Hiring is ongoing as the Department aims to bring on staff with skills in epidemiology, facilitation, analytics, project management, and improvement science.

Whole Person Care

The California Department of Health Care Services is proposing a Whole-Person Care pilot project that would coordinate health, behavioral health and social services

in a patient-centered manner as it develops the initial submission to the Centers for Medicare and Medicaid Services for the 2015-2020 Waiver. The goal is improved health and well-being for individual and families. SCVHHS is hoping to participate in this pilot to develop innovative programs for targeted populations. Clients selected for the program would have an individualized care plan and a single accountable care manager who supports them to ensure they receive needed services, which hopefully will include job training to housing or peer support. Financial flexibility will permit providers across partnering sectors to do what is right for the client and align incentives for providers to collaborate, with savings to be reinvested in the Whole Person Care program.

HealthLink Electronic Health Records

HealthLink has provided SCVMC with a whole new environment, and the greatest gain has been transparency. SCVMC has seen improvement in quality, safety and patient satisfaction that is attributable in large part to HealthLink. In addition, SCVHHS has received in excess of \$15 million in Meaningful Use funding and forecasts receiving another \$17 million before the program ends in 2022. Furthermore, with HealthLink, SCVMC has been able to see much improved billing production. At the end of February 2015, Accounts Receivable days were at 72.5 days for hospital billing, the lowest point on record.

Our immediate goal is to continue rolling out additional components of the HealthLink Electronic Health Record (EHR). Wave 2, which is more than 60% complete, includes the implementations of Beaker for lab, Willow for outpatient pharmacies and Mediware for blood bank. These three systems will go live in July 2015.

Beaker includes general lab, microbiology and quality control testing. Barcode-enabled workflows will allow lab technicians to track specimens within and across sites. Willow will support outpatient medication management and billing, and will allow medication ordering and administration processing to be managed as a single order record for pharmacists, physicians, nurses, and other healthcare professionals.

In the spring of 2015, the HealthLink team will launch Wave 3 and is expected to go live in October 2016. It's two principle components include OpTime (Surgical and Anesthesia) which will be used to schedule patients for surgery and request supplies and equipment needed to perform the case, and Radiant (Radiology) which will

combine tools for rules-based scheduling, documentation, results communication, chart/film tracking, and statistical reporting.

The addition of these components further establishes a unified end-to-end system, which fully supports quality throughout the full continuum of care.

Center for Leadership and Transformation (CLT)

There are ten CLT projects, with over 200 staff involved, underway within SCVMC of which two have been completed. The project list and accomplishments include:

- **Advanced Practice Practitioner's (APP) Billing:** Developed a method to streamline APP billing by aligning providers with National Provider Identification numbers, issued by Medicare.
- **Breast Imaging:** Decreased the non-value added time from diagnostic mammogram through conditional order sets in HealthLink. Additional work is now focused on gaining efficiencies to support the increasing volumes and demands. For FY 2014 the mammography volume was 15,869 and is projected to be 17,834 for FY 2015, an increase of 12.4%.
- **Care Coordination and Transitions Initiative (includes SCVMC, Behavioral Health and Supportive Housing staff):** Working toward a coordinated care team approach to whole person care. Focus is on high utilization of deep end services and access to the right care at the right time.
- **Care Transitions (includes Public Health):** Collaborating with Public Health and Pharmacy to create a safe discharge plan for patients at high risk of re-admission patients. Key interventions to patients prevent readmission and support care in the community.
- **Compliance Committees:** Staffed the Compliance Hotline. In addition, Compliance, Quality and Risk has collaborated to develop a database to track all quality, privacy and risk incidents. This database will allow for better communication and collaboration to address incidents being reviewed by regulators.
- **Patient Flow:** Four teams conducting projects across the inpatient hospital flow are currently working on decreasing non-acute patient days, eliminating the weekend effect, patient movement, culture of mobility, and overall throughput. Gains have been made through multiple pilots, optimization, and

education work in all areas. Notable gains: 742 patient days avoided with extended contracts, optimization, and weekend pilots; 90% complete data dictionary for ASAP module in HealthLink; 15% improvement in turnaround times from Emergency Department to Emergency Psychiatric Services; telemetry guidelines updated to current evidence based practice; Emergency Department to Medicine order sets completed and in production; and Human Resource team supported a hiring process allowing hospital transport department to hire 15 positions in 4 weeks.

- **The Patient Experience:** 4MED completed its work, had great success and saw unit patient satisfaction scores significantly improved in the areas of nurses better listening to the needs and concerns of the patients and responsiveness of staff. Currently, SCVMC are in the planning stages of moving those efforts to 3SURG. The CLT process has completed and now our Patient Experience Committee is developing a broader based program to support a customer focus across teams and departments.
- **The Rehabilitation Center:** The Rehabilitation Center at Santa Clara Valley Medical Center undertook a strategic planning process starting in September 2014 with a Planning Retreat. During the retreat, the future for the center was discussed and characterized by transparency, clarity, support and ongoing staff engagement. A Comprehensive plan was completed and gives SCVMC an opportunity to focus efforts in the same direction, to assure that all activities are aligned with the strategic plan.
- **Specialty Referral, Authorization and Access:** Four cross-functional teams, with a total of 60 members, are engaged in reinventing the transition back to primary care physicians from specialty center referrals, authorization, and care. The holistic approach includes key leaders across the organization and into the community with our partners in primary care. Phase One report of *Rapid Transformation* is scheduled for June 2015.

Unit Based Teams (UBT)

There are eight (8) SCVMC UBTs in various stages of performance improvement project, which include:

- **Outpatient Pharmacy UBT:** Focused on reducing the wait time for prescriptions at the Moorpark Pharmacy to 30 minutes or less, the goal of this UBT was to increase prescriptions being ready in less than 30

minutes from 46% to 56% by Jan. 31. In December, 80% of prescriptions were ready in less than 30 minutes, which will help improve the patient experience.

- Barbara Arons Pavilion UBT: The goal was to increase the availability of nutritious snacks to patients between meals by Dec. 31, 2014, to improve patient satisfaction and reduce behavior issues. This goal was achieved and in addition, patients are provided nutrition education classes.
- Emergency Psychiatric Services UBT: The goal is increased patient satisfaction due to shorter length of stay and increased cost effectiveness due to shorter stay. This effort will lead to improved access, capacity, quality and service.
- Health Information Management UBT: The goal is to improve the turn-around time for scanning of all documents, reduce redundancy, and improve customer service to patients and medical staff. Also to improve growth, learning and development and a better understanding of all document types. The team has reduced the backlog from seven feet to three feet of documents to be scanned.

- Cardiology UBT: The goal is to increase patient satisfaction from 66% to 80% by Mid-February 2015 (73% achieved by Mid-March). Improve patient access to our scheduling department by responding to calls in real time and voice-mail messages within 48 hours, and create new templates for staff to perform more timely scheduling.
- Pharmacy Procurement UBT: The goal was to improve the Vaccine for Children inventory utilization and documentation and in this effort implemented Pyxis at VHC Tully, Pediatrics Outreach and VHC Bascom.
- Sunnyvale Primary Care Behavioral Health UBT: The goal is to establish a baseline for care pathways by systematically identifying level of acuity of referred patients and the associated level of care by acuity.
- Inpatient Pharmacy UBT: Designed pharmacist Code Blue training by April 2015 to increase staff comfort level with responding to Code Blue incidents, and increasing nurse/physician satisfaction. Training will begin in May 2015.

County Executive's Recommendation

Summary of County Executive's Recommendations

Description	Impact	Impact on Services	Position Impact	FY 2016 Ongoing Net Cost/(Savings)	FY 2016 One-Time Net Cost/(Savings)
Expand Custody Mental Health Beds	↑	Increase staff to expand acute mental health beds at the Main Jail by 23 beds.	1.7	—	—
Increase Custody Pharmaceutical Costs	●	Increase funding for the increased cost of Hepatitis C medications for inmates incarcerated in the Main Jail and Elmwood.	—	—	—
Enhance Custody Mental Health Unit	◆	Add Nurse Practitioner position and delete a Psychiatrist position to meet the demands of the Mental Health Unit at Main Jail.	—	—	—
Public Safety Realignment Program (AB109) - Add Community Health Worker - Reentry Resource Center	●	Increase staff in Ambulatory Care for the Reentry Resource Center.	1.0	—	—
↑ — Enhanced ◆ — Modified ● — No Change ↓ — Reduced ☒ — Eliminated					



Summary of County Executive's Recommendations

Description	Impact	Impact on Services	Position Impact	FY 2016 Ongoing Net Cost/(Savings)	FY 2016 One-Time Net Cost/(Savings)
Enhance Behavioral Health Services Administration	↑	Allocate funding to create a new position in the General Fund Financial Services unit within the Santa Clara Valley Medical Center budget to develop new financial structures and activities.	—	\$187,000	—
Enhance SCVMC Finance Operations	↑	Increase staff to perform necessary cost accounting functions for SCVMC.	2.0	\$314,562	—
Expand Healthlink	●	Increase staff to provide additional support for inpatient teams, revenue cycle professional billing, and ancillary application management, offset by a decrease in Object 2.	5.0	—	—
Enhance Laboratory Information Systems Support	●	Increase staff, offset by a decrease in unbudgeted extra help, to provide computer and hardware support and maintenance for laboratory and pathology.	2.0	\$206,042	—
Add Rehabilitation Liaison	●	Increase staff, partially offset by a decrease in contract services, to provide outreach services and review of cases in community hospitals throughout Northern California.	1.0	\$118,708	—
Create Care Coordination and Transitions Program	↑	Increase staff and services and supplies to provide case finding and care coordination at the system level of the High Need Patient Initiative.	3.0	\$1,089,512	—
Enhance SCVHHS Finance Operations	↑	Increase staff to assist the SCVHHS Chief Financial Officer in developing and improving processes that are consistent with a sound and stable financial management for SCVHHS.	1.0	\$137,926	—
Increase Medi-Cal Revenue	●	Increase Medi-Cal revenue due to Medi-Cal Expansion enrollment.	—	(\$2,053,750)	—
Enhanced Services from Internal Services Department (ISD)	↑	Allocate funds for the increase in services from ISD.	—	\$807,273	—
↑ — Enhanced ◆ — Modified ● — No Change ↓ — Reduced ☒ — Eliminated					

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	2013	2014	2015	2016 CLB	2016 Rec
VLF Revenue	\$47.2	\$52.9	\$31.7	\$35.4	\$35.4
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	\$17.2	\$74.4	\$79.5	\$64.4	\$65.2
Measure A	\$0	\$0	\$5.7	\$5.7	\$5.7
Ongoing Subsidy	\$87.8	\$150.7	\$140.3	\$128.9	\$129.7
One-time Subsidy for HealthLink	\$0.0	\$16.3	\$5.0	\$0.0	\$0.0

a. \$ reflected in millions

The General Fund subsidy has been adjusted due to the removal of one-time costs, such as HealthLink, additional Medi-Cal revenue due to Medi-Cal Expansion, increases in Valley Homeless Healthcare Program and mental health services, and changes in salaries and employee benefits.

Summary of Base Adjustments to the GF Subsidy^a

Basis for Adjustment	Amount
FY 2015 Adopted Budget	\$145.3
Removal of one-time subsidy FY 2104 HealthLink	(\$5.0)
Removal of one-time Trauma-to-Triump	(\$2)
Valley Homeless Healthcare Program	\$4
Psychiatry staffing	\$3
Decrease due to increases in reimbursement from Behavioral Health	(\$1.9)
General Fund contribution to salaries and benefits ^b	(\$10.0)
Total FY 16 Current Level Budget	\$128.9

a. \$ reflected in millions

b. Includes changes due to agreements with bargaining units net of increases to revenue.

↑ Expand Custody Mental Health Beds

Recommended Action: Add 1.7 FTE Nurse Practitioner positions to expand acute mental health beds at the Main Jail by 23 beds.

Service Impact: The Acute Mental Health Unit of the Main Jail, which has 43 beds, has exceeded capacity 30% of the time in FY 2015. Due to the increased need for acute mental health beds for jail inmates and provision of guaranteed bed days for two other Counties, inmates on involuntary psychiatric holds have been housed in the Medical Infirmary unit displacing medically ill inmates from the Infirmary and forced to be housed in General Population housing units in the jail. In order to insure that inmates are provided acute mental health

services in the jails, the number of acute beds needs to be enhanced. The additional beds will also improve the quality of service provision on the unit, particularly for the female population which is utilizing 40% to 50% of the acute beds on a daily basis.

Positions Added: 1.7 FTE

Ongoing Net Cost: \$0

Ongoing Cost: \$374,693

Ongoing Reimbursement from Custody Health: \$374,693

One-Time Savings: \$187,347

Salary Savings reflecting time for recruitment

● Increase Custody Pharmaceutical Cost

Recommended Action: Increase funding for the increased cost of Hepatitis C medications for inmates incarcerated in the Main Jail and Elmwood.

Service Impact: Due to inmates' lengths of stay in the jails from the impact of AB109, treatment of inmates that clinically qualify for treatment must be treated, as treatment has become a standard of care in the prison system. The current standard of care is to use the new medications for Hepatitis C that has recently been made available. These new medications are more expensive; however, they effect a cure at a rate of 90%, have minimal side effects and treatment can be completed in a three month period of time. The older medications take six to nine months for treatment with a cure rate of only 40%.

Ongoing Net Cost: \$0

Ongoing Cost: \$1,600,00

Ongoing Reimbursement from Custody Health: \$1,600,000

◆ Enhance Custody Mental Health Unit

Recommended Action: Add 1.0 FTE Nurse Practitioner position and delete 1.0 FTE Psychiatrist III position to meet the demands of the Mental Health Unit at Main Jail.

Service Impact: The Mental Health Unit at the Main Jail has reached its capacity and additional staff is required to meet the demands of a full census. This



recommendation will insure that inmates receive timely services to care due to the inability to fill vacant Psychiatrist positions.

Net Positions Added: 0.0 FTE

Positions Added: 1.0 FTE

Positions Deleted: 1.0 FTE

Ongoing Net Savings: \$0

Ongoing Savings: \$83,594

Decrease in Reimbursement from Custody Health: \$83,594

**● Public Safety Realignment Program (AB109)
- Add Community Health Worker - Reentry
Resource Center**

Recommended Action: Add 1.0 FTE Community Health Worker position in Ambulatory Care at SCVMC for the Reentry Resource Center.

Service Impact: Currently, a Community Health Worker at the Reentry Resource Center provides case management services, home visits, chronic case management education, medication reconciliation, and makes primary and specialty medical appointments. However, this position, and the associated funding, will expire at the end of FY 2015. In order to continue this opportunity to foster collaboration between the Reentry Resource Center and Ambulatory Care at SCVMC, and gain insight on client outcome evaluation processes, ongoing AB109 allocation is recommended. The goal is to extend this program to individuals released from County correctional facilities and link high risk offenders with the appropriate health care navigation.

Positions Added: 1.0 FTE

Ongoing Net Cost: \$0

Ongoing Cost: \$86,471

Ongoing Reimbursement from AB109: \$86,471

**↑ Enhance Behavioral Health Services
Administration**

Recommended Action: Allocate funding to create a new Senior Health Care Financial Manager in the General Fund Financial Services unit within the Santa Clara Valley Medical Center budget.

Service Impact: The Senior Health Care Financial Manager will oversee the Behavioral Health Services' Finance unit. A dedicated financial manager for the department's financial team is critically needed to

direct current activities as well as develop new financial structures and activities relating to the Behavioral Health integration, MediCal Expansion, the Affordable Care Act and other trends in health care financing and reimbursement.

Ongoing Cost: \$187,000

Offset by an increase in Medi-Cal Revenue

↑ Enhance SCVMC Finance Operations

Recommended Action: Add 1.0 FTE Accounting Manager position to perform cost accounting functions and 1.0 FTE Sr. Health Care Financial Analyst to support initiatives to monitor and improve financial performance as well as assist with cost accounting functions.

Service Impact: The Accounting Manager position and Sr. Health Care Financial Analyst will perform necessary cost accounting functions for SCVMC. SCVHHS Finance has worked with consultants the last two years to implement a cost accounting system; however, internal resources have not been added to maintain the project or operationalize cost accounting. This has caused project deadlines to be missed. Cost accounting should be maintained month-to-month in parallel with financial statements, budgeting and other management reporting in order to ensure cost efficiency and effectiveness.

In addition, the Sr. Health Care Financial Analyst will provide basic financial reports at the cost center level, including detailed payroll, services & supplies expenditures and units of service, on a monthly and pay period basis. These reports will enable the department to drive improved financial performance and develop financial acumen of operational managers.

Background: SCVMC has struggled with cost accounting for many years and currently utilizes basic cost to charge ratios that provide general information at only the departmental level. This lack of information hinders the ability of SCVMC to monitor, measure and improve costs.

Positions Added: 2.0 FTE

Ongoing Cost \$314,562

Offset by an increase in Medi-Cal Revenue

● Expand HealthLink

Recommended Action: Add 4.0 FTE Epic Sr. Application Coordinator positions and 1.0 FTE Management Information Systems Manager (MISM) II position for HealthLink to provide additional support for inpatient teams, revenue cycle professional billing, and ancillary application management. The additional cost is offset by a decrease in purchased services.

Service Impact: With current staffing levels, HealthLink staff is able to maintain core healthcare information system. However, staffing has not taken into account additional implementation projects, optimization requests and system integration. The additional Epic Sr. Application Coordinators will implement and maintain new programs and projects. These include, but are not limited to:

- EpiCenter Population Health
- Behavioral Health Integration
- New Bed Building and Ambulatory Clinics
- Women and Childrens Center
- Ambulatory Surgery Center
- ICD-10
- CLT Projects Patient Access/Flow and Referrals
- HealthLink Implementations for Beaker Lab, Willow Ambulatory, Radiant Radiology, OpTime Surgery and Anesthesia

The MISM II position will manage the implementation of Beaker Lab, Willow Pharmacy, Radiant Radiology, and OpTime Surgery, currently being run by contract staff.

Background: Healthcare reform is making it necessary for healthcare organizations and other providers to adopt and utilize advanced clinical information technology in order to meet higher standards for patient care, higher standards for patient surveillance (safety/infection control/quality review), expanded data collection and reporting requirements for Delivery System Reform Incentive Pool (DSRIP) quality reporting and continuous quality improvement mandates, new insurance billing formats and requirements to securely exchange data with external providers and entities.

In May 2013, SCVHHS went live with HealthLink, the new core healthcare information system, HealthLink is at the core of the Strategic Roadmap by providing the organization the tools to improve system integration, deliver coordinated and integrated care, engage patients/clients and promote timely, equitable, effective and efficient healthcare for our community.

Positions Added: 5.0 FTE

Ongoing Net Cost: \$0

Increase in Salaries & Employee Benefits: \$901,084

Decrease in Other Expenses: \$901,084

● Enhance Laboratory Information Systems Support

Recommended Action Add 2.0 FTE Information System Technician (IST) I positions to provide computer and hardware support and maintenance for Laboratory and Pathology.

Service Impact: Currently, the duties of the IST I positions are performed by unbudgeted extra help staff. The use of permanent coded IST I positions will result in improved and consistent hourly coverage on evenings and weekends to maintain 24/7 Lab ordering and results reporting.

Without these positions to support the Laboratory and Pathology, other coded staff will need to be rotated through different shifts to provide coverage. This will cause staff shortages for the day shift assignments and place other projects on hold.

Positions Added: 2.0 FTE

Ongoing Cost: \$206,042

Offset by a increase in Medi-Cal Revenue

↑ Add Rehabilitation Liaison

Recommended Action: Add 1.0 FTE Patient Services Case Coordinator position to provide outreach services and review of cases in community hospitals throughout Northern California. This position is partially offset by a decrease in contracted employee services.

Service Impact: The addition of this position will allow for the Rehabilitation Center to have a permanent staff to obtain an increase in the number of referrals and therefore continue increasing the number of admissions/cost effectiveness. In addition, Patient Services Case Coordinators also provide much needed

information, education, care coordination and comfort to patients and families about the level of care they would receive at the Rehabilitation Center. SCVMC is on pace to increase the number of admissions to the rehabilitation units by over 10% in FY 2015. Liaisons provide the highest number of referrals to the Rehabilitation Center outside of the SCVMC hospital and assist in making sure it maintains its highest capacity possibly. Therefore, this position has a direct impact on the revenue of the Rehabilitation Center and is imperative to patient care and financial success.

Background: The Rehabilitation Center at SCVMC continues to lead with patient centered programs aimed at meeting the needs of catastrophically injured patients and their families. In 2014, SCVMC was again named by US News and World Report as one of the top Rehabilitation programs in the Country.

Positions Added: 1.0 FTE
Ongoing Cost: \$118,708
 Offset by a increase in Medi-Cal Revenue

↑ Create Care Coordination and Transitions Program

Recommended Action: Add 1.0 FTE Medical Social Worker II position, 1.0 FTE Attending Psychologist position, and 1.0 Health Care Financial Analyst II position, increase extra help for a part-time physician, and increase services and supplies to begin the next phase of the High Need Patient Initiative

Service Impact: Staff assigned to Care Coordination and Transitions Program (CCTP) will primarily be responsible for case finding and care coordination at the system level. The CCTP will contribute to better health outcomes for County clients across multiple departments and enable SCVHHS to:

- Use a common framework for identifying the highest users of SCVHHS services and/or patients with the highest need among a sub-population, known as High Need Patient (HNP)
- Under the same framework, have the ability to triage patients based on risk for becoming a High Risk Patient (HRP)
- Have the ability to direct & scale high-effort/high-impact whole-person care interventions to serve HNPs

- Implement and improve low-effort/high-impact interventions to serve HRP (e.g., Follow-Up Phone Calls)
- Have the ability to report on the effectiveness of interventions at client, program and system levels.

In addition to the recommended positions in SCVMC, positions are recommended in Public Health, Behavioral Health Services and Custody Health Services which will be funded by SCVMC. The table below show all positions being requested.

Class	Description	FTE
SCVMC		
Y03	Medical Social Worker II	1.0
P95	Attending Psychologist	1.0
B9E	Health Care Financial Analyst II	1.0
Public Health		
S47	Public Health Nurse III	1.0
Behavioral Health Services		
Y41	Psychiatric Social Worker II	1.0
P67	Rehabilitation Counselor	1.0
Custody Health Services		
Y41	Psychiatric Social Worker II	1.0
Total		7.0

These positions will provide individualized outreach, engagement and care coordination, with a focus on managing the transition of care from deep-end services to community-based care. Initially, the CCTP will help to transition HNPs into several programs including: the Chronic Homelessness Pay for Success (PFS) Project; the Acute Mental Health PFS Project; the Community Living Connections (CLC) program serving vulnerable older adults; VMC Transitions of Care; and Mental Health Full Service Partnerships. After assisting clients in establishing relationships with community-based care providers, the CCTP will continue to monitor service utilization and outcomes.

Positions Added: 3.0 FTE
Ongoing Cost: \$1,089,512
 Offset by a increase in Medi-Cal Revenue

↑ Enhance SCVHHS Finance Operations

Recommended Action Add 1.0 FTE Health Care Financial Analyst II position to assist the SCVHHS Chief Financial Officer in developing and improving processes that are consistent with a sound and stable financial management for SCVHHS,



Service Impact: This additional position will provide additional resources that will address reconciliation and tracking processes, enable the team to respond to ongoing requests for analyses, and contribute to an improved budget and year-end process which will lead to an ongoing infrastructure which will greatly benefit SCVHHS in its decision making.

Positions Added: 1.0 FTE

Ongoing Cost: \$137,926

Offset by an increase in Medi-Cal Revenue

● Increase Medi-Cal Revenue

Recommended Action Increase Medi-Cal revenue by \$1,867,463 due to Medi-Cal Expansion.

Service Impact: Due to the increased enrollment in Medi-Cal Expansion, as well as an increase in inpatient and outpatient volume, SCVMC is expected to receive \$146 million in additional revenue. The majority of this increased revenue is allocated to maintain the current level of service and the remainder of \$1,867,463 is allocated to fund FY 2016 recommended budget initiatives.

Ongoing Savings: \$2,053,750

↑ Enhanced Services From Information Services Department (ISD)

Recommended Action Allocate funds to Valley Medical Center for the increase in services from ISD.

Service Impact: Due to the recommended proposals to increases in staff and services in ISD, charges to SCVMC will increase. For additional information on this recommendation see the budget proposals in the ISD section of the Recommended Budget. Below is a list of the proposals affecting SCVMC.

- Augment Network Engineering Staff
- Enhance the IT Service on Demand Program with Additional Staff
- Augment Finance and Administrative Staff
- On-Site IT End User Support
- Augment Development & Support Staff for Enterprise Content Management.

Ongoing Cost: \$807,273

Offset by an increase in General Fund Subsidy: \$807,273

Santa Clara Valley Medical Center Summary of Budgeted Expenditures and Revenues^a

	FY 2015 Approved	FY 2016 Recommended	Difference	Percent Difference
FTES & Statistics				
Payroll FTEs	5,250.41	5,558.88	308.47	5.9%
Total Patient Days	112,165	113,953	1,788	1.6%
Average Daily Census (ADC)	307.3	312.2	4.9	1.6%
Acute Outpatient Observation ADC	14.5	6.8	(7.7)	(53.1%)
Outpatient Visits	897,617	901,306	3,689	0.4%
Operations				
Patient Revenue	\$870,652,826	\$922,883,035	\$52,230,209	6.0%
CMS Incentive Revenue	\$63,397,905	\$63,397,905	\$0	0.0%
Cost Recovery	\$52,592,363	\$55,528,875	\$2,936,512	5.6%
Realignment	\$1,853,654	\$0	(\$1,853,654)	(100.0%)
Revenue from Bonds	\$722,450	\$192,000	(\$530,450)	(73.4%)
Other	\$85,697,284	\$195,517,037	\$109,819,754	128.1%
Total Revenue from Operations	\$1,074,916,482	\$1,237,518,852	\$162,602,371	15.1%
Expenses				
Payroll/Personnel	\$861,845,296	\$952,585,621	\$90,740,325	10.5%
Services and Supplies	\$299,318,204	\$356,416,867	\$57,098,663	19.1%
County Overhead	\$21,950,436	\$26,760,225	\$4,809,789	21.9%
Debt Service	\$45,609,417	\$41,646,926	(\$3,962,491)	(8.7%)
Interest Expense	\$21,239,336	\$20,413,514	(\$825,822)	(3.9%)
Transfers	(\$30,063,337)	(\$31,084,993)	(\$1,021,656)	(3.4%)
Total Expenses	\$1,219,899,352	\$1,366,738,159	\$146,838,807	12.0%
Operating Income/Loss	(\$144,982,870)	(\$129,219,307)	\$15,763,563	(10.9%)
Transfers				
Vehicle License Fee Revenue	\$31,738,544	\$35,440,794	\$3,702,250	11.7%
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	\$90,165,815	\$70,868,199	(\$19,297,616)	(21.4%)
Total General Fund Subsidy	\$145,304,359	\$129,708,993	(\$15,595,366)	(10.7%)
Operating Transfers	(\$8,198,930)	(\$8,367,126)	(\$168,196)	2.1%
Total Transfers	\$137,105,429	\$121,341,867	(\$15,763,562)	(11.5%)
Net Income/(Loss)	(\$7,877,440)	(\$7,877,440)	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 2014 Actuals	FY 2015 Approved	FY 2016 Base Budget	FY 2016 Recommended	Amount Chg From 2015 Approved	% Chg From 2015 Approved
6846	SCVMC Capital Fund 0059	121,331,357	3,390,567	3,390,567	10,190,567	6,800,000	200.6%
092106	SCVMC Operations Fund 0060	1,278,230,229	1,329,775,381	1,472,131,138	1,476,782,384	147,007,003	11.1%
Total Net Expenditures		\$ 1,399,561,586	\$ 1,333,165,948	\$ 1,475,521,705	\$ 1,486,972,951	\$ 153,807,003	11.5%

Santa Clara Valley Medical Center— Budget Unit 921 Gross Expenditures by Cost Center

CC	Cost Center Name	FY 2014 Actuals	FY 2015 Approved	FY 2016 Base Budget	FY 2016 Recommended	Amount Chg From 2015 Approved	% Chg From 2015 Approved
6846	SCVMC Capital Fund 0059	121,331,357	3,390,567	3,390,567	10,190,567	6,800,000	200.6%
092106	SCVMC Operations Fund 0060	1,309,019,294	1,359,838,718	1,503,216,131	1,507,867,377	148,028,659	10.9%
Total Gross Expenditures		\$ 1,430,350,651	\$ 1,363,229,285	\$ 1,506,606,698	\$ 1,518,057,944	\$ 154,828,659	11.4%

Santa Clara Valley Medical Center— Budget Unit 921 Expenditures by Object

Object	FY 2014 Actuals	FY 2015 Approved	FY 2016 Base Budget	FY 2016 Recommended	Amount Chg From 2015 Approved	% Chg From 2015 Approved
Salary and Benefits	\$ 825,430,588	\$ 861,845,296	\$ 949,828,948	\$ 952,585,621	\$ 90,740,325	10.5%
Services And Supplies	394,395,125	318,993,939	379,007,818	380,902,391	61,908,452	19.4%
Other Charges	20,899,444	25,155,871	24,330,049	24,330,049	(825,822)	-3.3%
Fixed Assets	142,880,385	21,074,549	16,074,549	22,874,549	1,800,000	8.5%
Operating/Equity Transfers	46,745,109	136,159,630	137,365,334	137,365,334	1,205,704	0.9%
Total Gross Expenditures	\$ 1,430,350,651	\$ 1,363,229,285	\$ 1,506,606,698	\$ 1,518,057,944	\$ 154,828,659	11.4%
Expenditure Transfers	(30,789,065)	(30,063,337)	(31,084,993)	(31,084,993)	(1,021,656)	3.4%
Total Net Expenditures	\$ 1,399,561,586	\$ 1,333,165,948	\$ 1,475,521,705	\$ 1,486,972,951	\$ 153,807,003	11.5%

Santa Clara Valley Medical Center— Budget Unit 921 Revenues by Cost Center

CC	Cost Center Name	FY 2014 Actuals	FY 2015 Approved	FY 2016 Base Budget	FY 2016 Recommended	Amount Chg From 2015 Approved	% Chg From 2015 Approved
6846	SCVMC Capital Fund 0059	\$ 135,516,384	\$ 3,384,160	\$ 3,384,160	\$ 3,384,160	—	—
092106	SCVMC Operations Fund 0060	1,277,024,264	1,321,897,941	1,464,253,698	1,468,904,944	147,007,003	11.1%
Total Revenues		\$ 1,412,540,648	\$ 1,325,282,101	\$ 1,467,637,858	\$ 1,472,289,104	\$ 147,007,003	11.1%



Santa Clara Valley Medical Center— Budget Unit 921

Revenues by Type

Type	FY 2014 Actuals	FY 2015 Approved	FY 2016 Base Budget	FY 2016 Recommended	Amount Chg From 2015 Approved	% Chg From 2015 Approved
Other Financing Sources	\$ 809,032,339	\$ 892,171,580	\$ 925,758,690	\$ 928,706,184	\$ 36,534,604	4.1%
Charges For Services	339,610,557	265,589,911	373,960,586	375,664,338	110,074,427	41.4%
Revenue From Other Government Agencies	195,686,218	101,677,100	101,677,100	101,677,100	—	—
Aid From Government Agencies - Federal	300,229	6,000	2,257,622	2,257,622	2,251,622	37,527.0%
Aid From Government Agencies - State	66,742,021	65,612,510	63,758,860	63,758,860	(1,853,650)	-2.8%
Revenue From Use Of Money/Property	1,169,285	225,000	225,000	225,000	—	—
Total Revenues	\$ 1,412,540,648	\$ 1,325,282,101	\$ 1,467,637,858	\$ 1,472,289,104	\$ 147,007,003	11.1%

SCVMC Capital Fund 0059 — Cost Center 6846

Major Changes to the Budget

	Positions	Appropriations	Revenues
0059-VMC Capital Projects (Fund Number 0059)			
Current Level Budget			
FY 2015 Approved Budget	—	\$ 3,390,567	\$ 3,384,160
Board Approved Adjustments During FY 2015	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
IntraCounty Adjustments	—	—	—
Other Adjustments	—	—	—
Subtotal (Current Level Budget)	—	\$ 3,390,567	\$ 3,384,160
Recommended Changes for FY 2016			
IntraCounty Adjustments	—	\$ —	\$ —
Decision Packages			
Information Technology			
Capital			
FY 2016 SCVMC Capital projects	—	6,800,000	—
Subtotal (Recommended Changes)	—	\$ 6,800,000	\$ —
Recommended Budget	—	\$ 10,190,567	\$ 3,384,160



SCVMC Operations Fund 0060 — Cost Center 092106
Major Changes to the Budget

	Positions	Appropriations	Revenues
0060-VMC Enterprise Fund (Fund Number 0060)			
Current Level Budget			
FY 2015 Approved Budget	5,347.9	\$ 1,329,775,381	\$ 1,321,897,941
Board Approved Adjustments During FY 2015	292.2	41,017,629	32,998,293
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	29.4	51,529,136	—
IntraCounty Adjustments	—	12,054,102	28,000
Other Adjustments	—	37,754,890	109,329,464
Subtotal (Current Level Budget)	5,669.5	\$ 1,472,131,138	\$ 1,464,253,698
Recommended Changes for FY 2016			
IntraCounty Adjustments	—	\$ 1,268,657	\$ 2,597,496
Decision Packages			
Enhance Laboratory Information Systems Support	2.0	206,042	—
Increase Custody Pharmaceutical Cost	—	1,600,000	—
Add Rehabilitation Liaison	1.0	118,708	—
Create Care Coordination and Transitions Program	3.0	628,128	—
Increase Medi-Cal Revenue	—	—	2,053,750
Expand Healthlink	5.0	—	—
Enhance SCVMC Finance Operations	2.0	314,562	—
Enhance Behavioral Health Services Administration	—	187,000	—
Enhance SCVHHS Finance Operations	1.0	137,926	—
AB109-Add Community Health Worker - Reentry Resource Center	1.0	86,471	—
Expand Custody Mental Health Beds	1.7	187,346	—
Enhance Custody Mental Health Unit	—	(83,594)	—
Information Technology			
Capital			
Subtotal (Recommended Changes)	16.7	\$ 4,651,246	\$ 4,651,246
Recommended Budget	5,686.2	\$ 1,476,782,384	\$ 1,468,904,944



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
- Consumer and Environmental Protection Agency
 - 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

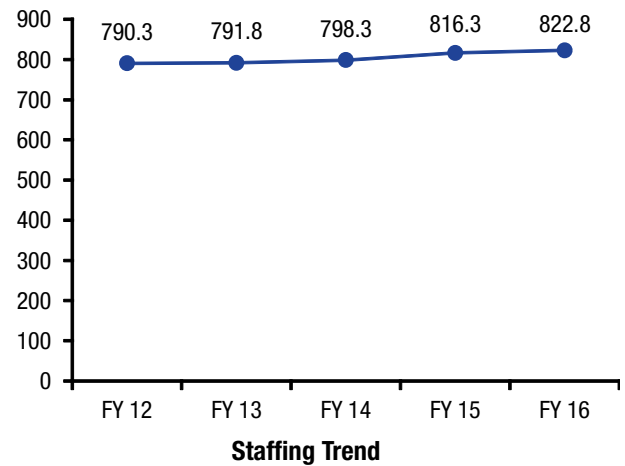
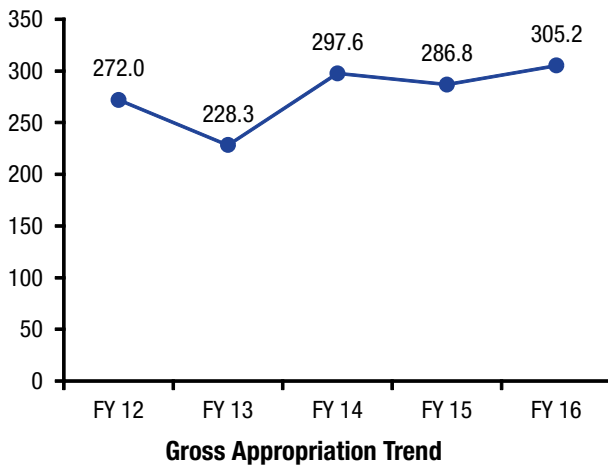
Planning and Development
Budget Unit 260

Roads and Airports Departments
Budget Units 603, 608

Consumer & Environmental Protection Agency
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 2014 Actuals	FY 2015 Approved	FY 2016 Base Budget	FY 2016 Recommended	Amount Chg From 2015 Approved	% Chg From 2015 Approved
260	Department of Planning and Development	\$ 13,483,332	\$ 15,397,952	\$ 15,785,191	\$ 15,877,792	\$ 479,840	3.1%
710	Parks and Recreation Department	63,288,432	52,783,996	44,129,945	57,948,399	5,164,403	9.8%
262	Agriculture and Environmental Mgmt	12,628,181	15,738,060	16,544,200	16,703,034	964,974	6.1%
261	Department of Environmental Health	17,578,500	20,593,607	21,885,173	22,209,057	1,615,450	7.8%
411	Vector Control District	6,214,766	7,137,454	7,542,948	7,631,041	493,587	6.9%
603	Roads & Airports Department - Roads	57,854,759	47,333,527	48,230,963	47,875,026	541,499	1.1%
608	Roads & Airports Dept - Airports	2,635,849	3,094,912	2,779,873	2,632,805	(462,107)	-14.9%
904	Central Fire Protection District	81,616,738	92,651,601	92,300,183	104,187,343	11,535,742	12.5%
979	Los Altos Hills County Fire District	10,837,841	15,681,600	6,259,200	11,628,480	(4,053,120)	-25.8%
980	South Santa Clara County Fire Protection District	4,274,707	5,385,368	5,954,342	6,204,342	818,975	15.2%
Total Net Expenditures		\$ 270,413,105	\$ 275,798,077	\$ 261,412,019	\$ 292,897,319	\$ 17,099,242	6.2%

Gross Expenditures By Department

BU	Department Name	FY 2014 Actuals	FY 2015 Approved	FY 2016 Base Budget	FY 2016 Recommended	Amount Chg From 2015 Approved	% Chg From 2015 Approved
260	Department of Planning and Development	\$ 13,985,165	\$ 15,769,581	\$ 16,183,449	\$ 16,276,050	\$ 506,469	3.2%
710	Parks and Recreation Department	64,309,697	54,491,004	45,829,945	59,648,399	5,157,395	9.5%
262	Agriculture and Environmental Mgmt	13,904,647	19,068,239	20,429,012	20,668,824	1,600,585	8.4%
261	Department of Environmental Health	18,008,698	21,038,633	22,330,199	22,654,083	1,615,450	7.7%
411	Vector Control District	6,228,278	7,137,454	7,542,948	7,631,041	493,587	6.9%
603	Roads & Airports Department - Roads	62,217,894	50,733,527	48,230,963	52,075,026	1,341,499	2.6%
608	Roads & Airports Dept - Airports	2,635,849	3,094,912	2,779,873	2,632,805	(462,107)	-14.9%
904	Central Fire Protection District	83,170,498	94,410,443	93,938,183	105,825,343	11,414,900	12.1%
979	Los Altos Hills County Fire District	10,837,841	15,681,600	6,259,200	11,628,480	(4,053,120)	-25.8%
980	South Santa Clara County Fire Protection District	4,274,707	5,385,368	5,954,342	6,204,342	818,975	15.2%
Total Gross Expenditures		\$ 279,573,274	\$ 286,810,761	\$ 269,478,115	\$ 305,244,393	\$ 18,433,632	6.4%

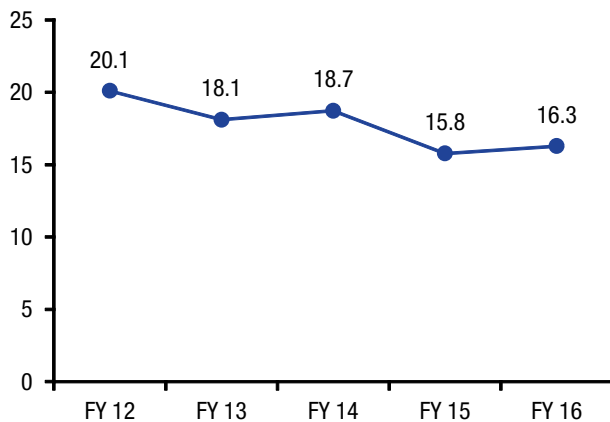
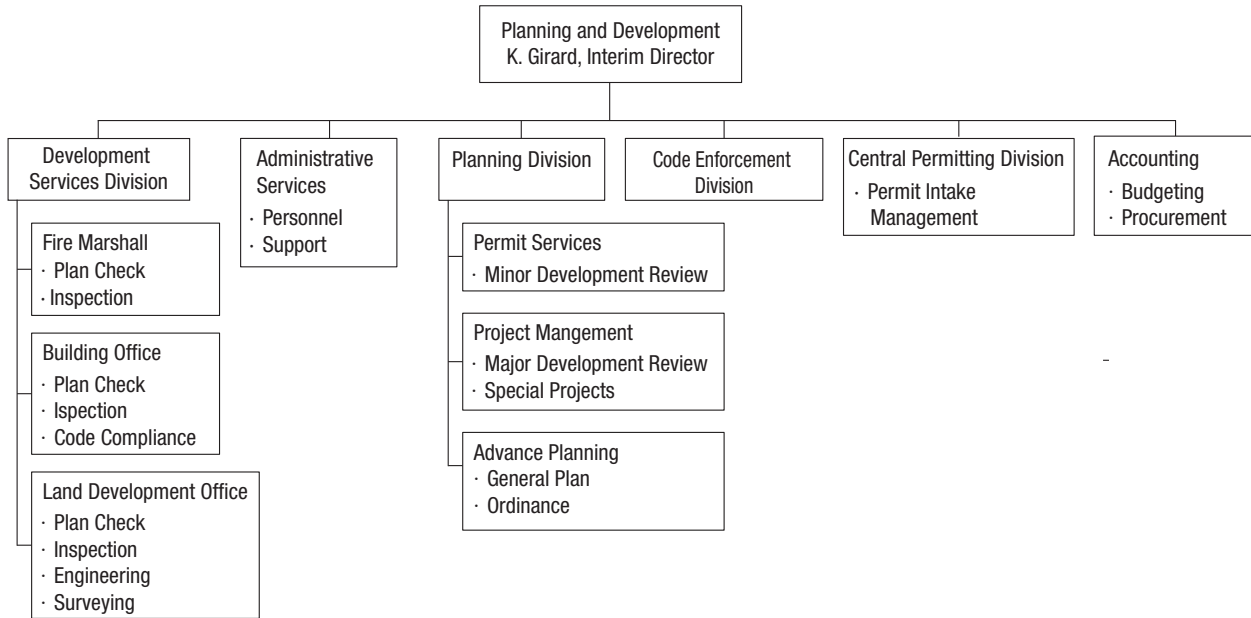


Revenues By Department

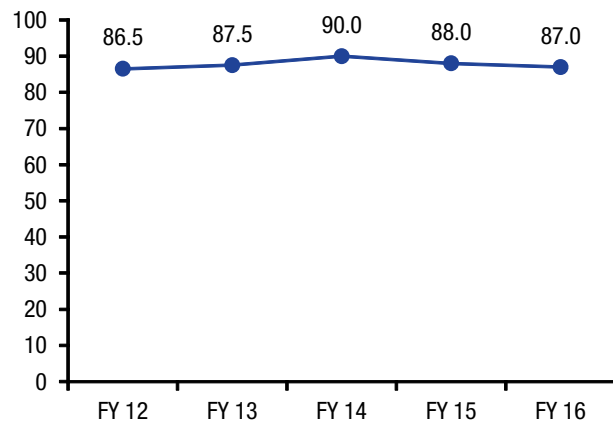
BU	Department Name	FY 2014 Actuals	FY 2015 Approved	FY 2016 Base Budget	FY 2016 Recommended	Amount Chg From 2015 Approved	% Chg From 2015 Approved
260	Department of Planning and Development	\$ 8,619,611	\$ 9,268,228	\$ 9,316,960	\$ 9,316,960	\$ 48,732	0.5%
710	Parks and Recreation Department	51,421,364	53,938,149	58,963,177	58,963,177	5,025,028	9.3%
262	Agriculture and Environmental Mgmt	9,500,396	10,041,639	9,835,376	9,835,376	(206,263)	-2.1%
261	Department of Environmental Health	20,661,543	20,637,021	20,637,021	20,637,021	—	—
411	Vector Control District	7,069,524	7,114,889	7,114,889	7,114,889	—	—
603	Roads & Airports Department - Roads	58,584,382	46,324,905	39,278,797	39,439,949	(6,884,956)	-14.9%
608	Roads & Airports Dept - Airports	3,073,719	2,760,678	2,092,900	2,092,900	(667,778)	-24.2%
904	Central Fire Protection District	89,575,636	92,824,118	95,664,450	95,664,450	2,840,332	3.1%
979	Los Altos Hills County Fire District	8,432,015	8,751,700	9,607,168	9,607,168	855,468	9.8%
980	South Santa Clara County Fire Protection District	4,316,662	4,917,875	5,849,814	5,849,814	931,940	19.0%
Total Revenues		\$ 261,254,852	\$ 256,579,202	\$ 258,360,552	\$ 258,521,704	\$ 1,942,503	0.8%



Department of Planning and Development



Gross Appropriation Trend



Staffing Trend



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

Development Services Division

The Development Services Division consists of the Building Inspection Office, the Fire Marshal's Office and the Land Development Office. Together these offices regulate construction in unincorporated Santa Clara County.

The Building Inspection Office ensures that structures are safe, accessible, green, energy efficient 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. The Office also pursues code enforcement for work being done without required permits, substandard housing, and other non-compliant code related issued in the County.

The Land Development Office reviews site development and issues grading and drainage permits to ensure that proposed construction is completed in a safe and environmentally sound matter considering geologic, flood and other hazards. The County Surveyor, within the Land Development Office, maintains the integrity of real property boundaries by reviewing and approving maps and other official survey documents as required by State Code and County Ordinance. The County Surveyor also directs the review and approval of annexation boundaries for the Local Agency Formation Commission (LAFCO) and all city conducted

annexations, prepares special district boundaries for the County, and provides surveying services for other County Departments.

The Santa Clara County Central Fire Protection District (County Fire) provides fire marshal services for the County. The Fire Marshal's Office within the Development Services Division reviews plans and conducts field inspection of construction projects for conformance with fire safety requirements. County Fire also provides fire inspection services for County occupied facilities and Stanford University buildings.

Planning Division

The Planning Division reviews and shapes land use and development to conform to the County's General Plan Land Use Policies and Zoning Ordinances. The Planning Division also conducts advanced planning through updates to the General Plan and conducts special projects to advance community interests identified by the Board of Supervisors. The Division supports the Planning Commission and the Board of Supervisors on a variety of land use and development matters. Other responsibilities include policy analysis, GIS services, research and technical assistance relating to land use, housing, environmental protection, historic preservation and demographics. The Planning Division

also administers the Williamson Act, Historic Preservation Program and Surface Mining and Reclamation Act (SMARA).

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.

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.

SMARA Administration The State Surface Mine and Reclamation Act (SMARA) and County Zoning Regulations require the County to serve as the lead agency for surface mines including associated reclamation plans. The County currently has eight mines that are subject to SMARA. All eight mines within

unincorporated Santa Clara County have approved reclamation plans. 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 SMARA, prepares the inspection reports, and files those reports with the State Office of Mine Reclamation.

Code Enforcement Division

The Code Enforcement Division is responsible for the enforcement of the County Ordinance Code related to land use, including coordinating the efforts of the Development Services and Planning Divisions. The Division also provides liaison services to other County departments such as Environment Health, Roads and Airports and the Sheriff's office as well as State agencies. Code Enforcement responds to citizen complaints and other department referrals systematically to evaluate and remedy code violations. Code Enforcement is also a participant in the County's Vehicle Abatement Program (AVASA), which provides for the removal of non-operative vehicles from private property in the unincorporated areas of the County. The Division also administers the Administrative Hearing Process and works with the Office of the District Attorney and the Office of County Counsel to represent the County on civil and criminal violation complaints.

Current and Emerging Issues

Transformation and Modernization Project

The Planning and Development Department continues to transform and modernize its operations through the County Center for Leadership and Training Transformation and Modernization Project (TM Project).

The TM Project engages staff to improve customer relations, the permit process and staff development. The primary focus of the project in FY 2016 will be the Department's permit process workflow and use of information technology. After receiving in-depth training in Lean and Six Sigma principles, staff is redesigning the permit process to reduce delays, improve consistency and better meet the needs of the public and permit applicants. The redesigned permit

process will be supported by newly acquired software to centralize permit data and automate permit workflow. In FY 2016, the Department will also reorganize the Building, Fire and Engineering offices into a consolidated Development Services Division and create the Central Permit Office to directly manage customer relations and oversee the permit process. These changes will allow the Department to meet the strategic goals of the TM Project and achieve the following operational targets:

- 20% increase in customer satisfaction scores over a baseline survey.
- Achieve a 40% decrease in average elapsed permit processing time for all permits in 2016 compared to historical baseline data.

To improve staff development in FY 2016 consistent with the Executive Office's Countywide goals for the development of a learning organization, the Department will initiate a staff leadership development and training program. Managers and supervisors will meet regularly and receive training and coaching designed to improve the leadership of the Department. Staff will be trained in subject areas critical to their professional development such as customer service, time management, project management and use of software. The operational targets for the staff development program include:

- Achieve 20% increase in staff scores on the management and leadership survey in 2016 over the 2015 baseline.
- Reach 80% completion of staff training identified in the FY 2016 Staff Training Plan.

The Department's Strategic Plan provides additional detail on the TM Project's goal, vision and values, and the plans for FY 2016 in the form of strategic initiatives and implementation projects.

Green Building, Energy Efficiency and Solar Photovoltaic Systems

California AB 2188 signed into law by the governor on September 21, 2014 requires local jurisdictions to develop and pass an ordinance on or before September 30, 2015 that effectively streamlines the permitting process for electrical solar panels. The volume of solar permit applications in the County of Santa Clara has increased by approximately 400% in the last five years. In FY 2016 Development Services will continue to develop personnel and implement new processes to ensure compliance with the new ordinance and the increased demand for solar permits. At the state level, the Department closely collaborates with the California Governor's Office of Planning and Research to maintain a leadership role in ongoing development of best practices related to permitting of photovoltaic and other renewable energy projects.

Earthquake Preparedness

The August 2014 major earthquake in Napa is a reminder of the importance to be prepared to respond to a major earthquake in the county. An important responsibility of the Development Services Division is the rapid evaluation of buildings to identify and placard

buildings that are unsafe, and just as importantly, to get residents and business owners back into safe buildings expeditiously.

As part of an overall Department earthquake preparedness plan, Development Services staff are leading an inter-departmental effort to prepare for this monumental task. A department earthquake preparedness plan will include inter-departmental professional and technical staff that can assist the department in the evaluation of County owned buildings after a major earthquake. Licensed County engineers, architects and geologists have undergone training to become certified to the same standard that is required in order for individuals to participate in mutual aid across the state. These certified professional staff will reduce the time necessary to evaluate buildings that support essential services and other County owned buildings.

Plan Check, Inspection, CEQA and Habitat Plan Services to County Departments

In FY 2016 County facility and capital projects will undergo the same permitting, plan review and building inspection processes conducted by the Department that are required for private development in the county. Review and inspection by the Department reduces the need for Facilities and Fleet (FAF) to review these projects for code compliance and centralizes building code and Fire Marshal review in the Department of Planning and Development.

The Department plans to provide CEQA and Habitat Plan permitting assistance services to notable County capital projects and programs, including the Renewables for Revenue program, affordable housing, bridge improvements, County Jails' improvements, and Fairgrounds and Civic Center master planning projects.

Code Enforcement

The Department is implementing code enforcement reforms presented to HLUET in FY 2015. Two new Permit Technician positions will allow the Department to reduce a violation backlog, improve the program, and staff enhanced operations.

The Department is creating a two-tiered complaint handling system; one tier for routine cases that can be readily resolved through voluntary actions and a second tier for difficult cases that require a higher level of enforcement. In the routine tier, a Permit Technician will receive a complaint, open a file, make contact with

the alleged violator and schedule site inspections. If a violation is confirmed by a site inspection, the technician will communicate the options for resolution with the violator and refer the case to the appropriate division for resolution through routine permitting processes or re-inspections. The technician will continue to track the status of the case until the complaint is resolved and closed.

If the complaint is not resolved in a prescribed period of time through this first tier process, the Permit Technician will refer the case to the second tier for resolution. Second tier cases will be resolved by staff within a specialized unit in coordination with County Counsel's office. These cases will typically require additional compliance tools, such as Compliance Agreements, cost recovery billing and nuisance abatement proceedings.

To oversee the reengineering of the current process and oversee code enforcement implementation, staff will be working with a Code Enforcement Oversight Committee (CEOC) that consists of the Deputy County Executive, the Department Director, Planning Manager, Building Official, Code Enforcement Manager, LDE Manager and a representative from Environmental Health and Roads and Airports. The CEOC will coordinate across divisions and departments, provide operational and policy direction to staff, prioritize code enforcement cases, direct resources, track progress and oversee continuous improvement efforts.

Policy and Ordinance Updates

Planned policy and ordinance updates include changes to the language implementing rural area local serving policies of the General Plan, establishing minimum creek setbacks per Water Quality requirements, consolidating staff level decision-making bodies, streamlining the process for reviewing Cluster Subdivisions, and modify permitting requirements for adult entertainment uses. The Department will also evaluate streamlining permitting for small commercial stables and farmer's markets and assist as needed in the development of a marijuana cultivation ordinance.

General Plan

Staff has recently completed or is completing the Housing, Health and Circulation Elements of the General Plan. Prior to initiating policy oriented updates of the remaining elements of the General Plan, staff will be developing alternatives for Board consideration for

updating the language and format of General Plan so that it is current, more understandable to the public and simpler to maintain over time.

Historical Heritage-Certified Local Government Program

The Department is planning to reinvigorate the County's Historical Heritage Program through pursuit of grant funding to conduct historical surveys of County neighborhoods, increasing training to Historical Heritage Commissioners, and providing resources for third party historical resource evaluations.

Support for Agriculture

In cooperation with the Santa Clara County Open Space District, the Farm Bureau and other partners, the Department is seeking State grant funding to inventory and develop long-term protection strategies for priority agricultural areas.

Consolidation of Administrative Decision-Making Processes

To simplify the administrative permit approval process, the Department is working with the Planning Commission to consolidate the Architectural Site Approval (ASA) Process with the Zoning Administrator (ZA) Approval Process. A single streamlined process for the staff-level approval of non-controversial, minor permits will be more efficient and less-costly to administer. The reforms will include an expedited path to the Planning Commission for projects that warrant Planning Commission review due to their complexity or level of controversy.

Planning Commission MinuteTraq Conversion

Staff will be working with the Planning Commission to author, process and deliver staff reports on the MinuteTraq software platform. This will improve efficiency, lower cost and reduce the paper involved in Planning Commission review of project applications.

County Executive's Recommendation

Summary of County Executive's Recommendations

Description	Impact	Impact on Services	Position Impact	FY 2016 Ongoing Net Cost/(Savings)	FY 2016 One-Time Net Cost/(Savings)
Enhance IT Services	↑	Manage the acquisition and configuration of new permit processing software	-2.0	(\$345,342)	—
Increase Funding for the Historic Heritage Commission	↑	Fund training for Historic Heritage Commissioners and historic assessments	—	\$10,100	—
↑ — Enhanced ◆ — Modified ● — No Change ↓ — Reduced ☒ — Eliminated					

↑ Enhance IT Services

Recommended Action: Transfer 1.0 FTE Information Systems Analyst II position from Planning and Development to the Information Systems Department and delete 1.0 FTE vacant Information Services Technician II position.

Service Impact: This proposal provides Planning and Development with Information Technology staffing necessary to manage the acquisition and configuration of new permit processing software. A full-time, on-site Senior IT Business Consultant working with the Department's existing Information Systems Analyst II will provide the necessary support. The Senior IT Business Consultant will be responsible for project management and oversight of data migration, business process configuration and staff training for the new software application. They will also be responsible for strategic planning, supervision of application support staff, adherence to IT business and security standards and coordination between the Department and other ISD or 3rd party IT services. All onsite IT staff will serve the needs of the Department but report to an ISD Departmental Services Manager, consistent with the newly proposed Countywide model for centralized Department application support services.

Positions Deleted: 2.0 FTE
Ongoing Savings: \$345,342

The proposal will result in additional ISD service charges to Planning and Development. There is no impact to the General Fund.

↑ Increase Funding for the Historic Heritage Commission

Recommended Action: Approve appropriation in the amount of \$10,100 to fund training for Historic Heritage Commissioners (\$2,100) and historic assessments (\$8,000).

Service Impact: The Historic Heritage Commission is comprised of seven volunteer commissioners appointed by the Board of Supervisors. The Commission advises the Board of Supervisors on the historical and cultural heritage of the county; conducts studies and surveys of historic properties in the unincorporated area; recommends to the Board additions/deletions to the Heritage Resource Inventory; reviews and makes recommendations regarding Landmark designations, Mills Act contracts, private development on properties in the historic preservation districts and historic properties.

The National Historic Preservation Act provides for the establishment of a Certified Local Government Program to encourage the direct participation of local governments in the identification, evaluation, registration, and preservation of historic properties within their jurisdictions. Santa Clara County is a Certified Local Government (CLG) and is subject to certain requirements. This recommendation will enable the County to satisfy these requirements through education and training of Commissioners, review of historic reports and historic surveys:

Ongoing Cost: \$10,100

Department of Planning and Development— Budget Unit 260
Net Expenditures by Cost Center

CC	Cost Center Name	FY 2014 Actuals	FY 2015 Approved	FY 2016 Base Budget	FY 2016 Recommended	Amount Chg From 2015 Approved	% Chg From 2015 Approved
1179	Surveyor Monument Fund 0366	\$ 110,279	\$ 100,000	\$ 170,000	\$ 170,000	70,000	70.0%
026001	Planning & Development Fund 0001	13,373,053	15,297,952	15,615,191	15,707,792	409,840	2.7%
Total Net Expenditures		\$ 13,483,332	\$ 15,397,952	\$ 15,785,191	\$ 15,877,792	\$ 479,840	3.1%

Department of Planning and Development— Budget Unit 260
Gross Expenditures by Cost Center

CC	Cost Center Name	FY 2014 Actuals	FY 2015 Approved	FY 2016 Base Budget	FY 2016 Recommended	Amount Chg From 2015 Approved	% Chg From 2015 Approved
1179	Surveyor Monument Fund 0366	\$ 110,279	\$ 100,000	\$ 170,000	\$ 170,000	70,000	70.0%
026001	Planning & Development Fund 0001	13,874,886	15,669,581	16,013,449	16,106,050	436,469	2.8%
Total Gross Expenditures		\$ 13,985,165	\$ 15,769,581	\$ 16,183,449	\$ 16,276,050	\$ 506,469	3.2%

Department of Planning and Development— Budget Unit 260
Expenditures by Object

Object	FY 2014 Actuals	FY 2015 Approved	FY 2016 Base Budget	FY 2016 Recommended	Amount Chg From 2015 Approved	% Chg From 2015 Approved
Salary and Benefits	\$ 10,877,981	\$ 12,161,095	\$ 12,990,700	\$ 12,699,902	538,807	4.4%
Services And Supplies	2,901,249	3,608,486	3,192,749	3,576,148	(32,338)	-0.9%
Fixed Assets	5,934	—	—	—	—	—
Operating/Equity Transfers	200,000	—	—	—	—	—
Total Gross Expenditures	\$ 13,985,165	\$ 15,769,581	\$ 16,183,449	\$ 16,276,050	\$ 506,469	3.2%
Expenditure Transfers	(501,833)	(371,629)	(398,258)	(398,258)	(26,629)	7.2%
Total Net Expenditures	\$ 13,483,332	\$ 15,397,952	\$ 15,785,191	\$ 15,877,792	\$ 479,840	3.1%



Department of Planning and Development— Budget Unit 260 Revenues by Cost Center

CC	Cost Center Name	FY 2014 Actuals	FY 2015 Approved	FY 2016 Base Budget	FY 2016 Recommended	Amount Chg From 2015 Approved	% Chg From 2015 Approved
1179	Surveyor Monument Fund 0366	\$ 33,630	\$ 41,355	\$ 41,355	\$ 41,355	—	—
026001	Planning & Development Fund 0001	8,585,981	9,226,873	9,275,605	9,275,605	48,732	0.5%
Total Revenues		\$ 8,619,611	\$ 9,268,228	\$ 9,316,960	\$ 9,316,960	48,732	0.5%

Department of Planning and Development— Budget Unit 260 Revenues by Type

Type	FY 2014 Actuals	FY 2015 Approved	FY 2016 Base Budget	FY 2016 Recommended	Amount Chg From 2015 Approved	% Chg From 2015 Approved
Other Financing Sources	\$ 2,257,680	\$ 2,749,953	\$ 2,778,443	\$ 2,778,443	28,490	1.0%
Licenses, Permits, Franchises	4,188,804	4,410,559	4,599,175	4,599,175	188,616	4.3%
Charges For Services	1,967,982	1,861,718	1,795,570	1,795,570	(66,148)	-3.6%
Fines, Forfeitures, Penalties	205,145	245,998	143,772	143,772	(102,226)	-41.6%
Total Revenues	\$ 8,619,611	\$ 9,268,228	\$ 9,316,960	\$ 9,316,960	48,732	0.5%

Surveyor Monument Fund 0366 — Cost Center 1179 Major Changes to the Budget

	Positions	Appropriations	Revenues
0366-Survey Monument Preservation Fund (Fund Number 0366)			
Current Level Budget			
FY 2015 Approved Budget	—	\$ 100,000	\$ 41,355
Board Approved Adjustments During FY 2015	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
IntraCounty Adjustments	—	70,000	—
Other Adjustments	—	—	—
Subtotal (Current Level Budget)	—	\$ 170,000	\$ 41,355
Recommended Changes for FY 2016			
IntraCounty Adjustments	—	\$ —	\$ —
Decision Packages			
Information Technology			
Capital			
Subtotal (Recommended Changes)	—	\$ —	\$ —
Recommended Budget	—	\$ 170,000	\$ 41,355

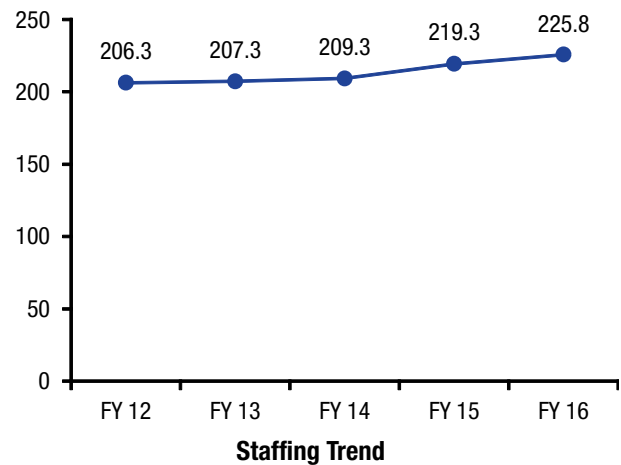
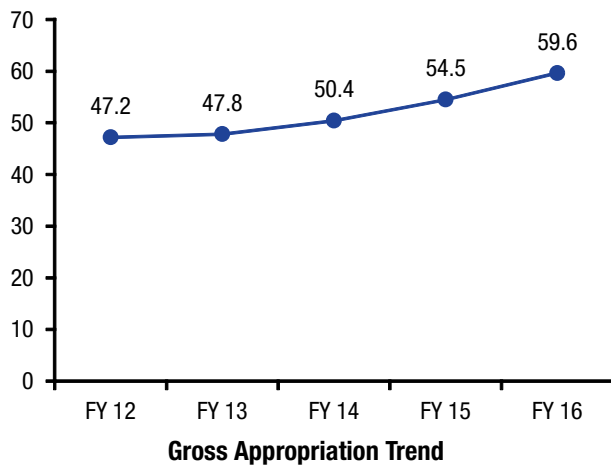


Planning & Development Fund 0001 — Cost Center 026001
Major Changes to the Budget

	Positions	Appropriations		Revenues
0001-General Fund (Fund Number 0001)				
Current Level Budget				
FY 2015 Approved Budget	88.0	\$	15,297,952	\$ 9,226,873
Board Approved Adjustments During FY 2015	1.0		20,499	—
Cost to Maintain Current Program Services				
Salary and Benefit Adjustments	—		678,365	—
IntraCounty Adjustments	—		389,634	(83,879)
Other Adjustments	—		(771,259)	132,611
Subtotal (Current Level Budget)	89.0	\$	15,615,191	\$ 9,275,605
Recommended Changes for FY 2016				
IntraCounty Adjustments	—	\$	318,755	\$ —
Decision Packages				
Enhance IT Services	-2.0		(236,254)	—
Increase funding for the Historic Heritage Commission	—		10,100	—
Information Technology				
Capital				
Subtotal (Recommended Changes)	-2.0	\$	92,601	\$ —
Recommended Budget	87.0	\$	15,707,792	\$ 9,275,605



Department of Parks and Recreation



Section 5: Housing, Land Use, Environment and Transportation



Public Purpose

- ➔ **Provide, Protect, and Preserve Regional Parklands for the Enjoyment, Education, and Inspiration of this and Future Generations**



Description of Major Services

The County of Santa Clara's five decade legacy of providing outstanding recreational opportunities in beautiful natural locations has resulted in one of the largest regional park systems in California. Our mission is to provide, protect and preserve regional parklands for the enjoyment, education and inspiration of this and future generations. Since the first county parkland was acquired in 1924, the County of Santa Clara park system has grown to include 29 regional parks encompassing nearly 50,000 acres of land. You will find hundreds of miles of hiking, biking and equestrian trails; campgrounds, yurts, lakes, cultural and historic sites and a wide array of outdoor recreational opportunities, including: Archery ranges, a velodrome, visitor centers, a shooting range, off-road trails, dog parks, golf courses and special event venues.

Our dedicated ranger, maintenance, resource and interpretive staff are indispensable complements to the overall park experience; taking an active role in the stewardship of the County's finest natural resources and waterways. With the assistance of our 3,000 volunteers who selflessly donate more than 75,000 hours each year, staff is dedicated to providing an excellent park customer experience year-round.

Other facilities include:

- 3 off leash dog facilities
 - 10 reservoirs with 4 operating boat launches
 - 12 campgrounds, including a total of 241 individual campsites, 61 RV campsites, 12 group campsites, 8 equestrian campsites, 6 amphitheatres, 3 RV dump stations, 6 shower facilities
 - 44 group picnic facilities including 16 covered structures
 - 2 golf courses
 - Unique facilities such as fly-casting ponds, off-road motorcycle park and disc golf course
 - 75 restroom facilities
 - 343 miles of trails including 56 miles of paved trails
 - 29 miles of paved roads and 135 paved parking lots for a total of 4,938 spaces
 - 10 water systems entirely built and operated by Parks staff
 - 32 vehicle bridges and 83 foot bridges
 - 91 acres of irrigated lawns and landscaped areas
 - 46,215 land acres and 3,030 lake acres
- The Parks Operations Division provides the protection of park customers, natural resources and property through a comprehensive program of patrol,
- Four major interpretive facilities and the Casa Grande mining history museum

enforcement, education, interpretation and emergency services to ensure the customer has a safe and quality outdoor recreational experience.

The Park Maintenance Division provides clean, safe, accessible park grounds and facilities that give customers the opportunity to enjoy their park resources.

Natural Resources Division ensures the preservation of natural systems that will provide a living legacy for future generations by involving the public, resource agencies and adjacent landowners in resource management efforts.

Interpretation/Outdoor Recreation Division fosters an awareness and appreciation of Santa Clara County's natural, cultural and historical resources through

quality interpretive programs, facilities and services and engages the customer in spirit of community pride and ownership of County Parks.

Real Estate services acquires regional parklands for recreational use and protection of natural and cultural resources; maintains partnerships with other private and public entities to enhance regional recreational opportunities.

Planning Division meets the community and department needs for regional recreation and historical preservation by providing planning and environmental review for the park customer at all stages of park and trail planning and development.

Construction Services Division implements the Department's capital projects and assists field staff in the implementation of maintenance and repair projects by preparing plans, and specifications, and administering construction projects.

The Park Charter Fund

Since 1972, 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 percent 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 percent of the Fund dedicated to land acquisition and 5 percent to Capital Improvements.

Current and Emerging Issues

Service Effectiveness and System Sustainability

In 2013, the Santa Clara County Parks and Recreation Department began a transformation initiative aligned with the County's Center for Leadership and Transformation, entitled "Strategic Teams for Action and Results" (STAR), to address the key areas of strategic focus, including customer focus, the longterm financial sustainability of the Department, leveraging community assets, and measuring performance. Five STAR teams, consisting of eight staff members each and representing twenty percent of the Department across the entire depth and breadth of the organization, developed 23

significant recommendations with 133 specific action items through the three phases of the transformation process, the majority of which are progressing steadily within available resources. Highlights of recommendations anticipated to be acted upon in the near term are summarized below.

Enhancing Customer Service While Increasing Operating Revenue Potential

The County's regional park system provides access to an incredible array of 29 parks encompassing nearly 50,000 acres of rich natural, cultural, historic, and scenic

resources. As the county's population has grown increasingly urban and diverse, and as technology has advanced, the recreational desires of our residents have diversified and expectations for convenient access to information and customer service have increased. Benchmarking and best practice research show that the Department has the opportunity to provide enhanced visitor amenities that will meet the evolving needs of residents, such as: Shorter loop trails that are easy to access, adding small reservable picnic areas and small group campsites that cater to our changing demographics, park stores that provide for the necessities of campers, boaters, and other park visitors, exciting and engaging nature-oriented play areas with water features, expanded alternative camping facilities, including yurts or cabins. Each of these amenities are likely to expand park visitorship and provide enhanced revenue to offset operating costs of the Department.

Technology also can allow residents and visitors access to information about parks, the opportunity to reserve campsites and other facilities, and even interpretive information from the comfort of their home, car, or while at the park using smart phones and tablets. The department will continue to enhance its website, online reservation system, and will expand into providing interpretive information to users of mobile technology. Providing connectivity to the internet while in parks is another important request from visitors that the department will endeavor to meet. These technology solutions can leverage capital investment to drive operating efficiencies and increased revenue.

Leveraging Community Support Through Volunteers and Partnerships

Support for the park system is strong among county residents and businesses. The Department will continue its efforts to provide opportunities for those who care about their parks, natural areas, cultural and historic resources and who want to get involved and give back a variety of opportunities to volunteer as an individual, or part of a community or employer group. The Department will focus on continuing to expand and enhance its capacity to provide training and support to its valued volunteers.

In 2013, the County allowed the Department to repurpose a significant portion of the Muriel Wright Center. 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 AmeriCorps Teams.

Many community groups, other agencies, and businesses are interested in working with the department in more coordinated and longterm partnerships. Identifying these opportunities, building these relationships, and coordinating efforts in areas of mutual interest requires concentrated focus. In early 2015, the Department repurposed a vacant position to focus on developing an expanded and consolidated partnership and resource development program. Reviewing the policy framework to support enhanced partnerships will be one of the first tasks addressed.

Habitat Conservation Plan Implementation

The Santa Clara Valley Habitat Agency opened its doors for business in the fall of 2013. After getting the essential mechanisms in place to function as an organization, focus is increasingly turning to enrolling lands in the reserve system. The department anticipates bringing the first potential parkland for enrollment into the reserve system to the Board for consideration.

Martial Cottle Park Development and Operations

The County's newest park, 287-acre Martial Cottle Park, opened in late 2014. The County and State-owned agricultural park, located at Snell Avenue and Branham Road in San Jose, includes approximately 4 miles of multi-use trails, 35 acres of developed parkland (picnic areas, passive use areas, children's discovery area, restroom facilities, public parking, staff/maintenance building and visitor center), 22 acres of Cooperative Partner use areas (UCCE Master Gardeners, 4-H and research fields; urban forestry and a community garden), and almost 200 acres of active farmland. With construction of Phase 1 complete and open to public use, additional resources will be required to support the operation of the park. In 2016, the department expects to begin the process of including the 32 life estate, which includes the historic homestead and active agricultural uses, into the broader park.

Park Charter Renewal - Opportunity to Balance Infrastructure Maintenance and Park Development Needs with Operating Requirements

The Park Charter Fund was first approved by voters in 1972; for the first fifteen years the vast majority of its resources were focused on protecting natural, cultural and scenic resources through growing the park system. During the next fifteen years a greater percentage of park charter resources were devoted to the development of parks facilities; in recent years a majority of the charter set-aside revenues have increasingly been dedicated to supporting the costs of operating and maintaining the growing regional park system.

As the County added new parks to its growing system, the Department developed master plans to ensure the preservation of natural and cultural resources of each park and guide their development to support public access and recreation. Although master plans have not been completed for every park, the existing plans identify hundreds of millions of dollars of needed investment to achieve the goals identified in these Board approved planning documents.

Additionally, as the long term steward of this important system of important community resources, the department has begun to analyze its aging infrastructure. In 2014 the department commissioned a condition assessment of its major buildings and facilities. The resulting report from Vanderweil Facility Advisor identified 35 major facilities with a current

replacement value of over \$22 million. Most facilities are in fair to good condition, however the report recommended investing approximately \$4 million over the next five years to maintain these facilities at their current level. The department is working to further understand the long term costs of maintaining its inventory of buildings and will also seek to assess its other critical infrastructure systems.

The recent dramatic recovery in real estate values has benefited the park charter fund. The increased revenue stream has given the department a couple years of additional time to explore opportunities to increase its operating revenues to help offset the cost of operations; the department has also set a goal of dedicating 50% of the supplemental funds towards capital needs. However, in the long term, significant additional resources will be required to provide for on-going infrastructure maintenance and park development needs. Rebalancing the park charter formula and other capital funding strategies are options for addressing these needs.

The Park Charter fund was most recently approved by voters in 2006 and is authorized through 2021. Recent research indicates strong voter support for the mission of the Parks Department and for the Park Charter. The department suggests the Board consider submitting the Park Charter to voters for reauthorization between 2016 and 2018. The Department anticipates initiating discussions with the community and the Board on the specifics of the funding formula for the Park Charter Fund in the near future.

County Executive's Recommendation

Summary of County Executive's Recommendations

Description	Impact	Impact on Services	Position Impact	FY 2016 Ongoing Net Cost/(Savings)	FY 2016 One-Time Net Cost/(Savings)
Fixed Asset Acquisitions	↑	Replace aging equipment and add new equipment	—	—	\$487,000
Increase Staffing for Martial Cottle Park	↑	Augment staffing for Martial Cottle Park	—	\$150,000	—
Increase Resources to Support Regional Programming	↑	Establish a regional interpretive program	1.0	\$117,598	—
↑ — Enhanced ◆ — Modified ● — No Change ↓ — Reduced ☒ — Eliminated					



Summary of County Executive's Recommendations

Description	Impact	Impact on Services	Position Impact	FY 2016 Ongoing Net Cost/(Savings)	FY 2016 One-Time Net Cost/(Savings)
Realign Resources to Enhance Service Delivery	↑	Expand resources to enhance the development of trails and infrastructure within County Parks	2.0	\$207,295	—
Parks and Recreation CIP FY2016	↑	One-time funding for new capital improvement projects that will improve infrastructure and Parks user experience	—	—	12,915,000
↑ — Enhanced ◆ — Modified ● — No Change ↓ — Reduced ☒ — Eliminated					

↑ Fixed Asset Acquisitions

Recommended Action: Allocate One-time Appropriation for the Following Fixed Assets:

- Sweco Trail Dozer - \$87,000
- Four-wheel Drive Trail Small Skip Loader - \$26,000
- Tire Changer - \$8,000
- Chipper (2) - \$100,000
- Flail Tractor - \$40,000
- Large Skip Loader Tractor - \$95,000
- Small Skip Loader Tractor - \$35,000
- ATV (all- terrain vehicle) - \$18,000
- Turf mower - \$70,000
- Fire Pumper - \$8,000

Service Impact: A new Sweco trail dozer and four-wheel skip loader will allow a small Trail Crew staff to work in tandem on multiple trail construction sites; a new tire changer will allow department to change tires on many of department owned equipment. It will significantly increase efficiencies by reducing travel time and reduce costs after one year payback for the equipment. Two chippers, a flail tractor, two skip loaders, and a turf mower are part of the Departments ten-year off-road diesel equipment replacement plan to meet the California Air Resource Board diesel emission reduction target. The Department also proposes purchasing a new all-terrain vehicle for accessing trails at Uvas Park and a replacement fire pumper for fire suppression and control burns at Anderson Park.

One-time Cost: \$487,000

↑ Increase Staffing for Martial Cottle Park

Recommended Action: Allocate funds to support 2.0 FTE positions for Martial Cottle Park. The specific job classification for the new positions is to be determined by the Employee Services Agency (ESA).

Service Impact: The addition of these two positions is the continuation of the graduated staffing plan for Martial Cottle Park. The positions will be responsible for the day-to-day custodial duties for the park seven days a week. They may also assist Park Maintenance Workers on sub-journeyman level of maintenance tasks of grounds cleaning, landscaping, and minor repairs.

Background: The Board of Supervisors approved the Martial Cottle Park Master Plan in February 2011. Phase I of the Master Plan implementation is completed with approximately 4 miles of multi-use trails, 35 acres of developed parkland, 22 acres of Cooperative Partner use areas and almost 200 acres of active farmland. These positions will support the efforts that were initiated last year through the FY 2015 budget process.

Ongoing Cost: \$150,000

↑ Increase Resources to Support Regional Programming

Recommended Action: Add 2.0 FTE and delete 1.0 FTE to align the resources that support the growth of the Department's Interpretive Program.

Classification	FTE	Cost/Savings
Park Program Coordinator	1.0	\$117,767
Park Program Coordinator	1.0	\$117,767
Park Interpretive Coordinator	-1.0	(\$117,936)
Total	1.0	\$117,598



Service Impact: The addition of these positions will enable the Department to establish a regional approach for the Interpretive program, support the development of an interpretive program at Martial Cottle Park and facilities at Grant Ranch. These position will have the regional responsibility for interpretive and outdoor recreation public programs, projects, and special events.

Background: Since 2000 the Department has developed several significant interpretive facilities, including Casa Grande/Quicksilver Mining Museum, Grant Ranch Historic Structures, rehabilitated facilities at the Bernal-Gulnac-Joice Ranch, and is beginning the process of converting the Cottle Farm Homestead into a major interpretive facility.

Net Positions Added: 1.0 FTE

Positions Deleted: 1.0 FTE

Positions Added: 1.0 FTE

Ongoing Cost: \$117,598

↑ Realign Resources to Enhance Service Delivery

Recommended Action: Add 4.0 FTE and delete 2.0 FTE to realign resources and enhance service delivery in County Parks.

Classification	FTE	Cost/Savings
Park Maintenance Worker II	1.0	\$96,471
Park Maintenance Crafts Worker	1.0	\$101,787
Park Natural Resources Coordinator	1.0	\$132,821
Natural Resource Tech	-1.0	(\$124,863)
Administrative Support Officer II	1.0	\$119,015
Park Use Coordinator	-1.0	(\$117,936)
Total	2.0	\$207,295

Service Impact: The addition of one Park Maintenance Worker II as a Trail Crew member will provide the Trail Crew with expanded resources to enhance the development of trails within County Parks. The position will provide flexibility necessary to implement multiple concurrent trail construction projects, facilitate the establishment of a comprehensive trail volunteer program, and allow the department to stay current with trail assessments.

The addition of one Park Maintenance Crafts Worker will provide the Project Crew with enhanced resources to support small construction works such as bridge construction and repair, and the renovation of restrooms, picnic shelters and other parks facilities. The additional position will allow the Project Crew to implement multiple concurrent projects.

Net Positions Added: 2.0 FTE

Positions Added: 4.0 FTE

Positions Deleted: 2.0 FTE

Ongoing Cost: \$207,295

↑ Parks and Recreation CIP FY2016

Recommended Action: Allocate one-time funding for sixteen capital projects. Funding for these projects comes from a dedicated Park Development Fund and a discretionary Capital Improvement Fund. The selection of projects is based on the following 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 the following table.

One-time cost: \$12,915,000

Project	Purpose	Amount
Sign Program	Enhance and sustain park signage system-wide.	\$150,000
Vasona Modular	Provide appropriate space for the Vasona Park Ranger staff.	\$100,000
Dyer House	Upgrade the historic Dyer House at Sanborn County Park.	\$100,000
Maintenance Management System	To provide funding to conduct an operational assessment and establish a roadmap for a comprehensive maintenance and asset management database system.	\$250,000



Project	Purpose	Amount
Preventative Maintenance Program	To provide funding for the ongoing preventative maintenance program such as bridge construction and repair, and the renovation of restrooms, picnic shelters and other parks facilities.	\$125,000
Coyote Creek Trail	To provide much needed rehabilitation of thirteen miles of existing trail from Hellyer to Anderson County Parks. Improvements include repair of deteriorated portions of the trail, overlay and in some cases, slurry seal and restriping of the eight foot wide trail.	\$600,000
Utility Infrastructure System	Upgrade and maintain Department-wide utility infrastructure; Water system, Gas & electrical systems, and Sewer & septic systems.	\$100,000
Acquisition Holding Account	Funding from the estimated 15% set aside of the voter-approved Park Charter Fund for the acquisition of future parklands.	\$7,500,000
Labor Distribution	Set-asides to capture labor costs associated with capital projects.	\$1,700,000
Calero and Rancho San Vicente Trails MP Implementation	Construct a new staging area at McKean Road and Fortini Road intersection with a new park entrance, restroom, and loop trail to connect to the existing Calero County Park trails.	\$300,000
Camp Host Site	Install a permanent pad for the camp host site at Joseph D. Grant Park. The area will be graded and paved, with hook ups for the electricity, water and sewer.	\$100,000
Ed Levin Monument Peak Road Repair	Repair road/trail to Monument Peak.	\$500,000
Playground Program	Replace existing play equipment, which is damaged from weather exposure and age.	\$900,000
Paving Management	To replace, repair and/or resurface paved infrastructure within the parks as per determined by a pavement survey completed in 2013.	\$250,000
Trail Program	Implement a park-wide trails program that will include trail design, construction and rehabilitation. Early trail projects intended to be implemented under this program include the Alum Rock road recreational trail alignment, Calero Park trails, and Mt. Madonna Park trails.	\$150,000
Historic 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
Total		\$12,915,000

Parks and Recreation Department— Budget Unit 710 Net Expenditures by Cost Center

CC	Cost Center Name	FY 2014 Actuals	FY 2015 Approved	FY 2016 Base Budget	FY 2016 Recommended	Amount Chg From 2015 Approved	% Chg From 2015 Approved
5803	Martial Cottle Park - Fund 0039	\$ 108,823	\$ 639,119	\$ 910,274	\$ 1,060,648	\$ 421,529	66.0%
5851	Volunteer Program Fund 0039	362,722	462,886	570,477	571,287	108,401	23.4%
5852	Interpretive Program Fund 0039	1,166,756	1,285,762	1,590,088	1,709,149	423,387	32.9%
5864	Natural Resource Mgt Fund 0039	629,825	1,180,735	1,263,644	1,272,412	91,677	7.8%
5900	Parks Dedicated Development Fund 0064	527,574	2,833,093	176,228	2,376,228	(456,865)	-16.1%
5901	Parks Capital Improvement Fund 0056	20,726,376	1,929,600	54,600	3,079,600	1,150,000	59.6%
5902	Parks Hist Heritage Fund 0065	46,926	90,000	—	90,000	—	—
5903	Parks Acquisition Fund 0066	3,506,566	6,813,699	230,877	7,830,877	1,017,178	14.9%



Parks and Recreation Department— Budget Unit 710
Net Expenditures by Cost Center

CC	Cost Center Name	FY 2014 Actuals	FY 2015 Approved	FY 2016 Base Budget	FY 2016 Recommended	Amount Chg From 2015 Approved	% Chg From 2015 Approved
5905	Parks Capital Improve Grant Fund 0067	143,974	—	—	—	—	—
5907	Planning & Dev Fund 0039	1,684,607	2,031,321	2,235,130	2,236,593	205,272	10.1%
5908	Construction Svcs Fund 0039	251,304	861,557	911,740	912,395	50,838	5.9%
071010	Administration Fund 0039	3,823,133	4,006,608	4,059,373	4,061,295	54,687	1.4%
071011	Customer & Business Svcs Fund 0039	6,121,699	5,563,089	5,655,615	5,561,638	(1,451)	0.0%
071013	Park Operations Fund 0039	12,735,867	13,403,543	14,328,674	14,353,304	949,761	7.1%
071014	Park Maintenance Fund 0039	11,452,279	11,682,984	12,143,225	12,832,973	1,149,989	9.8%
Total Net Expenditures \$		63,288,432 \$	52,783,996 \$	44,129,945 \$	57,948,399 \$	5,164,403	9.8%

Parks and Recreation Department— Budget Unit 710
Gross Expenditures by Cost Center

CC	Cost Center Name	FY 2014 Actuals	FY 2015 Approved	FY 2016 Base Budget	FY 2016 Recommended	Amount Chg From 2015 Approved	% Chg From 2015 Approved
5803	Martial Cottle Park - Fund 0039	\$ 108,823	\$ 639,119	\$ 910,274	\$ 1,060,648	\$ 421,529	66.0%
5851	Volunteer Program Fund 0039	362,722	462,886	570,477	571,287	108,401	23.4%
5852	Interpretive Program Fund 0039	1,166,756	1,285,762	1,590,088	1,709,149	423,387	32.9%
5864	Natural Resource Mgt Fund 0039	648,541	1,180,735	1,263,644	1,272,412	91,677	7.8%
5900	Parks Dedicated Development Fund 0064	546,170	2,839,800	176,228	2,376,228	(463,572)	-16.3%
5901	Parks Capital Improvement Fund 0056	20,726,376	1,929,600	54,600	3,079,600	1,150,000	59.6%
5902	Parks Hist Heritage Fund 0065	46,926	90,000	—	90,000	—	—
5903	Parks Acquisition Fund 0066	3,506,566	6,814,000	230,877	7,830,877	1,016,877	14.9%
5905	Parks Capital Improve Grant Fund 0067	143,974	—	—	—	—	—
5907	Planning & Dev Fund 0039	1,772,072	2,031,321	2,235,130	2,236,593	205,272	10.1%
5908	Construction Svcs Fund 0039	835,183	861,557	911,740	912,395	50,838	5.9%
071010	Administration Fund 0039	3,823,133	4,006,608	4,059,373	4,061,295	54,687	1.4%
071011	Customer & Business Svcs Fund 0039	6,121,699	7,263,089	7,355,615	7,261,638	(1,451)	0.0%
071013	Park Operations Fund 0039	12,735,867	13,403,543	14,328,674	14,353,304	949,761	7.1%
071014	Park Maintenance Fund 0039	11,764,889	11,682,984	12,143,225	12,832,973	1,149,989	9.8%
Total Gross Expenditures \$		64,309,697 \$	54,491,004 \$	45,829,945 \$	59,648,399 \$	5,157,395	9.5%



Parks and Recreation Department— Budget Unit 710
Expenditures by Object

Object	FY 2014 Actuals	FY 2015 Approved	FY 2016 Base Budget	FY 2016 Recommended	Amount Chg From 2015 Approved	% Chg From 2015 Approved
Salary and Benefits	\$ 24,732,691	\$ 27,230,297	\$ 28,721,223	\$ 29,196,116	\$ 1,965,819	7.2%
Services And Supplies	12,451,719	13,800,957	15,318,722	15,260,283	1,459,326	10.6%
Fixed Assets	26,084,821	11,669,750	—	13,402,000	1,732,250	14.8%
Operating/Equity Transfers	1,040,466	1,690,000	1,690,000	1,690,000	—	—
Reserves	—	100,000	100,000	100,000	—	—
Total Gross Expenditures	\$ 64,309,697	\$ 54,491,004	\$ 45,829,945	\$ 59,648,399	\$ 5,157,395	9.5%
Expenditure Transfers	(1,021,265)	(1,707,008)	(1,700,000)	(1,700,000)	7,008	-0.4%
Total Net Expenditures	\$ 63,288,432	\$ 52,783,996	\$ 44,129,945	\$ 57,948,399	\$ 5,164,403	9.8%

Parks and Recreation Department— Budget Unit 710
Revenues by Cost Center

CC	Cost Center Name	FY 2014 Actuals	FY 2015 Approved	FY 2016 Base Budget	FY 2016 Recommended	Amount Chg From 2015 Approved	% Chg From 2015 Approved
5803	Martial Cottle Park - Fund 0039	\$ —	\$ 33,500	\$ 33,500	\$ 33,500	—	—
5852	Interpretive Program Fund 0039	238	—	—	—	—	—
5900	Parks Dedicated Development Fund 0064	2,128,046	2,229,346	2,443,698	2,443,698	214,352	9.6%
5901	Parks Capital Improvement Fund 0056	1,332,432	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	6,479,890	6,688,037	7,331,098	7,331,098	643,061	9.6%
5905	Parks Capital Improve Grant Fund 0067	248,647	—	—	—	—	—
5906	Parks Interest Fund 0068	529,758	1,100,000	1,100,000	1,100,000	—	—
5907	Planning & Dev Fund 0039	1,585,710	1,610,000	1,840,000	1,840,000	230,000	14.3%
071010	Administration Fund 0039	245,614	32,930	32,930	32,930	—	—
071011	Customer & Business Svcs Fund 0039	38,375,616	40,179,336	44,116,951	44,116,951	3,937,615	9.8%
071013	Park Operations Fund 0039	405,413	375,000	375,000	375,000	—	—
	Total Revenues	\$ 51,421,364	\$ 53,938,149	\$ 58,963,177	\$ 58,963,177	\$ 5,025,028	9.3%



Parks and Recreation Department— Budget Unit 710
Revenues by Type

Type	FY 2014 Actuals	FY 2015 Approved	FY 2016 Base Budget	FY 2016 Recommended	Amount Chg From 2015 Approved	% Chg From 2015 Approved
Charges For Services	\$ 5,727,961	\$ 5,608,500	\$ 6,013,500	\$ 6,013,500	\$ 405,000	7.2%
Other Financing Sources	499,618	537,000	545,000	545,000	8,000	1.5%
Aid From Government Agencies - State	358,701	605,738	605,738	605,738	—	—
Licenses, Permits, Franchises	203,328	160,000	350,000	350,000	190,000	118.8%
Taxes - Current Property	42,287,226	44,301,177	48,723,205	48,723,205	4,422,028	10.0%
Fines, Forfeitures, Penalties	115,267	—	—	—	—	—
Aid From Government Agencies - Federal	459,054	25,734	25,734	25,734	—	—
Revenue From Other Government Agencies	1,241,804	1,600,000	1,600,000	1,600,000	—	—
Revenue From Use Of Money/Property	528,405	1,100,000	1,100,000	1,100,000	—	—
Total Revenues	\$ 51,421,364	\$ 53,938,149	\$ 58,963,177	\$ 58,963,177	\$ 5,025,028	9.3%

Martial Cottle Park - Fund 0039 — Cost Center 5803
Major Changes to the Budget

	Positions	Appropriations	Revenues
0039-County Park Charter Fund (Fund Number 0039)			
Current Level Budget			
FY 2015 Approved Budget		4.0 \$ 639,119	\$ 33,500
Board Approved Adjustments During FY 2015		1.0 16,332	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	2.0	271,401	—
IntraCounty Adjustments	—	17,702	—
Other Adjustments	—	(34,280)	—
Subtotal (Current Level Budget)	7.0	\$ 910,274	\$ 33,500
Recommended Changes for FY 2016			
IntraCounty Adjustments	—	\$ 374	\$ —
Decision Packages			
Increase Staffing for Martial Cottle Park	—	150,000	—
Information Technology			
Capital			
Subtotal (Recommended Changes)	—	\$ 150,374	\$ —
Recommended Budget	7.0	\$ 1,060,648	\$ 33,500



Volunteer Program Fund 0039 — Cost Center 5851
Major Changes to the Budget

	Positions	Appropriations	Revenues
0039-County Park Charter Fund (Fund Number 0039)			
Current Level Budget			
FY 2015 Approved Budget	2.0	\$ 462,886	\$ —
Board Approved Adjustments During FY 2015	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	1.0	110,821	—
IntraCounty Adjustments	—	4,750	—
Other Adjustments	—	(7,980)	—
Subtotal (Current Level Budget)	3.0	\$ 570,477	\$ —
Recommended Changes for FY 2016			
IntraCounty Adjustments	—	\$ 810	\$ —
Decision Packages			
Information Technology			
Capital			
Subtotal (Recommended Changes)	—	\$ 810	\$ —
Recommended Budget	3.0	\$ 571,287	\$ —

Interpretive Program Fund 0039 — Cost Center 5852
Major Changes to the Budget

	Positions	Appropriations	Revenues
0039-County Park Charter Fund (Fund Number 0039)			
Current Level Budget			
FY 2015 Approved Budget	7.5	\$ 1,285,762	\$ —
Board Approved Adjustments During FY 2015	1.0	7,332	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	2.0	261,811	—
IntraCounty Adjustments	—	22,083	—
Other Adjustments	—	13,100	—
Subtotal (Current Level Budget)	10.5	\$ 1,590,088	\$ —
Recommended Changes for FY 2016			
IntraCounty Adjustments	—	\$ 1,463	\$ —
Decision Packages			
Increase Resources to Support Regional Programming	1.0	117,598	—
Information Technology			
Capital			
Subtotal (Recommended Changes)	1.0	\$ 119,061	\$ —
Recommended Budget	11.5	\$ 1,709,149	\$ —



Natural Resource Mgt Fund 0039 — Cost Center 5864
Major Changes to the Budget

	Positions	Appropriations	Revenues
0039-County Park Charter Fund (Fund Number 0039)			
Current Level Budget			
FY 2015 Approved Budget	7.0	\$ 1,180,735	\$ —
Board Approved Adjustments During FY 2015	1.0	85,563	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	-1.0	(18,129)	—
IntraCounty Adjustments	—	3,475	—
Other Adjustments	—	12,000	—
Subtotal (Current Level Budget)	7.0	\$ 1,263,644	\$ —
Recommended Changes for FY 2016			
IntraCounty Adjustments	—	\$ 810	\$ —
Decision Packages			
Realign Resources to Enhance Service Delivery	—	7,958	—
Information Technology			
Capital			
Subtotal (Recommended Changes)	—	\$ 8,768	\$ —
Recommended Budget	7.0	\$ 1,272,412	\$ —

Parks Dedicated Development Fund 0064 — Cost Center 5900
Major Changes to the Budget

	Positions	Appropriations	Revenues
0064-County Park Fund - Development (Fund Number 0064)			
Current Level Budget			
FY 2015 Approved Budget	—	\$ 2,833,093	\$ 2,229,346
Board Approved Adjustments During FY 2015	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
IntraCounty Adjustments	—	10,835	—
Other Adjustments	—	(2,667,700)	214,352
Subtotal (Current Level Budget)	—	\$ 176,228	\$ 2,443,698
Recommended Changes for FY 2016			
IntraCounty Adjustments	—	\$ —	\$ —
Decision Packages			
Information Technology			
Capital			
Parks and Recreation CIP FY2016	—	2,200,000	—
Subtotal (Recommended Changes)	—	\$ 2,200,000	\$ —
Recommended Budget	—	\$ 2,376,228	\$ 2,443,698



Parks Capital Improvement Fund 0056 — Cost Center 5901
Major Changes to the Budget

	Positions	Appropriations	Revenues
0056-County Park Fund-Discretionary (Fund Number 0056)			
Current Level Budget			
FY 2015 Approved Budget	—	\$ 1,929,600	\$ 1,600,000
Board Approved Adjustments During FY 2015	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
IntraCounty Adjustments	—	—	—
Other Adjustments	—	(1,875,000)	—
Subtotal (Current Level Budget)	—	\$ 54,600	\$ 1,600,000
Recommended Changes for FY 2016			
IntraCounty Adjustments	—	\$ —	\$ —
Decision Packages			
Information Technology			
Capital			
Parks and Recreation CIP FY2016	—	3,025,000	—
Subtotal (Recommended Changes)	—	\$ 3,025,000	\$ —
Recommended Budget	—	\$ 3,079,600	\$ 1,600,000

Parks Hist Heritage Fund 0065 — Cost Center 5902
Major Changes to the Budget

	Positions	Appropriations	Revenues
0065-Historical Heritage Projects (Fund Number 0065)			
Current Level Budget			
FY 2015 Approved Budget	—	\$ 90,000	\$ 90,000
Board Approved Adjustments During FY 2015	—	—	—
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 2016			
IntraCounty Adjustments	—	\$ —	\$ —
Decision Packages			
Information Technology			
Capital			
Parks and Recreation CIP FY2016	—	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
0066-County Park Fund - Acquisition (Fund Number 0066)			
Current Level Budget			
FY 2015 Approved Budget	—	\$ 6,813,699	\$ 6,688,037
Board Approved Adjustments During FY 2015	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
IntraCounty Adjustments	—	7,778	—
Other Adjustments	—	(6,590,600)	643,061
Subtotal (Current Level Budget)	—	\$ 230,877	\$ 7,331,098
Recommended Changes for FY 2016			
IntraCounty Adjustments	—	\$ —	\$ —
Decision Packages			
Information Technology			
Capital			
Parks and Recreation CIP FY2016	—	7,600,000	—
Subtotal (Recommended Changes)	—	\$ 7,600,000	\$ —
Recommended Budget	—	\$ 7,830,877	\$ 7,331,098

Parks Interest Fund 0068 — Cost Center 5906
Major Changes to the Budget

	Positions	Appropriations	Revenues
0068-County Park Fund - Interest (Fund Number 0068)			
Current Level Budget			
FY 2015 Approved Budget	—	\$ —	\$ 1,100,000
Board Approved Adjustments During FY 2015	—	—	—
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 2016			
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
0039-County Park Charter Fund (Fund Number 0039)			
Current Level Budget			
FY 2015 Approved Budget	9.3	\$ 2,031,321	\$ 1,610,000
Board Approved Adjustments During FY 2015	0.5	74,908	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	1.0	135,459	—
IntraCounty Adjustments	—	7,949	—
Other Adjustments	—	(14,507)	230,000
Subtotal (Current Level Budget)	10.8	\$ 2,235,130	\$ 1,840,000
Recommended Changes for FY 2016			
IntraCounty Adjustments	—	\$ 1,463	\$ —
Decision Packages			
Information Technology			
Capital			
Subtotal (Recommended Changes)	—	\$ 1,463	\$ —
Recommended Budget	10.8	\$ 2,236,593	\$ 1,840,000

Construction Svcs Fund 0039 — Cost Center 5908
Major Changes to the Budget

	Positions	Appropriations	Revenues
0039-County Park Charter Fund (Fund Number 0039)			
Current Level Budget			
FY 2015 Approved Budget	5.0	\$ 861,557	\$ —
Board Approved Adjustments During FY 2015	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	53,170	—
IntraCounty Adjustments	—	3,613	—
Other Adjustments	—	(6,600)	—
Subtotal (Current Level Budget)	5.0	\$ 911,740	\$ —
Recommended Changes for FY 2016			
IntraCounty Adjustments	—	\$ 655	\$ —
Decision Packages			
Information Technology			
Capital			
Subtotal (Recommended Changes)	—	\$ 655	\$ —
Recommended Budget	5.0	\$ 912,395	\$ —



Administration Fund 0039 — Cost Center 071010
Major Changes to the Budget

	Positions	Appropriations	Revenues
0039-County Park Charter Fund (Fund Number 0039)			
Current Level Budget			
FY 2015 Approved Budget	15.0	\$ 4,006,608	\$ 32,930
Board Approved Adjustments During FY 2015	—	22,616	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	-1.0	(58,965)	—
IntraCounty Adjustments	—	74,414	—
Other Adjustments	—	14,700	—
Subtotal (Current Level Budget)	14.0	\$ 4,059,373	\$ 32,930
Recommended Changes for FY 2016			
IntraCounty Adjustments	—	\$ 1,922	\$ —
Decision Packages			
Information Technology			
Capital			
Subtotal (Recommended Changes)	—	\$ 1,922	\$ —
Recommended Budget	14.0	\$ 4,061,295	\$ 32,930

Customer & Business Svcs Fund 0039 — Cost Center 071011
Major Changes to the Budget

	Positions	Appropriations	Revenues
0039-County Park Charter Fund (Fund Number 0039)			
Current Level Budget			
FY 2015 Approved Budget	25.0	\$ 5,563,089	\$ 40,179,336
Board Approved Adjustments During FY 2015	—	22,932	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	-5.0	(359,288)	—
IntraCounty Adjustments	—	561,582	—
Other Adjustments	—	(132,700)	3,937,615
Subtotal (Current Level Budget)	20.0	\$ 5,655,615	\$ 44,116,951
Recommended Changes for FY 2016			
IntraCounty Adjustments	—	\$ (95,056)	\$ —
Decision Packages			
Realign Resources to Enhance Service Delivery	—	1,079	—
Information Technology			
Capital			
Subtotal (Recommended Changes)	—	\$ (93,977)	\$ —
Recommended Budget	20.0	\$ 5,561,638	\$ 44,116,951



Park Operations Fund 0039 — Cost Center 071013
Major Changes to the Budget

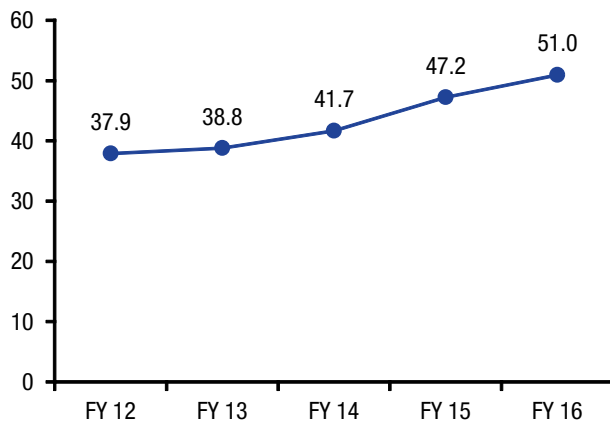
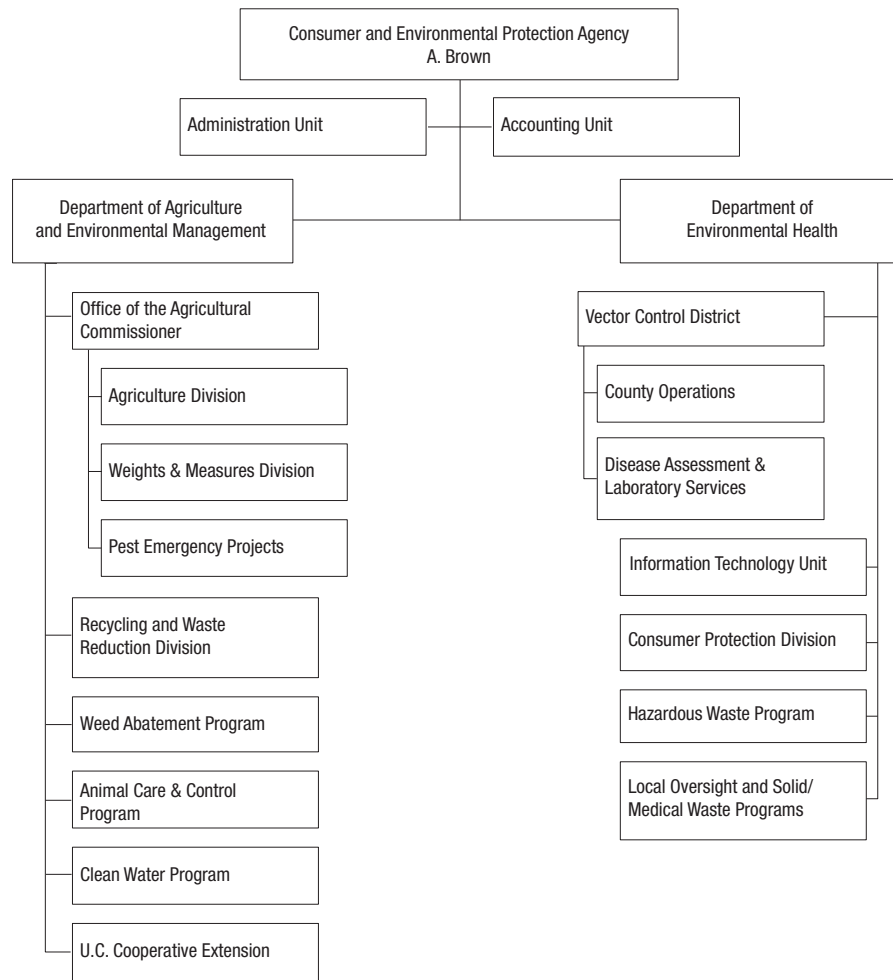
	Positions	Appropriations	Revenues
0039-County Park Charter Fund (Fund Number 0039)			
Current Level Budget			
FY 2015 Approved Budget	73.0	\$ 13,403,543	\$ 375,000
Board Approved Adjustments During FY 2015	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	411,933	—
IntraCounty Adjustments	—	337,624	—
Other Adjustments	—	175,574	—
Subtotal (Current Level Budget)	73.0	\$ 14,328,674	\$ 375,000
Recommended Changes for FY 2016			
IntraCounty Adjustments	—	\$ 16,630	\$ —
Decision Packages			
Fixed Asset Acquisitions	—	8,000	—
Information Technology			
Capital			
Subtotal (Recommended Changes)	—	\$ 24,630	\$ —
Recommended Budget	73.0	\$ 14,353,304	\$ 375,000

Park Maintenance Fund 0039 — Cost Center 071014
Major Changes to the Budget

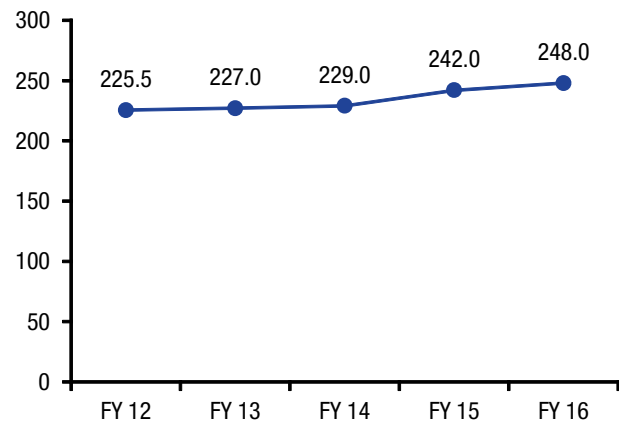
	Positions	Appropriations	Revenues
0039-County Park Charter Fund (Fund Number 0039)			
Current Level Budget			
FY 2015 Approved Budget	71.5	\$ 11,682,984	\$ —
Board Approved Adjustments During FY 2015	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	1.0	469,030	—
IntraCounty Adjustments	—	98,920	—
Other Adjustments	—	(107,709)	—
Subtotal (Current Level Budget)	72.5	\$ 12,143,225	\$ —
Recommended Changes for FY 2016			
IntraCounty Adjustments	—	\$ 12,490	\$ —
Decision Packages			
Fixed Asset Acquisitions	—	479,000	—
Realign Resources to Enhance Service Delivery	2.0	198,258	—
Information Technology			
Capital			
Subtotal (Recommended Changes)	2.0	\$ 689,748	\$ —
Recommended Budget	74.5	\$ 12,832,973	\$ —



Consumer and Environmental Protection Agency



Gross Appropriation Trend



Staffing Trend

Section 5: Housing, Land Use, Environment and Transportation



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 Consumer and Environmental Protection Agency (CEPA) 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 mosquitos, 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 Agency includes the following major programs:

- Agriculture and Environmental Management
- Department of Environmental Health
- Vector Control District

Agriculture and Environmental Management

Agriculture and Environmental Management (AEM) enforces State and local laws and ordinances related to agriculture production, equity in the marketplace, animals, weed abatement, recycling and waste diversion, and environmental protection of area waterways.

The major services of AEM 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. 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;
- Inspect price verification systems (scanners) in retail businesses to determine if consumers are charged the correct prices;
- 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. AEM is available to all County residents through partner veterinary clinics;

- Provide environmental protection of area waterways through proper construction practices; public outreach; and permit implementation, coordination and reporting. Promote stormwater pollution prevention practices, erosion/sediment control, and landscape features that filter pollutants from stormwater runoff.
- 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 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 mosquitos, rodents, ticks, fleas and wildlife.

The major services of the District include:

- Provide surveillance and treatment of natural and urban mosquito breeding habitats to protect against public nuisance and mosquito-borne diseases such as West Nile Virus;
- Provide consultation and home inspection services for mosquitoes, other medically important vectors, rodents and wildlife;
- Provide wildlife management services when health and safety are at risk; and
- Provide community outreach and educational services and materials to the public.

Current and Emerging Issues

Clean Water Program

The Clean Water Program was transferred from the Department of Planning and Development to CEPA in FY2015. The Clean Water Program involves an enforcement component, much like regulatory activities performed by Registered Environmental Health Specialists, Hazardous Materials Technicians, Agricultural Biologists and Weights & Measures Inspectors. The Program is consistent with CEPA's mission to ensure public health and safety and to protect the environment.

During FY 2016, the Clean Water Program will focus on implementing enforcement programs and will lead County coordination around the re-issuance of one of its two State-issued storm water permits. The Clean Water Program will continue to collaborate with other departments, including Planning and Development, Roads and Airports, Facilities and Fleet, and Parks and Recreation, to ensure compliance with the State permits. CEPA will also be exploring potential funding sources to satisfy the increasing State-mandated requirements and perhaps even to reduce the current level General Fund obligation to the Clean Water Program.

Recycling and Waste Reduction Division

Beginning July 1, 2015, a new garbage collection franchise agreement for unincorporated residents takes effect. The current eight garbage districts have been consolidated into three, and new services such as food

waste collection for composting and a less expensive and smaller 20-gallon can will be available. The County will be the largest jurisdiction within Santa Clara County to add residential food waste collection. Food waste represents approximately 25% of the waste stream, so the separate collection will greatly increase the diversion rate and also should make the use of a smaller sized garbage canister possible for more residents. In addition, a limited Household Hazardous Waste collection event will be added to one of two community clean-ups per Garbage District annually under the new franchise agreements, increasing convenient access to safe disposal of Household Hazardous Waste.

Household Hazardous Waste Program- Whiteboard Animation Videos

The HHW Program developed (with funding from CalRecycle) four whiteboard animation videos. The videos address the proper disposal of: 1) Household hazardous waste; 2) Fluorescent lamps and household batteries; 3) Paint; 4) Used motor oil and oil filters. Each video is 60 seconds in length and show someone rapidly drawing on a whiteboard with a voiceover message. These innovative videos are fun, have a clear and concise message, and most importantly, keep the audience engaged while educating them on how to properly dispose of waste products. They deliver the message to the audience with simple language and graphic images and are more engaging than reading the message in a brochure or pamphlet.

The HHW Program has already uploaded the videos on the County's YouTube site and on the Program website at www.hhw.org. They were also sent to the cities within Santa Clara County. Those who have seen the videos are thrilled with the outcome. The Program is also exploring various options to show the videos via public access channels, movie theaters, and at local jurisdictional websites.

Urban Agriculture Incentive Zone (UAIZ)

Santa Clara County has a rich agricultural history, earning it the moniker The Valley of the Heart's Delight. But agricultural land in Santa Clara County, and the Bay Area at-large, is at-risk. Since 1984, the Bay Area has lost more than 15 percent of its farmland and Santa Clara County has lost 45 percent.

Urban agriculture, in the form of community gardens and small farms, provides many benefits to citizens of Santa Clara County through education about food, nutrition, and the environment; addressing sustainability goals; building community; creating green spaces, and benefiting the local economy. The concept of giving property owners a reduced property tax rate as incentive to create urban agriculture on their property was approved by Assembly Bill 551 (Ting), which became effective in 2014. This UAIZ concept became a reality in the City and County of San Francisco and is emerging as a potential program to take place in Santa Clara County. An Urban Agriculture Incentive Zones Contract is a voluntary contract between the City, County and a property owner where the property owner agrees to keep their property in active agricultural use for a set period of time in exchange for a tax benefit from the City and County. Applicants for a contract must demonstrate that they will benefit the larger community through produce distribution and/or sales, open house days, educational tours, or other public programs.

If a UAIZ program is approved in Santa Clara County, the County's Agricultural Commissioner's Office will play a role in on-site inspections and monitoring to ensure compliance with the laws and regulations and execution of various components of the contract.

Online Reporting of Restaurant Inspection Results

On October 1, 2014, the Placarding and Scoring Program, along with its new website, was officially launched. DEH continues to inspect food establishments and post the colored placard at the food

facility as well as the inspection report and score online. The new food facility placard and scoring program, assigns a Green, Yellow, or Red colored placard for food facilities and posts the results of environmental health inspections online. These placards alert diners to whether or not a facility is in compliance with food safety laws. The facilities are also assigned numeric scores from 0-100 based upon their overall compliance with food safety laws. The most recent food facility inspection results and the list of restaurants that have been closed for serious food safety violations during the past six months are online at:

www.sccgov.org/SCCDineOut

The new website is completely redesigned and is mobile device friendly so consumers can access the latest information directly from their smartphone. The Department also plans to release a new app (SCCDineOut) that will make access even easier. The release date is currently anticipated in spring 2015.

Medical Marijuana – Oversight

Currently, the City of San Jose is the only City within the County that has operating marijuana dispensaries. New regulations in that City provide additional regulatory oversight, including the allowable locations for marijuana dispensaries. The City currently has over eighty known dispensaries. The actual number of dispensaries that will be approved by the City is currently unknown, but this number will impact the Agriculture Division, Weights & Measures Division, and the Department of Environmental Health (DEH) as they will provide regulatory oversight to these businesses.

The Agriculture Division proposes to:

- a. Enforce regulations protecting workers who handle pesticides at marijuana grow sites.
- b. Provide accurate pest identification, which is the first step for integrated pest management of grow sites.
- c. Continue to work with the California Department of Pesticide Regulation and explore how other jurisdictions are approaching the issues with respect to local medical marijuana production.

In addition, the Weights & Measures Division will incorporate medical marijuana dispensaries into its existing programs as a New Business that utilizes scales and scanners. This would initiate a site visit by an inspector who would inform the proprietor of its Device and Price Verification ordinances, establish its fee process with the business, inspect/seal all scales that are used in monetary transactions, perform a price verification inspection on any scanner systems, and perform spot check inspections on the dispensary's labeling/packaging to ensure packages contain the stated measure/weight/count.

DEH is the Local Enforcement Agency for the California Health and Safety Code - Division 104 - Environmental Health, Part 7 California Retail Food Code (CalCode). As such, DEH provides regulatory oversight of over 8,000 retail food establishments throughout Santa Clara County. The oversight includes routine inspections, plan checks, complaints, and foodborne illness investigations.

DEH has been surveying existing programs in California (e.g. City of Berkeley program) as well as from other states. The Department Director is also coordinating with City of San Jose staff to understand its program expectations. The City of San Jose and DEH have similar concerns about the lack of oversight of marijuana-infused edibles and the continuing reports of accidental ingestion, overdosing and product availability to children. As a result, the City and DEH will be working together to establish regulations that will provide a regulatory framework for marijuana-infused edibles.

Hazardous Materials Program - Permanent Closure of Single-Walled Underground Storage Tanks

The Department of Environmental Health's Hazardous Materials Program is responsible for implementing State laws and regulations concerning underground storage tank (UST) systems that hold hazardous materials. USTs are commonly used at gas stations and facility operation yards to store fuels and used oil. While the majority of single-walled tanks were required to be closed in 1998, more than 10% of the State's current UST inventory remains single-walled. On September 25, 2014, the Governor signed Senate Bill No. 445 (SB445), which mandates the permanent closure of all remaining single-walled underground storage tanks by December 31, 2025. The bill also mandates the closure of some older double-walled tanks that were never designed to

store today's fuel formulations. While the closure deadline is ten years away, the limited State funds available to assist with cleanup costs and small business UST system upgrades are expected to be exhausted prior to that date. The Hazardous Materials Program will be reaching out to impacted tank owners to ensure that they are aware of the requirements and sources of financial assistance early in the process.

Vector Control District – West Nile Virus

Since 2004, 30 human cases (including one fatality) of West Nile Virus have been reported in Santa Clara County. In FY 2015, the Vector Control District faced the most intense virus seasons since 2004, with an 85-square-mile hot-zone that pushed the District to operational limits for ground fogging operations. In FY 2016, the District will continue to seek out and address backyard breeding sources. The District will also continue to test dead birds for West Nile Virus, monitor mosquito-breeding areas, and respond to citizen requests for assistance and information.

Vector Control District – Invasive Mosquitos

In addition to West Nile Virus, the District continues to face the possibility of two new invasive mosquito species entering the County. *Aedes albopictus*, or Asian Tiger Mosquito, is established in southern California, and is a very efficient carrier (vector), and *Aedes aegypti*, or Yellow Fever Mosquito, expanded its range in the central valley and continued its presence in San Mateo County (notably, in Menlo Park, just north of our border). Both of these species are efficient vectors of Dengue and Chikungunya viruses, which are significant human pathogens. Both species, if established here, would significantly alter the operational burden on the District because they are small container breeders and can successfully breed in the water filling a bottle cap. They are also day-biters and will have a significant impact on quality of life for County residents. The District will continue its intense surveillance in order to detect these container-breeding mosquitoes should they enter Santa Clara County.

Learning Organization

The Consumer and Environmental Protection Agency was fortunate to have an early start on Center for Leadership and Transformation (CLT) project teams and to begin making changes in our Agency. The Department was able to send approximately 45 staff to a 2-day training class presented by Dr. Behnam Tabrizi.



As a result of that training, numerous organizational issues were identified which were consolidated into four working groups. The four work groups have been meeting regularly and are focusing on issues related to:

- Communication
- Customer Service
- Business Practices
- Training.

The CLT teams are already working on ways to improve in these areas. Emails are used to communicate with the entire Agency, and team meetings to communicate with the various units within AEM. In addition, the Agency now holds all-agency manager meetings once a month (previously, managers in DEH met separately from the rest of AEM), and all Administrative employees from across the Agency also now meet together. This allows for increased knowledge of what all parts of the Agency do, increased collaboration, and better communication.

DEH is also participating in the Department of Planning and Development's CLT projects, committing to assist, as much as possible, in the turnaround of

construction plans (usually septic systems) and in specific projects at Stanford. Stanford is a separate project under the Planning CLT Project.

In addition to the ongoing CLT projects, DEH is focusing on improving the construction plan check process for restaurants. Jerry Talley and Associates has been hired to facilitate the transformation of this group. The initial meeting to identify issues and strategic planning has occurred, and it is anticipated that this project will be ongoing through the summer.

As a result of an early CLT Project, the Consumer and Environmental Protection Agency now has an active Demonstration Garden for growing fruits and vegetables and a Water Conservation Garden now open at 1553 Berger Drive in front of Building 1. The official opening ceremony took place on June 27, 2014. From a home garden to the dinner table, the County of Santa Clara and University of California Cooperative Extension (UCCE) Master Gardeners give tips and hands-on experience in how to grow fresh fruits and vegetables at home. This is part of an effort to help the community have better access to healthy foods. By helping individuals learn how to grow their own produce at home, and create and maintain low-water-use landscaping, the County is taking another step in support of healthy, sustainable communities.

County Executive's Recommendation

Summary of County Executive's Recommendations

Description	Impact	Impact on Services	Position Impact	FY 2016 Ongoing Net Cost/(Savings)	FY 2016 One-Time Net Cost/(Savings)
Augment Administrative Division	↑	Increased outreach and education of various programs to County residents	0.5	\$64,782	(\$16,594)
Augment Clean Water Program	↑	Increased inspection and enforcement of stormwater pollution prevention practices	1.0	\$134,428	(\$17,405)
Enhance Laundry Services to Animal Care and Control	↑	Ensured health of animals housed at the Animal Shelter	—	\$15,000	—
Fund Increased UCCE Employee Costs	↑	Address increased UCCE employee costs	—	\$13,500	—
Augment Consumer Protection Division	↑	Increased regulation and inspection of environmental programs	2.0	\$308,520	—
↑ — Enhanced ◆ — Modified ● — No Change ↓ — Reduced ☒ — Eliminated					



↑ Augment Administrative Division

Recommended Action: Delete 0.5 FTE alternately staffed Management Analyst/Associate Management Analyst B/A position and add 1.0 FTE alternately staffed Management Analyst/Associate Management Analyst B/A position.

Service Impact: The new position will work with the existing Analyst Team to increase the number of grant applications submitted on behalf of the Agency, increase awareness of the various programs through social media and outreach/education, and increase efficiencies within divisions to better serve clients.

Net Positions Added: 0.5 FTE

Ongoing Net Cost: \$64,783

One-time Savings: \$16,594

Positions deleted in Fund 0037: 0.5
Positions added in General Fund: 1.0
Fund 0028 will reimburse the General Fund for approximately 75% of the position costs

↑ Augment Clean Water Program

Recommended Action: Add 1.0 FTE Environmental Health Specialist position for the Clean Water Program.

Service Impact: The new position will enable the Clean Water Program to meet stormwater permit mandates, which require inspection and enforcement of stormwater pollution prevention practices at approximately 300 commercial, industrial and agricultural operations within the County. This position will be responsible for investigating and taking enforcement action on citizen complaints and reports from other County departments concerning spills, illegal dumping and other discharges that have the potential to pollute waterways through stormwater runoff.

Ongoing Cost: \$134,428

One-time Savings: \$17,405

Salary savings reflecting time for recruitment.

↑ Enhance Laundry Services to Animal Care and Control

Recommended Action: Allocate ongoing funding of \$15,000 for laundry services for the Animal Shelter.

Service Impact: The County of Santa Clara Animal Shelter processes approximately three to five 50-gallon-sized loads of laundry per day. A laundry service will ensure proper sanitation of the laundry, which is essential for controlling disease outbreaks in the shelter. It will also allow staff to focus more on animals and shelter customers, while obviating the constant need for repair or replacement of washers and dryers.

Ongoing Cost: \$15,000

↑ Fund Increased UCCE Employee Costs

Recommended Action: Allocate ongoing funding of \$13,500 for contract services.

Service Impact: The increase in funding for the University of California Cooperative Extension (UCCE) will cover higher costs in employee benefits and wages.

Background: Since 2012, the benefits rate for University of California administrative employees has risen from 55% to 67%. The annual County contract with UCCE covers support of one full-time administrative employee, the partial salaries of two part-time program representatives, and the travel, printing and supplies for non-federally funded programs.

Ongoing Cost: \$13,500

↑ Augment Consumer Protection Division

Recommended Action: Add 2.0 FTE Environmental Health Specialist/ Trainee positions in the Department of Environmental Health (DEH), Consumer Protection Division.

Service Impact: The Consumer Protection Division is responsible for implementing numerous environmental programs throughout the County. They include the regulation and inspection of food facilities, swimming pools, certified farmers markets, small water systems, on-site wastewater treatment systems, and mobile food facilities. The new positions will assist the Division with increased program responsibilities, related to ongoing and anticipated projects such as the Levi's Stadium, Avaya Stadium (San Jose Earthquakes), Apple Computer, and a 216-acre development called City Center that is anticipated to include numerous food

facilities and swimming pools. In addition, the Division is in the process of preparing for the 2016 NFL Super Bowl.

Positions Added: 2.0 FTE
Ongoing Cost: \$308,520

Agriculture and Environmental Mgmt— Budget Unit 262 Net Expenditures by Cost Center

CC	Cost Center Name	FY 2014 Actuals	FY 2015 Approved	FY 2016 Base Budget	FY 2016 Recommended	Amount Chg From 2015 Approved	% Chg From 2015 Approved
1187	Recycling and Waste Reduction Div-F0037	\$ 992,256	\$ 957,293	\$ 1,278,956	\$ 1,215,238	\$ 257,945	26.9%
1188	Weed Abatement Fund 0031	444,027	865,581	870,419	870,893	5,312	0.6%
1197	Household Hazardous Waste Fund 0030	3,061,446	4,433,256	4,647,176	4,649,545	216,289	4.9%
5660	Agriculture Fund 0001	2,440,879	2,018,118	2,218,326	2,222,181	204,063	10.1%
5662	Clean Water Program - Fund 0001	—	1,029,601	755,768	873,517	(156,084)	-15.2%
5663	Weights & Measures Fund 0001	1,024,222	1,252,931	1,456,666	1,459,035	206,104	16.4%
5664	Pierces Disease Control Prog Fund 0001	565,558	689,340	730,935	732,133	42,793	6.2%
5665	Administration Fund 0001	2,139,231	1,932,571	2,221,432	2,281,787	349,216	18.1%
5666	Integrated Waste Mgt Fran Fund 0001	213,047	286,694	183,683	183,683	(103,011)	-35.9%
5670	Animal Control Fund 0001	1,632,514	2,157,675	2,065,839	2,086,523	(71,153)	-3.3%
5710	U.C. Cooperative Ext Fund 0001	115,000	115,000	115,000	128,500	13,500	11.7%
Total Net Expenditures		\$ 12,628,181	\$ 15,738,060	\$ 16,544,200	\$ 16,703,034	\$ 964,974	6.1%

Agriculture and Environmental Mgmt— Budget Unit 262 Gross Expenditures by Cost Center

CC	Cost Center Name	FY 2014 Actuals	FY 2015 Approved	FY 2016 Base Budget	FY 2016 Recommended	Amount Chg From 2015 Approved	% Chg From 2015 Approved
1187	Recycling and Waste Reduction Div-F0037	\$ 992,256	\$ 957,293	\$ 1,278,956	\$ 1,215,238	\$ 257,945	26.9%
1188	Weed Abatement Fund 0031	497,318	905,581	930,419	930,893	25,312	2.8%
1197	Household Hazardous Waste Fund 0030	3,061,446	4,433,256	4,647,176	4,649,545	216,289	4.9%
5660	Agriculture Fund 0001	2,440,879	2,018,118	2,218,326	2,222,181	204,063	10.1%
5662	Clean Water Program - Fund 0001	—	1,029,601	755,768	873,517	(156,084)	-15.2%
5663	Weights & Measures Fund 0001	1,024,222	1,252,931	1,456,666	1,459,035	206,104	16.4%



Agriculture and Environmental Mgmt— Budget Unit 262 Gross Expenditures by Cost Center

CC	Cost Center Name	FY 2014 Actuals	FY 2015 Approved	FY 2016 Base Budget	FY 2016 Recommended	Amount Chg From 2015 Approved	% Chg From 2015 Approved
5664	Pierces Disease Control Prog Fund 0001	565,558	689,340	730,935	732,133	42,793	6.2%
5665	Administration Fund 0001	3,321,607	5,172,750	5,996,244	6,137,577	964,827	18.7%
5666	Integrated Waste Mgt Fran Fund 0001	213,047	286,694	183,683	183,683	(103,011)	-35.9%
5670	Animal Control Fund 0001	1,673,314	2,207,675	2,115,839	2,136,523	(71,153)	-3.2%
5710	U.C. Cooperative Ext Fund 0001	115,000	115,000	115,000	128,500	13,500	11.7%
Total Gross Expenditures \$		13,904,647 \$	19,068,239 \$	20,429,012 \$	20,668,824 \$	1,600,585	8.4%

Agriculture and Environmental Mgmt— Budget Unit 262 Expenditures by Object

Object	FY 2014 Actuals	FY 2015 Approved	FY 2016 Base Budget	FY 2016 Recommended	Amount Chg From 2015 Approved	% Chg From 2015 Approved
Salary and Benefits	\$ 8,629,111	\$ 11,331,183	\$ 12,594,931	\$ 12,750,142	\$ 1,418,959	12.5%
Services And Supplies	4,744,182	7,204,078	7,700,781	7,785,382	581,304	8.1%
Other Charges	108	22,000	22,000	22,000	—	—
Fixed Assets	36,196	250,000	—	—	(250,000)	-100.0%
Operating/Equity Transfers	495,050	260,978	111,300	111,300	(149,678)	-57.4%
Total Gross Expenditures \$	13,904,647 \$	19,068,239 \$	20,429,012 \$	20,668,824 \$	1,600,585	8.4%
Expenditure Transfers	(1,276,466)	(3,330,179)	(3,884,812)	(3,965,790)	(635,611)	19.1%
Total Net Expenditures \$	12,628,181 \$	15,738,060 \$	16,544,200 \$	16,703,034 \$	964,974	6.1%

Agriculture and Environmental Mgmt— Budget Unit 262 Revenues by Cost Center

CC	Cost Center Name	FY 2014 Actuals	FY 2015 Approved	FY 2016 Base Budget	FY 2016 Recommended	Amount Chg From 2015 Approved	% Chg From 2015 Approved
1187	Recycling and Waste Reduction Div-F0037	\$ 1,127,712	\$ 1,154,373	\$ 1,085,093	\$ 1,085,093	(69,280)	-6.0%
1188	Weed Abatement Fund 0031	360,441	540,000	498,309	498,309	(41,691)	-7.7%
1197	Household Hazardous Waste Fund 0030	2,744,143	3,909,401	3,688,000	3,688,000	(221,401)	-5.7%
5660	Agriculture Fund 0001	1,785,616	1,438,665	1,469,170	1,469,170	30,505	2.1%
5662	Clean Water Program - Fund 0001	—	2,000	—	—	(2,000)	-100.0%
5663	Weights & Measures Fund 0001	1,601,920	1,447,200	1,447,200	1,447,200	—	—



Agriculture and Environmental Mgmt— Budget Unit 262 Revenues by Cost Center

CC	Cost Center Name	FY 2014 Actuals	FY 2015 Approved	FY 2016 Base Budget	FY 2016 Recommended	Amount Chg From 2015 Approved	% Chg From 2015 Approved
5664	Pierces Disease Control Prog Fund 0001	681,289	440,000	551,604	551,604	111,604	25.4%
5665	Administration Fund 0001	71,290	67,000	67,000	67,000	—	—
5666	Integrated Waste Mgt Fran Fund 0001	830,145	843,000	849,000	849,000	6,000	0.7%
5670	Animal Control Fund 0001	297,839	200,000	180,000	180,000	(20,000)	-10.0%
Total Revenues \$		9,500,396 \$	10,041,639 \$	9,835,376 \$	9,835,376 \$	(206,263)	-2.1%

Agriculture and Environmental Mgmt— Budget Unit 262 Revenues by Type

Type	FY 2014 Actuals	FY 2015 Approved	FY 2016 Base Budget	FY 2016 Recommended	Amount Chg From 2015 Approved	% Chg From 2015 Approved
Licenses, Permits, Franchises	\$ 3,871,379	\$ 5,092,421	\$ 5,787,000	\$ 5,787,000	694,579	13.6%
Aid From Government Agencies - Federal	93	373	93	93	(280)	-75.1%
Charges For Services	1,245,235	1,254,700	1,213,579	1,213,579	(41,121)	-3.3%
Other Financing Sources	1,360,417	1,376,000	380,000	380,000	(996,000)	-72.4%
Revenue From Other Government Agencies	8,338	—	—	—	—	—
Revenue From Use Of Money/Property	4,247	—	—	—	—	—
Aid From Government Agencies - State	2,934,962	2,276,145	2,412,704	2,412,704	136,559	6.0%
Fines, Forfeitures, Penalties	75,725	42,000	42,000	42,000	—	—
Total Revenues \$	9,500,396 \$	10,041,639 \$	9,835,376 \$	9,835,376 \$	(206,263)	-2.1%

Recycling and Waste Reduction Div-F0037 — Cost Center 1187 Major Changes to the Budget

	Positions	Appropriations	Revenues
0037-Integrated Waste Management Fund (Fund Number 0037)			
Current Level Budget			
FY 2015 Approved Budget	4.5	\$ 957,293	\$ 1,154,373
Board Approved Adjustments During FY 2015	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	57,769	—
IntraCounty Adjustments	—	(22,106)	(150,000)
Other Adjustments	—	286,000	80,720
Subtotal (Current Level Budget)	4.5	\$ 1,278,956	\$ 1,085,093
Recommended Changes for FY 2016			
IntraCounty Adjustments	—	\$ 1,065	\$ —



Recycling and Waste Reduction Div-F0037 — Cost Center 1187 Major Changes to the Budget

	Positions	Appropriations	Revenues
Decision Packages			
Augment Administrative Division	-0.5	(64,783)	—
Information Technology			
Capital			
Subtotal (Recommended Changes)	-0.5	\$ (63,718)	\$ —
Recommended Budget	4.0	\$ 1,215,238	\$ 1,085,093

Weed Abatement Fund 0031 — Cost Center 1188 Major Changes to the Budget

	Positions	Appropriations	Revenues
0031-Weed Abatement (Fund Number 0031)			
Current Level Budget			
FY 2015 Approved Budget	2.0	\$ 865,581	\$ 540,000
Board Approved Adjustments During FY 2015	—	11,884	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	18,136	—
IntraCounty Adjustments	—	(25,182)	—
Other Adjustments	—	—	(41,691)
Subtotal (Current Level Budget)	2.0	\$ 870,419	\$ 498,309
Recommended Changes for FY 2016			
IntraCounty Adjustments	—	\$ 474	\$ —
Decision Packages			
Information Technology			
Capital			
Subtotal (Recommended Changes)	—	\$ 474	\$ —
Recommended Budget	2.0	\$ 870,893	\$ 498,309

Household Hazardous Waste Fund 0030 — Cost Center 1197 Major Changes to the Budget

	Positions	Appropriations	Revenues
0030-Environmental Health (Fund Number 0030)			
Current Level Budget			
FY 2015 Approved Budget	8.0	\$ 4,433,256	\$ 3,909,401
Board Approved Adjustments During FY 2015	—	12,103	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	54,875	—
IntraCounty Adjustments	—	146,942	—
Other Adjustments	—	—	(221,401)
Subtotal (Current Level Budget)	8.0	\$ 4,647,176	\$ 3,688,000
Recommended Changes for FY 2016			



Household Hazardous Waste Fund 0030 — Cost Center 1197 Major Changes to the Budget

	Positions	Appropriations	Revenues
IntraCounty Adjustments	— \$	2,369 \$	—
Decision Packages			
Information Technology			
Capital			
Subtotal (Recommended Changes)	— \$	2,369 \$	—
Recommended Budget	8.0 \$	4,649,545 \$	3,688,000

Agriculture Fund 0001 — Cost Center 5660 Major Changes to the Budget

	Positions	Appropriations	Revenues
0001-General Fund (Fund Number 0001)			
Current Level Budget			
FY 2015 Approved Budget	16.0 \$	2,018,118 \$	1,438,665
Board Approved Adjustments During FY 2015	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	168,856	—
IntraCounty Adjustments	—	34,102	—
Other Adjustments	—	(2,750)	30,505
Subtotal (Current Level Budget)	16.0 \$	2,218,326 \$	1,469,170
Recommended Changes for FY 2016			
IntraCounty Adjustments	— \$	3,855 \$	—
Decision Packages			
Information Technology			
Capital			
Subtotal (Recommended Changes)	— \$	3,855 \$	—
Recommended Budget	16.0 \$	2,222,181 \$	1,469,170

Clean Water Program - Fund 0001 — Cost Center 5662 Major Changes to the Budget

	Positions	Appropriations	Revenues
0001-General Fund (Fund Number 0001)			
Current Level Budget			
FY 2015 Approved Budget	2.0 \$	1,029,601 \$	2,000
Board Approved Adjustments During FY 2015	—	(7,275)	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	(11,708)	—
IntraCounty Adjustments	—	(254,556)	—
Other Adjustments	—	(294)	(2,000)
Subtotal (Current Level Budget)	2.0 \$	755,768 \$	—
Recommended Changes for FY 2016			



Clean Water Program - Fund 0001 — Cost Center 5662
Major Changes to the Budget

	Positions	Appropriations	Revenues
IntraCounty Adjustments	—	\$ 726	\$ —
Decision Packages			
Augment Clean Water Program	1.0	117,023	—
Information Technology			
Capital			
Subtotal (Recommended Changes)	1.0	\$ 117,749	\$ —
Recommended Budget	3.0	\$ 873,517	\$ —

Weights & Measures Fund 0001 — Cost Center 5663
Major Changes to the Budget

	Positions	Appropriations	Revenues
0001-General Fund (Fund Number 0001)			
Current Level Budget			
FY 2015 Approved Budget	11.5	\$ 1,252,931	\$ 1,447,200
Board Approved Adjustments During FY 2015	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	153,918	—
IntraCounty Adjustments	—	52,961	—
Other Adjustments	—	(3,144)	—
Subtotal (Current Level Budget)	11.5	\$ 1,456,666	\$ 1,447,200
Recommended Changes for FY 2016			
IntraCounty Adjustments	—	\$ 2,369	\$ —
Decision Packages			
Information Technology			
Capital			
Subtotal (Recommended Changes)	—	\$ 2,369	\$ —
Recommended Budget	11.5	\$ 1,459,035	\$ 1,447,200

Pierces Disease Control Prog Fund 0001 — Cost Center 5664
Major Changes to the Budget

	Positions	Appropriations	Revenues
0001-General Fund (Fund Number 0001)			
Current Level Budget			
FY 2015 Approved Budget	3.0	\$ 689,340	\$ 440,000
Board Approved Adjustments During FY 2015	—	(12,080)	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	32,297	—
IntraCounty Adjustments	—	22,677	—
Other Adjustments	—	(1,299)	111,604
Subtotal (Current Level Budget)	3.0	\$ 730,935	\$ 551,604



Pierces Disease Control Prog Fund 0001 — Cost Center 5664
Major Changes to the Budget

	Positions	Appropriations	Revenues
Recommended Changes for FY 2016			
IntraCounty Adjustments	—	\$ 1,198	\$ —
Decision Packages			
Information Technology			
Capital			
Subtotal (Recommended Changes)	—	\$ 1,198	\$ —
Recommended Budget	3.0	\$ 732,133	\$ 551,604

Administration Fund 0001 — Cost Center 5665
Major Changes to the Budget

	Positions	Appropriations	Revenues
0001-General Fund (Fund Number 0001)			
Current Level Budget			
FY 2015 Approved Budget	43.5	\$ 1,932,571	\$ 67,000
Board Approved Adjustments During FY 2015	3.0	174,309	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	347,966	—
IntraCounty Adjustments	—	(228,291)	—
Other Adjustments	—	(5,123)	—
Subtotal (Current Level Budget)	46.5	\$ 2,221,432	\$ 67,000
Recommended Changes for FY 2016			
IntraCounty Adjustments	—	\$ (52,616)	\$ —
Decision Packages			
Augment Administrative Division	1.0	112,971	—
Information Technology			
Capital			
Subtotal (Recommended Changes)	1.0	\$ 60,355	\$ —
Recommended Budget	47.5	\$ 2,281,787	\$ 67,000

Integrated Waste Mgt Fran Fund 0001 — Cost Center 5666
Major Changes to the Budget

	Positions	Appropriations	Revenues
0001-General Fund (Fund Number 0001)			
Current Level Budget			
FY 2015 Approved Budget	—	\$ 286,694	\$ 843,000
Board Approved Adjustments During FY 2015	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
IntraCounty Adjustments	—	(163,011)	—
Other Adjustments	—	60,000	6,000



Integrated Waste Mgt Fran Fund 0001 — Cost Center 5666
Major Changes to the Budget

	Positions	Appropriations	Revenues
Subtotal (Current Level Budget)	—	\$ 183,683	\$ 849,000
Recommended Changes for FY 2016			
IntraCounty Adjustments	—	\$ —	\$ —
Decision Packages			
Information Technology			
Capital			
Subtotal (Recommended Changes)	—	\$ —	\$ —
Recommended Budget	—	\$ 183,683	\$ 849,000

Animal Control Fund 0001 — Cost Center 5670
Major Changes to the Budget

	Positions	Appropriations	Revenues
0001-General Fund (Fund Number 0001)			
Current Level Budget			
FY 2015 Approved Budget	13.0	\$ 2,157,675	\$ 200,000
Board Approved Adjustments During FY 2015	0.5	30,693	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	77,594	—
IntraCounty Adjustments	—	28,703	—
Other Adjustments	—	(228,826)	(20,000)
Subtotal (Current Level Budget)	13.5	\$ 2,065,839	\$ 180,000
Recommended Changes for FY 2016			
IntraCounty Adjustments	—	\$ 5,684	\$ —
Decision Packages			
Enhance Laundry Services to Animal Care and Control	—	15,000	—
Information Technology			
Capital			
Subtotal (Recommended Changes)	—	\$ 20,684	\$ —
Recommended Budget	13.5	\$ 2,086,523	\$ 180,000

U.C. Cooperative Ext Fund 0001 — Cost Center 5710
Major Changes to the Budget

	Positions	Appropriations	Revenues
0001-General Fund (Fund Number 0001)			
Current Level Budget			
FY 2015 Approved Budget	—	\$ 115,000	\$ —
Board Approved Adjustments During FY 2015	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
IntraCounty Adjustments	—	—	—



U.C. Cooperative Ext Fund 0001 — Cost Center 5710
Major Changes to the Budget

	Positions	Appropriations	Revenues
Other Adjustments	—	—	—
Subtotal (Current Level Budget)	— \$	115,000 \$	—
Recommended Changes for FY 2016			
IntraCounty Adjustments	— \$	— \$	—
Decision Packages			
Fund Increased UCCE Employee Costs	—	13,500	—
Information Technology			
Capital			
Subtotal (Recommended Changes)	— \$	13,500 \$	—
Recommended Budget	— \$	128,500 \$	—

Department of Environmental Health— Budget Unit 261
Net Expenditures by Cost Center

CC	Cost Center Name	FY 2014 Actuals	FY 2015 Approved	FY 2016 Base Budget	FY 2016 Recommended	Amount Chg From 2015 Approved	% Chg From 2015 Approved
1194	DEH - Admin Fund 0030	\$ 2,517,219	\$ 3,355,060	\$ 3,924,992	\$ 3,926,413	\$ 571,353	17.0%
026102	EHS - Planning Fund 0030	9,918,020	10,871,951	11,608,689	11,926,452	1,054,501	9.7%
026103	Toxics Solid & Haz Materials Fund 0030	5,143,260	6,366,596	6,351,492	6,356,192	(10,404)	-0.2%
Total Net Expenditures		\$ 17,578,500	\$ 20,593,607	\$ 21,885,173	\$ 22,209,057	\$ 1,615,450	7.8%

Department of Environmental Health— Budget Unit 261
Gross Expenditures by Cost Center

CC	Cost Center Name	FY 2014 Actuals	FY 2015 Approved	FY 2016 Base Budget	FY 2016 Recommended	Amount Chg From 2015 Approved	% Chg From 2015 Approved
1194	DEH - Admin Fund 0030	\$ 2,816,246	\$ 3,655,060	\$ 4,224,992	\$ 4,226,413	\$ 571,353	15.6%
026102	EHS - Planning Fund 0030	10,049,191	11,016,977	11,753,715	12,071,478	1,054,501	9.6%
026103	Toxics Solid & Haz Materials Fund 0030	5,143,260	6,366,596	6,351,492	6,356,192	(10,404)	-0.2%
Total Gross Expenditures		\$ 18,008,698	\$ 21,038,633	\$ 22,330,199	\$ 22,654,083	\$ 1,615,450	7.7%



Department of Environmental Health— Budget Unit 261 Expenditures by Object

Object	FY 2014 Actuals	FY 2015 Approved	FY 2016 Base Budget	FY 2016 Recommended	Amount Chg From 2015 Approved	% Chg From 2015 Approved
Salary and Benefits	\$ 14,969,902	\$ 16,260,029	\$ 16,600,186	\$ 16,908,706	\$ 648,677	4.0%
Services And Supplies	2,607,654	4,778,604	5,730,013	5,745,377	966,773	20.2%
Fixed Assets	431,142	—	—	—	—	—
Total Gross Expenditures	\$ 18,008,698	\$ 21,038,633	\$ 22,330,199	\$ 22,654,083	\$ 1,615,450	7.7%
Expenditure Transfers	(430,198)	(445,026)	(445,026)	(445,026)	—	—
Total Net Expenditures	\$ 17,578,500	\$ 20,593,607	\$ 21,885,173	\$ 22,209,057	\$ 1,615,450	7.8%

Department of Environmental Health— Budget Unit 261 Revenues by Cost Center

CC	Cost Center Name	FY 2014 Actuals	FY 2015 Approved	FY 2016 Base Budget	FY 2016 Recommended	Amount Chg From 2015 Approved	% Chg From 2015 Approved
1194	DEH - Admin Fund 0030	\$ 92,758	\$ 101,064	\$ 101,064	\$ 101,064	—	—
026102	EHS - Planning Fund 0030	13,069,176	13,779,407	13,779,407	13,779,407	—	—
026103	Toxics Solid & Haz Materials Fund 0030	7,499,608	6,756,550	6,756,550	6,756,550	—	—
Total Revenues		\$ 20,661,543	\$ 20,637,021	\$ 20,637,021	\$ 20,637,021	—	—

Department of Environmental Health— Budget Unit 261 Revenues by Type

Type	FY 2014 Actuals	FY 2015 Approved	FY 2016 Base Budget	FY 2016 Recommended	Amount Chg From 2015 Approved	% Chg From 2015 Approved
Licenses, Permits, Franchises	\$ 18,376,525	\$ 18,662,198	\$ 18,662,198	\$ 18,662,198	—	—
Charges For Services	764,092	655,175	655,175	655,175	—	—
Other Financing Sources	11,848	250	250	250	—	—
Revenue From Use Of Money/Property	76,149	91,064	91,064	91,064	—	—
Aid From Government Agencies - Federal	14,573	10,000	10,000	10,000	—	—
Revenue From Other Government Agencies	116,732	—	—	—	—	—
Aid From Government Agencies - State	1,301,624	1,218,334	1,218,334	1,218,334	—	—
Total Revenues	\$ 20,661,543	\$ 20,637,021	\$ 20,637,021	\$ 20,637,021	—	—



DEH - Admin Fund 0030 — Cost Center 1194
Major Changes to the Budget

	Positions	Appropriations	Revenues
0030-Environmental Health (Fund Number 0030)			
Current Level Budget			
FY 2015 Approved Budget	6.0	\$ 3,355,060	\$ 101,064
Board Approved Adjustments During FY 2015	—	(15,042)	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	3,354	—
IntraCounty Adjustments	—	581,620	—
Other Adjustments	—	—	—
Subtotal (Current Level Budget)	6.0	\$ 3,924,992	\$ 101,064
Recommended Changes for FY 2016			
IntraCounty Adjustments	—	\$ 1,421	\$ —
Decision Packages			
Information Technology			
Capital			
Subtotal (Recommended Changes)	—	\$ 1,421	\$ —
Recommended Budget	6.0	\$ 3,926,413	\$ 101,064

EHS - Planning Fund 0030 — Cost Center 026102
Major Changes to the Budget

	Positions	Appropriations	Revenues
0030-Environmental Health (Fund Number 0030)			
Current Level Budget			
FY 2015 Approved Budget	63.0	\$ 10,871,951	\$ 13,779,407
Board Approved Adjustments During FY 2015	—	83,963	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	1.0	551,095	—
IntraCounty Adjustments	—	101,680	—
Other Adjustments	—	—	—
Subtotal (Current Level Budget)	64.0	\$ 11,608,689	\$ 13,779,407
Recommended Changes for FY 2016			
IntraCounty Adjustments	—	\$ 9,243	\$ —
Decision Packages			
Augment Consumer Protection Division	2.0	308,520	—
Information Technology			
Capital			
Subtotal (Recommended Changes)	2.0	\$ 317,763	\$ —
Recommended Budget	66.0	\$ 11,926,452	\$ 13,779,407



Toxics Solid & Haz Materials Fund 0030 — Cost Center 026103
Major Changes to the Budget

	Positions	Appropriations	Revenues
0030-Environmental Health (Fund Number 0030)			
Current Level Budget			
FY 2015 Approved Budget	34.0	\$ 6,366,596	\$ 6,756,550
Board Approved Adjustments During FY 2015	-1.0	(172,576)	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	-1.0	(1,790)	—
IntraCounty Adjustments	—	159,262	—
Other Adjustments	—	—	—
Subtotal (Current Level Budget)	32.0	\$ 6,351,492	\$ 6,756,550
Recommended Changes for FY 2016			
IntraCounty Adjustments	—	\$ 4,700	\$ —
Decision Packages			
Information Technology			
Capital			
Subtotal (Recommended Changes)	—	\$ 4,700	\$ —
Recommended Budget	32.0	\$ 6,356,192	\$ 6,756,550

Vector Control District— Budget Unit 411
Net Expenditures by Cost Center

CC	Cost Center Name	FY 2014 Actuals	FY 2015 Approved	FY 2016 Base Budget	FY 2016 Recommended	Amount Chg From 2015 Approved	% Chg From 2015 Approved
4224	Vector Control Fund 0028	\$ 6,214,766	\$ 7,137,454	\$ 7,542,948	\$ 7,631,041	493,587	6.9%
	Total Net Expenditures	\$ 6,214,766	\$ 7,137,454	\$ 7,542,948	\$ 7,631,041	493,587	6.9%

Vector Control District— Budget Unit 411
Gross Expenditures by Cost Center

CC	Cost Center Name	FY 2014 Actuals	FY 2015 Approved	FY 2016 Base Budget	FY 2016 Recommended	Amount Chg From 2015 Approved	% Chg From 2015 Approved
4224	Vector Control Fund 0028	\$ 6,228,278	\$ 7,137,454	\$ 7,542,948	\$ 7,631,041	493,587	6.9%
	Total Gross Expenditures	\$ 6,228,278	\$ 7,137,454	\$ 7,542,948	\$ 7,631,041	493,587	6.9%



Vector Control District— Budget Unit 411 Expenditures by Object

Object	FY 2014 Actuals	FY 2015 Approved	FY 2016 Base Budget	FY 2016 Recommended	Amount Chg From 2015 Approved	% Chg From 2015 Approved
Salary and Benefits	\$ 3,953,922	\$ 3,999,211	\$ 4,205,435	\$ 4,205,435	\$ 206,224	5.2%
Services And Supplies	1,772,678	2,758,243	2,957,513	3,045,606	287,363	10.4%
Other Charges	348,450	380,000	380,000	380,000	—	—
Fixed Assets	153,228	—	—	—	—	—
Total Gross Expenditures	\$ 6,228,278	\$ 7,137,454	\$ 7,542,948	\$ 7,631,041	\$ 493,587	6.9%
Expenditure Transfers	(13,512)	—	—	—	—	—
Total Net Expenditures	\$ 6,214,766	\$ 7,137,454	\$ 7,542,948	\$ 7,631,041	\$ 493,587	6.9%

Vector Control District— Budget Unit 411 Revenues by Cost Center

CC	Cost Center Name	FY 2014 Actuals	FY 2015 Approved	FY 2016 Base Budget	FY 2016 Recommended	Amount Chg From 2015 Approved	% Chg From 2015 Approved
4224	Vector Control Fund 0028	\$ 7,068,315	\$ 7,113,683	\$ 7,113,683	\$ 7,113,683	—	—
4225	Vector Control Fund 0199	1,208	1,206	1,206	1,206	—	—
	Total Revenues	\$ 7,069,524	\$ 7,114,889	\$ 7,114,889	\$ 7,114,889	—	—

Vector Control District— Budget Unit 411 Revenues by Type

Type	FY 2014 Actuals	FY 2015 Approved	FY 2016 Base Budget	FY 2016 Recommended	Amount Chg From 2015 Approved	% Chg From 2015 Approved
Revenue From Use Of Money/Property	\$ 51,700	\$ 63,582	\$ 63,582	\$ 63,582	—	—
Aid From Government Agencies - Federal	2,709	1,000	1,000	1,000	—	—
Taxes - Other Than Current Property	6,928,348	7,008,075	7,008,075	7,008,075	—	—
Other Financing Sources	50,963	42,232	42,232	42,232	—	—
Revenue From Other Government Agencies	35,804	—	—	—	—	—
Total Revenues	\$ 7,069,524	\$ 7,114,889	\$ 7,114,889	\$ 7,114,889	—	—



Vector Control Fund 0028 — Cost Center 4224
Major Changes to the Budget

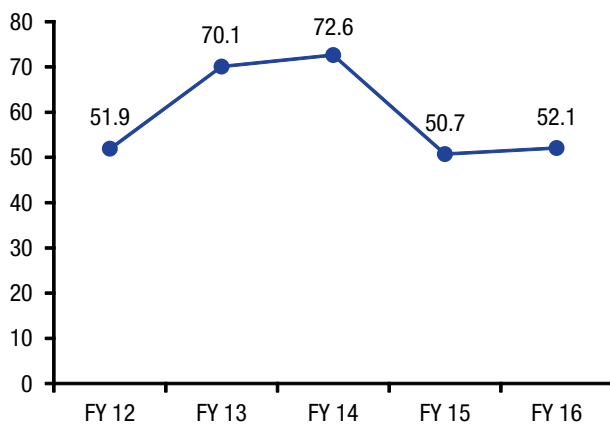
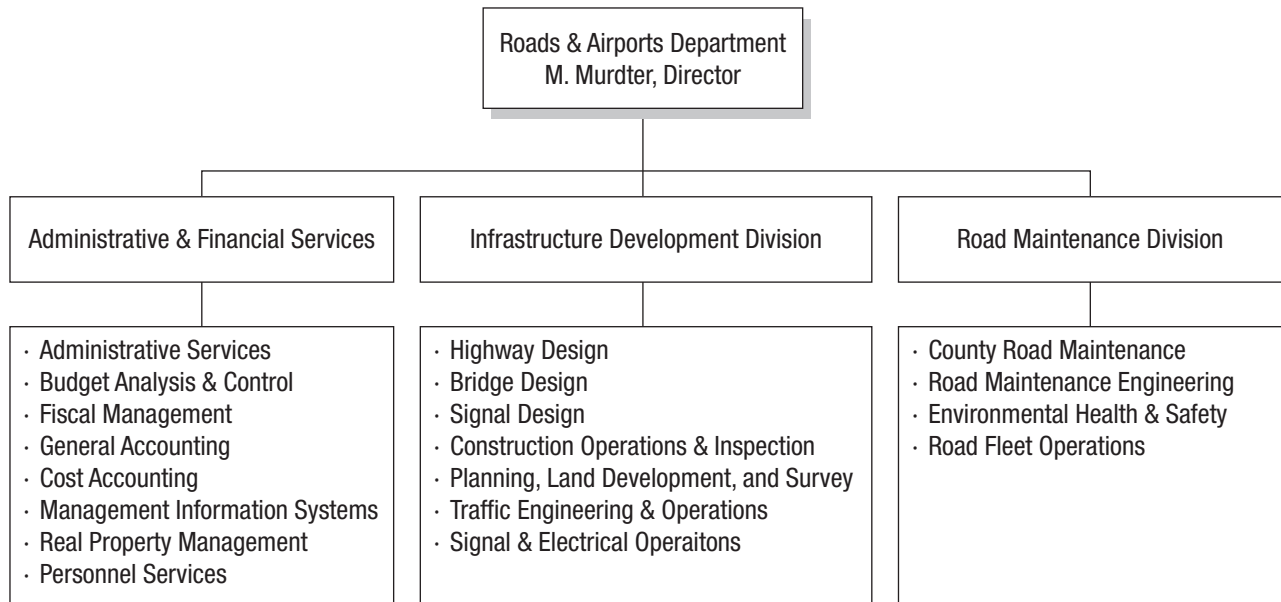
	Positions	Appropriations	Revenues
0028-Vector Control District (Fund Number 0028)			
Current Level Budget			
FY 2015 Approved Budget	35.5	\$ 7,137,454	\$ 7,113,683
Board Approved Adjustments During FY 2015	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	239,224	—
IntraCounty Adjustments	—	166,270	—
Other Adjustments	—	—	—
Subtotal (Current Level Budget)	35.5	\$ 7,542,948	\$ 7,113,683
Recommended Changes for FY 2016			
IntraCounty Adjustments	—	\$ 88,093	\$ —
Decision Packages			
Information Technology			
Capital			
Subtotal (Recommended Changes)	—	\$ 88,093	\$ —
Recommended Budget	35.5	\$ 7,631,041	\$ 7,113,683

Vector Control Fund 0199 — Cost Center 4225
Major Changes to the Budget

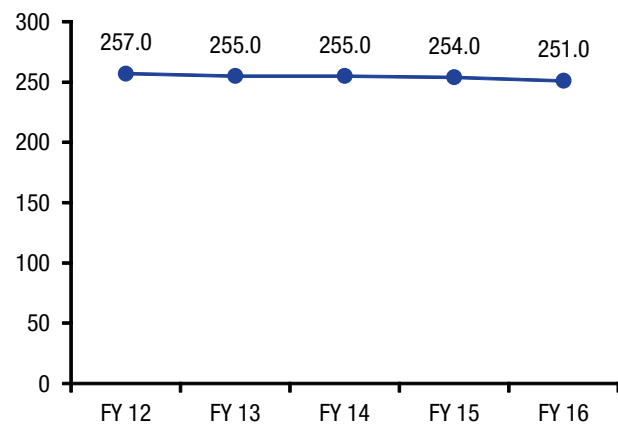
	Positions	Appropriations	Revenues
0199-VCD Capital Fund (Fund Number 0199)			
Current Level Budget			
FY 2015 Approved Budget	—	\$ —	\$ 1,206
Board Approved Adjustments During FY 2015	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
IntraCounty Adjustments	—	—	—
Other Adjustments	—	—	—
Subtotal (Current Level Budget)	—	\$ —	\$ 1,206
Recommended Changes for FY 2016			
IntraCounty Adjustments	—	\$ —	\$ —
Decision Packages			
Information Technology			
Capital			
Subtotal (Recommended Changes)	—	\$ —	\$ —
Recommended Budget	—	\$ —	\$ 1,206



Roads Department



Gross Appropriation Trend



Staffing Trend

Section 5: Housing, Land Use, Environment and



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 632 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.

County Executive's Recommendation

Summary of County Executive's Recommendations

Description	Impact	Impact on Services	Position Impact	FY 2016 Ongoing Net Cost/(Savings)	FY 2016 One-Time Net Cost/(Savings)
Fixed Asset Purchases	●	Replacement of vehicles that are at the end of their useful life.	—	—	\$300,000
Labor Cost Adjustment for Capital Projects	↑	Ensures accurate labor costs and prevents double-counting of program costs.	—	—	(\$4,200,000)
Road Material Expense	↑	Provide materials for road resurfacing projects.	—	—	\$3,080,000
Delete Storekeeper Position	◆	Duties assigned to this position have been absorbed by other staff within the Division.	-1.0	(\$84,017)	—
Delete Office Specialist III Position	◆	Duties assigned to this position have been absorbed by other staff within the Division.	-1.0	(\$84,577)	—
Delete Engineering Technical III Position	◆	Duties assigned to this position have been absorbed by other staff within the Division.	-1.0	(\$124,490)	—
Professional engineering Services for Bridge Design	↑	Contract will assist the Bridge Design Unit with management of projects.	—	—	\$95,000
Replacement Parts for Signalized Intersection Equipment	●	Purchase of back-up red and green LED modules and replacing other failing systems.	—	—	\$165,000
BU603 – Capital Projects	↑		—	—	\$300,000
↑ — Enhanced ◆ — Modified ● — No Change ↓ — Reduced ☒ — Eliminated					

● Fixed Asset Purchases

Recommended Action: Allocate one-time funding for fixed asset purchases.

Service Impact: This augmentation is required to fund the replacement of two backhoes that have reached the end of their useful life. Both pieces of equipment are well over 25 years old and do not meet current diesel standards. Replacement of these vehicles/equipment has been deferred for several years due to budget uncertainty.

One-time cost: \$300,000

↑ 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: \$4,200,000

↑ Road Material Expense

Recommended Action: Allocate one-time funding for road material expense.

Service Impact: This augmentation increases the budget allocation for road resurfacing, providing for the chip sealing of 50 miles of roads, and the microsurfacing of 13 miles of unincorporated residential roads.

One-time Cost: \$3,080,000

◆ Delete Storekeeper Position

Recommended Action: Delete 1.0 FTE Storekeeper position in the Road Maintenance Division

Service Impact: The duties assigned to this vacant position will be absorbed by existing staff within the Division.

**Positions Deleted: 1.0 FTE
Ongoing Savings: \$84,017**

◆ Delete Office Specialist III Position

Recommended Action: Delete 1.0 FTE Office Specialist III position in the Infrastructure Development Division.

Service Impact: The duties assigned to this vacant position will be absorbed by existing staff within the Division.

**Positions Deleted: 1.0 FTE
Ongoing Savings: \$84,577**

◆ Delete Engineering Technician III Position

Recommended Action: Delete 1.0 FTE Engineering Technician III position in the Infrastructure Development Division.

Service Impact: The duties assigned to this vacant position will be absorbed by existing staff within the Division.

**Positions Deleted: 1.0 FTE
Ongoing Savings: \$124,490**

↑ Professional Engineering Services for Bridge Design

Recommended Action: Allocate one-time funding for Professional Civil Engineering Services to assist the Bridge Design Unit with federally funded bridge projects.

Service Impact: The addition of an engineering contract will assist the Bridge Design Unit with the management of multiple bridge repair, replacement, and environmental mitigation projects. Costs for this contract will be 88.5% reimbursable from federal Highway Bridge Program grants.

One-time Cost: \$95,000

● Replacement Parts for Signalized Intersection Equipment

Recommended Action: Allocate one-time funding for replacement equipment to be used at signalized traffic intersections.

Service Impact: This one-time allocation increases funding for the purchase of back-up red and green LED modules for traffic lights, and \$25,000 for ten Alpha battery back-up systems to replace failing systems. The red and green LED modules will be used to replace failing modules on existing traffic lights. The new batteries will replace batteries on traffic battery back-up systems that are experiencing failing units at current intersections.

One-time Cost: \$165,000

↑ Capital Projects

Recommended Action: Allocate one-time funding and recognize one-time revenue for capital projects as reflected in the following table.

One-time Net Cost: \$300,000

One-time cost of \$461,152 is offset by one-time revenue of \$161,152

FY 2016 Capital Projects

Project Description	Project Funding Source		Project Expense
	Revenue	Fund Balance	
Miscellaneous Road Operations JOC Projects		\$300,000	\$300,000
East San Jose Pedestrian Improvement Project	\$161,152		\$161,152
Total	\$162,152	\$300,000	\$461,152



Roads & Airports Department - Roads— Budget Unit 603 Net Expenditures by Cost Center

CC	Cost Center Name	FY 2014 Actuals	FY 2015 Approved	FY 2016 Base Budget	FY 2016 Recommended	Amount Chg From 2015 Approved	% Chg From 2015 Approved
6410	Roads & Airports Admin Fund 0023	\$ 5,759,324	\$ 6,716,086	\$ 7,733,139	\$ 7,736,252	\$ 1,020,166	15.2%
6480	Accumulating Overhead Fund 0023	(12,633,952)	—	—	—	—	—
060302	Roads & Fleet	34,248,332	27,085,536	24,324,902	27,859,331	773,795	2.9%
060303	Infrastructure Development - Fund 0023	30,481,056	13,531,905	16,172,922	12,279,443	(1,252,462)	-9.3%
Total Net Expenditures		\$ 57,854,759	\$ 47,333,527	\$ 48,230,963	\$ 47,875,026	\$ 541,499	1.1%

Roads & Airports Department - Roads— Budget Unit 603 Gross Expenditures by Cost Center

CC	Cost Center Name	FY 2014 Actuals	FY 2015 Approved	FY 2016 Base Budget	FY 2016 Recommended	Amount Chg From 2015 Approved	% Chg From 2015 Approved
6410	Roads & Airports Admin Fund 0023	\$ 5,764,117	\$ 6,716,086	\$ 7,733,139	\$ 7,736,252	\$ 1,020,166	15.2%
6480	Accumulating Overhead Fund 0023	(10,659,248)	—	—	—	—	—
060302	Roads & Fleet	34,374,175	27,200,215	24,324,902	27,939,036	738,821	2.7%
060303	Infrastructure Development - Fund 0023	32,738,850	16,817,226	16,172,922	16,399,738	(417,488)	-2.5%
Total Gross Expenditures		\$ 62,217,894	\$ 50,733,527	\$ 48,230,963	\$ 52,075,026	\$ 1,341,499	2.6%

Roads & Airports Department - Roads— Budget Unit 603 Expenditures by Object

Object	FY 2014 Actuals	FY 2015 Approved	FY 2016 Base Budget	FY 2016 Recommended	Amount Chg From 2015 Approved	% Chg From 2015 Approved
Salary and Benefits	\$ 29,046,951	\$ 31,632,284	\$ 33,590,892	\$ 33,300,966	\$ 1,668,682	5.3%
Services And Supplies	12,094,672	14,245,218	13,906,070	17,278,907	3,033,689	21.3%
Other Charges	—	916,000	669,001	669,001	(246,999)	-27.0%
Fixed Assets	21,076,270	3,940,025	65,000	826,152	(3,113,873)	-79.0%
Total Gross Expenditures	\$ 62,217,894	\$ 50,733,527	\$ 48,230,963	\$ 52,075,026	\$ 1,341,499	2.6%
Expenditure Transfers	(4,363,135)	(3,400,000)	—	(4,200,000)	(800,000)	23.5%
Total Net Expenditures	\$ 57,854,759	\$ 47,333,527	\$ 48,230,963	\$ 47,875,026	\$ 541,499	1.1%



Roads & Airports Department - Roads— Budget Unit 603 Revenues by Cost Center

CC	Cost Center Name	FY 2014 Actuals	FY 2015 Approved	FY 2016 Base Budget	FY 2016 Recommended	Amount Chg From 2015 Approved	% Chg From 2015 Approved
6410	Roads & Airports Admin Fund 0023	\$ 44,107,707	\$ 42,023,932	\$ 37,467,209	\$ 37,467,209	\$ (4,556,723)	-10.8%
060302	Roads & Fleet	752,036	1,330,175	181,150	181,150	(1,149,025)	-86.4%
060303	Infrastructure Development - Fund 0023	13,724,639	2,970,798	1,630,438	1,791,590	(1,179,208)	-39.7%
Total Revenues		\$ 58,584,382	\$ 46,324,905	\$ 39,278,797	\$ 39,439,949	\$ (6,884,956)	-14.9%

Roads & Airports Department - Roads— Budget Unit 603 Revenues by Type

Type	FY 2014 Actuals	FY 2015 Approved	FY 2016 Base Budget	FY 2016 Recommended	Amount Chg From 2015 Approved	% Chg From 2015 Approved
Charges For Services	\$ 753,638	\$ 709,808	\$ 482,425	\$ 482,425	\$ (227,383)	-32.0%
Other Financing Sources	6,399,053	5,622,650	2,161,400	2,161,400	(3,461,250)	-61.6%
Aid From Government Agencies - Federal	5,983,157	1,324,297	47,849	47,849	(1,276,448)	-96.4%
Aid From Government Agencies - State	42,842,046	36,475,000	34,400,000	34,561,152	(1,913,848)	-5.2%
Revenue From Use Of Money/Property	786,667	779,150	772,785	772,785	(6,365)	-0.8%
Revenue From Other Government Agencies	635,497	—	—	—	—	—
Licenses, Permits, Franchises	932,816	1,150,000	1,150,000	1,150,000	—	—
Taxes - Other Than Current Property	251,508	264,000	264,338	264,338	338	0.1%
Total Revenues	\$ 58,584,382	\$ 46,324,905	\$ 39,278,797	\$ 39,439,949	\$ (6,884,956)	-14.9%

Roads & Airports Admin Fund 0023 — Cost Center 6410 Major Changes to the Budget

	Positions	Appropriations	Revenues
0023-Road Fund (Fund Number 0023)			
Current Level Budget			
FY 2015 Approved Budget	22.0	\$ 6,716,086	\$ 42,023,932
Board Approved Adjustments During FY 2015	—	3	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	216,200	—
IntraCounty Adjustments	—	803,876	(172,224)
Other Adjustments	—	(3,026)	(4,384,499)
Subtotal (Current Level Budget)	22.0	\$ 7,733,139	\$ 37,467,209
Recommended Changes for FY 2016			
IntraCounty Adjustments	—	\$ 3,113	\$ —



Roads & Airports Admin Fund 0023 — Cost Center 6410

Major Changes to the Budget

	Positions	Appropriations	Revenues
Decision Packages			
Information Technology			
Capital			
Subtotal (Recommended Changes)	—	\$ 3,113	\$ —
Recommended Budget	22.0	\$ 7,736,252	\$ 37,467,209

Roads & Fleet — Cost Center 060302

Major Changes to the Budget

	Positions	Appropriations	Revenues
0023-Road Fund (Fund Number 0023)			
Current Level Budget			
FY 2015 Approved Budget	144.0	\$ 26,295,511	\$ 1,255,025
Board Approved Adjustments During FY 2015	—	17,000	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	935,708	—
IntraCounty Adjustments	—	183,228	(10,025)
Other Adjustments	—	(3,116,545)	(1,064,000)
Subtotal (Current Level Budget)	144.0	\$ 24,314,902	\$ 181,000
Recommended Changes for FY 2016			
IntraCounty Adjustments	—	\$ 18,151	\$ —
Decision Packages			
Delete Storekeeper Position	-1.0	(84,017)	—
Road Material Expense	—	3,080,000	—
Labor Cost Adjustment for Capital Projects	—	(79,705)	—
Fixed Asset Purchases	—	300,000	—
Information Technology			
Capital			
Subtotal (Recommended Changes)	-1.0	\$ 3,234,429	\$ —
Recommended Budget	143.0	\$ 27,549,331	\$ 181,000

1620-El Matador Drive Maint (Fund Number 1620)

Current Level Budget			
FY 2015 Approved Budget	—	\$ 15,025	\$ 150
Board Approved Adjustments During FY 2015	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
IntraCounty Adjustments	—	(5,025)	—
Other Adjustments	—	—	—
Subtotal (Current Level Budget)	—	\$ 10,000	\$ 150
Recommended Changes for FY 2016			
IntraCounty Adjustments	—	\$ —	\$ —
Decision Packages			
Information Technology			



Roads & Fleet — Cost Center 060302

Major Changes to the Budget

	Positions	Appropriations	Revenues
Capital			
Subtotal (Recommended Changes)	—	\$ —	\$ —
Recommended Budget	—	\$ 10,000	\$ 150

0020-Road CIP (Fund Number 0020)

Current Level Budget			
FY 2015 Approved Budget	—	\$ 775,000	\$ 75,000
Board Approved Adjustments During FY 2015	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
IntraCounty Adjustments	—	—	—
Other Adjustments	—	(775,000)	(75,000)
Subtotal (Current Level Budget)	—	\$ —	\$ —

Recommended Changes for FY 2016			
IntraCounty Adjustments	—	\$ —	\$ —
Decision Packages			
Information Technology			
Capital			
Capital Projects	—	300,000	—
Subtotal (Recommended Changes)	—	\$ 300,000	\$ —
Recommended Budget	—	\$ 300,000	\$ —

Infrastructure Development - Fund 0023 — Cost Center 060303

Major Changes to the Budget

	Positions	Appropriations	Revenues
0023-Road Fund (Fund Number 0023)			

Current Level Budget			
FY 2015 Approved Budget	88.0	\$ 11,147,905	\$ 1,296,350
Board Approved Adjustments During FY 2015	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	817,658	—
IntraCounty Adjustments	—	95,788	(30,000)
Other Adjustments	—	3,502,571	(4,250)
Subtotal (Current Level Budget)	88.0	\$ 15,563,922	\$ 1,262,100

Recommended Changes for FY 2016			
IntraCounty Adjustments	—	\$ 11,573	\$ —
Decision Packages			
Labor Cost Adjustment for Capital Projects	—	(4,120,295)	—
Replacement Parts for Signalized Intersection Equipment	—	165,000	—
Professional Engineering Services for Bridge Design	—	95,000	—
Delete Engineering Technician III Position	-1.0	(121,332)	—
Delete Office Specialist III Position	-1.0	(84,577)	—
Information Technology			



Infrastructure Development - Fund 0023 — Cost Center 060303
Major Changes to the Budget

	Positions	Appropriations	Revenues
Capital			
Subtotal (Recommended Changes)	-2.0	\$ (4,054,631)	\$ —
Recommended Budget	86.0	\$ 11,509,291	\$ 1,262,100

1528-County Lighting Service Fund (Fund Number 1528)

Current Level Budget

FY 2015 Approved Budget	—	\$ 305,000	\$ 268,000
Board Approved Adjustments During FY 2015	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
IntraCounty Adjustments	—	(15,000)	—
Other Adjustments	—	20,000	338
Subtotal (Current Level Budget)	—	\$ 310,000	\$ 268,338

Recommended Changes for FY 2016

IntraCounty Adjustments	—	\$ —	\$ —
Decision Packages			
Information Technology			
Capital			
Subtotal (Recommended Changes)	—	\$ —	\$ —
Recommended Budget	—	\$ 310,000	\$ 268,338

0020-Road CIP (Fund Number 0020)

Current Level Budget

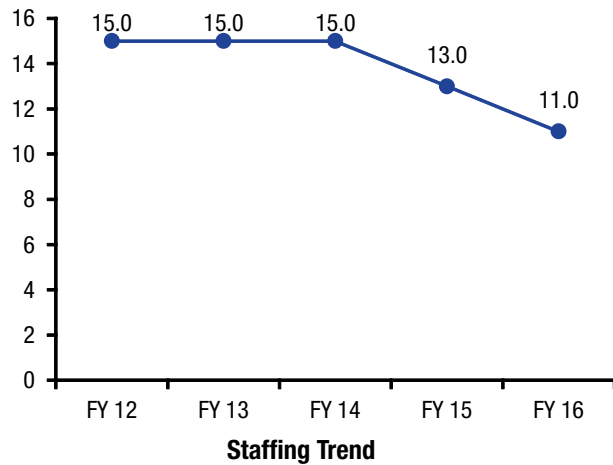
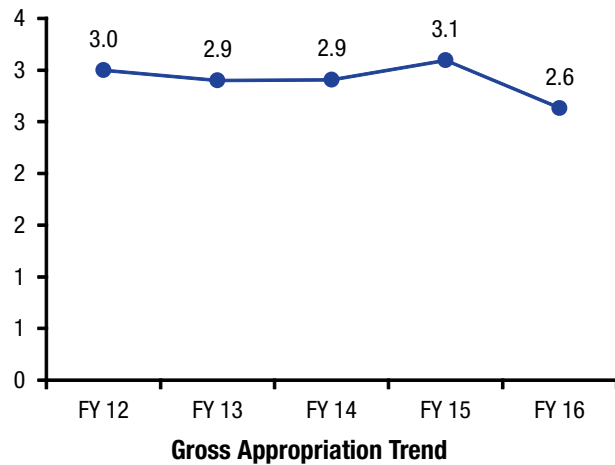
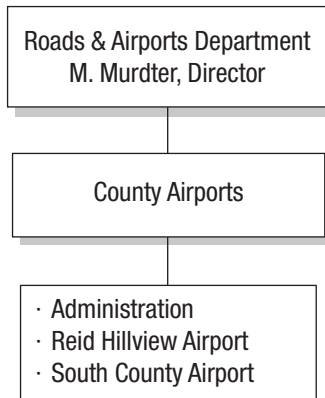
FY 2015 Approved Budget	—	\$ 2,079,000	\$ 1,406,448
Board Approved Adjustments During FY 2015	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
IntraCounty Adjustments	—	—	—
Other Adjustments	—	(1,780,000)	(1,306,448)
Subtotal (Current Level Budget)	—	\$ 299,000	\$ 100,000

Recommended Changes for FY 2016

IntraCounty Adjustments	—	\$ —	\$ —
Decision Packages			
Information Technology			
Capital			
Capital Projects	—	161,152	161,152
Subtotal (Recommended Changes)	—	\$ 161,152	\$ 161,152
Recommended Budget	—	\$ 460,152	\$ 261,152



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 Department is authorized by the Santa Clara County Ordinance 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 two airports: Reid-Hillview and San Martin Airports, comprised of:

- 5 miles of runways and taxiways
- 245 aircraft hangars, and
- 263 open aircraft tie-down storage spaces

Operations Management

This function oversees the daily operations and maintenance services of the two 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.

County Executive's Recommendation

Summary of County Executive's Recommendations

Description	Impact	Impact on Services	Position Impact	FY 2016 Ongoing Net Cost/(Savings)	FY 2016 One-Time Net Cost/(Savings)
Delete Airport Operations Worker Positions	<input checked="" type="checkbox"/>	Delete 2.0 FTE relating to the Palo Alto Airport being turned back over to the City of Palo Alto.	(2.0)	(\$158,678)	—
↑ — Enhanced ◆ — Modified ● — No Change ↓ — Reduced <input checked="" type="checkbox"/> — Eliminated					

Delete Airport Operations Worker Positions

Recommended Action Delete 2.0 FTE Airport Operations Workers in the Airports Department.

Service Impact/Background Deletion of these two vacant positions is related to the Palo Alto Airport being turned back over to the City of Palo Alto. These two positions are no longer needed for the operation of the two remaining County airports.

Positions Deleted: 2.0 FTE
Ongoing Savings: \$158,678

Roads & Airports Dept - Airports— Budget Unit 608 Net Expenditures by Cost Center

CC	Cost Center Name	FY 2014 Actuals	FY 2015 Approved	FY 2016 Base Budget	FY 2016 Recommended	Amount Chg From 2015 Approved	% Chg From 2015 Approved
060805	Airport Operations	\$ 2,635,849	\$ 3,094,912	\$ 2,779,873	\$ 2,632,805	(462,107)	-14.9%
Total Net Expenditures		\$ 2,635,849	\$ 3,094,912	\$ 2,779,873	\$ 2,632,805	(462,107)	-14.9%

Roads & Airports Dept - Airports— Budget Unit 608 Gross Expenditures by Cost Center

CC	Cost Center Name	FY 2014 Actuals	FY 2015 Approved	FY 2016 Base Budget	FY 2016 Recommended	Amount Chg From 2015 Approved	% Chg From 2015 Approved
060805	Airport Operations	\$ 2,635,849	\$ 3,094,912	\$ 2,779,873	\$ 2,632,805	(462,107)	-14.9%
Total Gross Expenditures		\$ 2,635,849	\$ 3,094,912	\$ 2,779,873	\$ 2,632,805	(462,107)	-14.9%



Roads & Airports Dept - Airports— Budget Unit 608 Expenditures by Object

Object	FY 2014 Actuals	FY 2015 Approved	FY 2016 Base Budget	FY 2016 Recommended	Amount Chg From 2015 Approved	% Chg From 2015 Approved
Salary and Benefits	\$ 1,330,679	\$ 1,363,192	\$ 1,339,659	\$ 1,188,689	\$ (174,503)	-12.8%
Services And Supplies	1,021,913	1,201,325	1,019,819	1,023,721	(177,604)	-14.8%
Other Charges	226,870	420,395	420,395	420,395	—	—
Fixed Assets	56,387	110,000	—	—	(110,000)	-100.0%
Total Net Expenditures	\$ 2,635,849	\$ 3,094,912	\$ 2,779,873	\$ 2,632,805	\$ (462,107)	-14.9%

Roads & Airports Dept - Airports— Budget Unit 608 Revenues by Cost Center

CC	Cost Center Name	FY 2014 Actuals	FY 2015 Approved	FY 2016 Base Budget	FY 2016 Recommended	Amount Chg From 2015 Approved	% Chg From 2015 Approved
060805	Airport Operations	\$ 3,073,719	\$ 2,760,678	\$ 2,092,900	\$ 2,092,900	\$ (667,778)	-24.2%
	Total Revenues	\$ 3,073,719	\$ 2,760,678	\$ 2,092,900	\$ 2,092,900	\$ (667,778)	-24.2%

Roads & Airports Dept - Airports— Budget Unit 608 Revenues by Type

Type	FY 2014 Actuals	FY 2015 Approved	FY 2016 Base Budget	FY 2016 Recommended	Amount Chg From 2015 Approved	% Chg From 2015 Approved
Charges For Services	\$ 408,080	\$ 397,000	\$ 265,000	\$ 265,000	\$ (132,000)	-33.2%
Other Financing Sources	2,527,621	2,226,078	1,705,900	1,705,900	(520,178)	-23.4%
Revenue From Use Of Money/Property	110,984	130,800	115,200	115,200	(15,600)	-11.9%
Aid From Government Agencies - Federal	1,619	6,800	6,800	6,800	—	—
Revenue From Other Government Agencies	25,414	—	—	—	—	—
Total Revenues	\$ 3,073,719	\$ 2,760,678	\$ 2,092,900	\$ 2,092,900	\$ (667,778)	-24.2%

Airport Operations — Cost Center 060805 Major Changes to the Budget

	Positions	Appropriations	Revenues
0061 - Airport Enterprise Fund (Fund Number 0061)			
Current Level Budget			
FY 2015 Approved Budget	13.0	\$ 3,094,912	\$ 2,760,678
Board Approved Adjustments During FY 2015	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	(24,033)	—



Airport Operations — Cost Center 060805
Major Changes to the Budget

	Positions	Appropriations	Revenues
IntraCounty Adjustments	—	(128,366)	322
Other Adjustments	—	(162,640)	(668,100)
Subtotal (Current Level Budget)	13.0	\$ 2,779,873	\$ 2,092,900
Recommended Changes for FY 2016			
IntraCounty Adjustments	—	\$ 3,902	\$ —
Decision Packages			
Delete Airport Operations Worker Positions	-2.0	(150,970)	—
Information Technology			
Capital			
Subtotal (Recommended Changes)	-2.0	\$ (147,068)	\$ —
Recommended Budget	11.0	\$ 2,632,805	\$ 2,092,900



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 (the Department) provides services to 215,000 residents that live in the Department's service area. The communities of Cupertino, Los Gatos, Monte Sereno, portions of Saratoga, and unincorporated areas generally west of these cities are part of the Fire District.

In addition, the Department contracts to provide fire and emergency medical services to the cities of Campbell and Los Altos, the Los Altos Hills County Fire District, and the Saratoga Fire District. The Board of Supervisors, sitting as the Board of Directors, hears all concerns related to the administration of the Fire District at their regularly agendized meetings. The Department also provides the County, via contractual agreement, Fire Marshal related services.

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 (SSCCFD) 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 from the community to four-year terms. The commission meets regularly to hear all concerns of the District and to provide community oversight of the SSCCFD administration.

SSCCFD 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, as well as the protection of life and property. SSCCFD provides full service fire protection, emergency response, emergency management and advanced life support to the unincorporated areas within its jurisdiction.

SSCCFD includes the unincorporated South Santa Clara Valley, the foothills east of the valley, and the Santa Cruz Mountains Southeast of Mount Umunhum. SSCCFD is approximately 320 square miles or 205,066 acres. SSCCFD serves approximately 39,000 County residents and thousands of travelers and visitors through a busy transportation corridor.

In FY 2015, SSCCFD annexed approximately 38,600 acres located adjacent to the existing boundaries of the District. This new territory also required a change in the SSCCFD's Sphere of Influence to include part of the new area into the District. The total population of the newly annexed area is estimated at less than 1,700 persons, based on 2010 Census data.

The District is administered and staffed by the California Department of Forestry and Fire Protection (CAL FIRE) through a Cooperative Fire Agreement. All actual personnel costs are reimbursed to CAL FIRE by SSCCFD. SSCCFD currently staffs four fire stations: One

on Highway 152 west of Gilroy, one near Pacheco Pass east of Gilroy, one near San Martin, and one in Morgan Hill. SSCCFD has established reciprocal automatic mutual aid to all neighboring fire departments through agreements.

The bulk of the revenues for SSCCFD are derived from local property taxes. Some revenues come from Homeowners Property Tax Replacement, supplemental property taxes, grants 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 utilizing \$8,528,820 of its projected \$35,949,569 fund balance from FY 2015 for one-time use. The Department does not have a contingency reserve, thus the fund balance includes contingency funds. The revenues, expenses, and use of fund balance will be adjusted in the Final Budget, if necessary.

↑ Fixed Assets

Recommended Action: Allocate \$6,883,610 in one-time funds for the following fixed assets, as reflected in the following table:

Special District Fixed Assets

Description	Amount
Air Purifiers - Evidence Room	\$6,100
App Bay Lights (Shop)	\$12,500
Apparatus (T71,T74,3 Type 3 Es)	\$3,222,550
Arson Records Management System	\$50,000
Audio Visual Equipment	\$6,000
Autopulse Resuscitation Platform (9)	\$90,000
Body Armor - Arson Investigators	\$6,000
Cameras - Arson Investigations	\$13,200
Campershells for Utility Vehicles (4)	\$5,000
Cardiac Monitor Replacement (21 units)	\$550,000
Computers/Servers/Printers	\$230,000
Concrete Floor Installs (SS,LG,SH,LA)	\$122,000
EMS Data Mgmt (First Watch)	\$102,600
Exhaust Systems	\$45,000
Extractor (CA)	\$16,000
Fitness Equipment	\$20,000
HazMat Monitoring Equipment	\$121,200
HQ Lighting Retrofit (1st Floor)	\$12,000
HQ Office Up-Grades	\$35,000
HQ Siding	\$260,000

Special District Fixed Assets

Description	Amount
Hurst Tools (3)	\$107,860
HVAC improvements	\$33,000
iPads	\$50,000
Kitchen Modifications (SS)	\$51,000
MedixSafe	\$45,000
Parking Lot (WI, WV, DT, CA, LA)	\$24,000
Radios, Repeaters, emtrac	\$95,000
Redwood Sta. Replacement - Modular	\$254,300
Repaint Stations (EM)	\$25,000
Roof Repair (SS)	\$18,000
Station Generator (CA)	\$70,000
Station Ringdown System	\$1,000,000
Station Signage	\$60,000
Tire Storage Uint (Installed)	\$39,000
Trellis Replacement (WV)	\$4,500
Vehicles, autos and vans	\$80,000
Window Tinting (CU)	\$1,800
Total	\$6,883,610

One-time Cost: \$6,883,610

↑ Capital Project - Station Replacement

Recommended Action: Allocate \$5,000,000 in one time funds for replacement of a fire station.

Service Impact/Background: The Santa Clara County Fire Department is in the process of completing a detailed assessment of its existing facilities and the creation of a five-year Facilities Master Plan, which will identify and prioritize major repairs and replacements. At this time, \$5 million is set aside for the replacement of the Quito Fire Station. This is the best estimate of the cost of the capital project and may need to be adjusted after the



RFP process is complete. The Department will return to the Board to award the construction contract and augment funds, if necessary.

One-time Cost: \$5,000,000

Position Summary The Santa Clara County Central Fire Protection District is not included in the Position Detail by Cost Center Appendix. The following table lists the Department's FTE in each classification.

Santa Clara County Fire Protection District Summary of Positions

Job Title	2016 Recommended FTE
ADMINISTRATIVE ASSISTANT I	3
ADMINISTRATIVE ASSISTANT II	6
ADMINISTRATIVE SUPPORT OFFICER II or	1
ADMINISTRATIVE SUPPORT OFFICER I	
ADMINISTRATIVE SUPPORT OFFICER III or	1
ADMINISTRATIVE SUPPORT OFFICER II	
ARSON INVESTIGATOR II or	1
ARSON INVESTIGATOR I	
ASSISTANT DEPUTY DIRECTOR OF COMMUNITY EDUCATION SERVICES	1
ASSISTANT FIRE MARSHAL	1
ASSISTANT FIRE CHIEF or	1
DEPUTY CHIEF: WITH CALL DUTY or	
DEPUTY CHIEF: WITHOUT CALL DUTY	
BATTALION CHIEF or	11
BATTALION CHIEF - PROBATIONARY	
BUSINESS SERVICES ASSOCIATE I	1
BUSINESS SERVICES ASSOCIATE II	2
CHIEF FIRE INVESTIGATOR	1
CONSTRUCTION COORDINATOR	1
DATA BASE ADMINISTRATOR	1
DEPUTY CHIEF: WITH CALL DUTY or	4
DEPUTY CHIEF: WITHOUT CALL DUTY	
DEPUTY DIRECTOR OF EMERGENCY MANAGEMENT	1
DEPUTY FIRE MARSHAL II or	13
FIRE PROTECTION ENGINEER or	
DEPUTY FIRE MARSHAL I or	
ASSOC. FIRE PROTECTION ENGINEER	
DEPUTY FIRE MARSHAL TRAINEE	3
DIRECTOR OF BUSINESS SERVICES	1
DIRECTOR OF EMERGENCY MANAGEMENT	1
EMS COORDINATOR	1
FIRE CAPTAIN	66
FIRE CHIEF	1
FIRE MECHANIC or	3

Santa Clara County Fire Protection District Summary of Positions

Job Title	2016 Recommended FTE
FIRE MECHANIC II or	
FIRE MECHANIC I	
FIREFIGHTER/ENGINEER	156
GENERAL MAINT. CRAFTSWORKER	2
GIS ANALYST	1
HAZARDOUS MATERIALS SPECIALIST	2
INFORMATION SYSTEMS ANALYST II or	1
INFORMATION SYSTEMS ANALYST I	
INFORMATION SYSTEMS ANALYST III	1
INFORMATION TECHNOLOGY OFFICER	1
MANAGEMENT ANALYST or	2
MANAGEMENT ANALYST - ASSOCIATE B or	
MANAGEMENT ANALYST - ASSOCIATE A	
OFFICE ASSISTANT	1
PERSONNEL SERVICES MANAGER	1
PROGRAM SPECIALIST I or	6.5
PROGRAM SPECIALIST II	
PUBLIC INFORMATION OFFICER	1
SENIOR DEPUTY FIRE MARSHAL	3
SENIOR FIRE MECHANIC	1
SENIOR HAZARDOUS MATERIALS SPECIALIST	1
SENIOR PROGRAM SPECIALIST	1
SUPPLY SERVICES ASSISTANT	1
SUPPLY SERVICES SPECIALIST	1
Total	309.5

Summary of Central Fire Protection District Budget – FY 2016

Resources	Amount
FY 2016 Revenues	\$95,664,450
Estimated use of Fund Balance	\$8,522,893
Total Revenue plus Fund Balance	\$104,187,343
Expenses	Amount
Salaries and Benefits	\$79,053,200
Services and Supplies	\$14,554,333
Debt Service and Interest	\$334,200
Fixed Assets	\$6,883,610
Station Replacement	\$5,000,000
Reimbursements	(\$1,638,000)
Total Expenses	\$104,187,343



Los Altos Hills County Fire District

The Los Altos Hills Fire District has proposed a budget that anticipates utilizing approximately \$2,021,312 of its \$10,617,717 fund balance from FY 2015 for one-time use. The revenues, expenses, and use of fund balance will be adjusted in the Final Budget, if necessary. The recommended budget was approved by the Los Altos Hills County Fire District Commission.

↑ Projects and Programs

Recommended Action: Allocate \$5,369,280 in one-time funds for the LAHCFD projects and programs listed in the following table:

Summary of LAHCFD Project and Programs

Description	Amount
Chipping Program	\$300,000
Yard Waste Program	\$39,000
Brush Goat Program	\$20,000
Buildings and Grounds	\$10,000
Emergency Access Roads	\$5,000
Dead Tree Program	\$1,900,000
Eucalyptus Program	\$900,000
Hydrant/Water Main Improvements - Purissima	\$1,395,280
Hydrant/Water Main Improvements - Cal Water	\$50,000
Page Mill Tank Seismic Retrofit	\$550,000
Projects & Programs Contingency	\$200,000
Total Projects and Programs	\$5,369,280

One-time Cost: \$5,369,280

Summary of Los Altos Hills County Fire District Budget – FY 2016

Resources	Amount
FY 2016 Revenues	\$9,607,168
Estimated Use of Fund Balance	\$2,021,312
Total Revenue plus Fund Balance	\$11,628,480
Expenses	Amount
Salaries and Benefits – Contract Out	\$-

Summary of Los Altos Hills County Fire District Budget – FY 2016

Resources	Amount
Services and Supplies	\$6,259,200
Projects and Programs	\$5,369,280
Total Expense	\$11,628,480

South Santa Clara County Fire District

The South Santa Clara County Fire District is proposing a budget that anticipates utilizing approximately \$354,528 of its \$1,4181,030 estimated fund balance to partially support ongoing operations, as revenues are not sufficient to meet the operational needs of SSCCFD. The SSCCFD does not have a contingency reserve, thus the fund balance includes contingency funds. The revenues, expenses, and use of fund balance will be adjusted in the Final Budget, if necessary. The recommended budget was approved by the South Santa Clara County Fire District Board of Commissioners.

↑ Fixed Assets

Recommended Action: Allocate \$250,000 in one-time funds for replacement of a modular structure at Station 3, located near Gilroy, for up to three employees.

One-time Cost: \$250,000

Summary of South Santa Clara County Fire District Budget – FY 2016

Resources	Amount
FY 2016 Revenues	\$5,849,814
Estimated Use of Fund Balance	\$354,528
Total Revenue	\$6,204,342
Expenses	Amount
Salaries and Benefits – Contract Out	-
Services and Supplies	\$5,954,342
Fixed Assets	\$250,000
Total Expense	\$6,204,342

Central Fire Protection District— Budget Unit 904 Net Expenditures by Cost Center

CC	Cost Center Name	FY 2014 Actuals	FY 2015 Approved	FY 2016 Base Budget	FY 2016 Recommended	Amount Chg From 2015 Approved	% Chg From 2015 Approved
9104	CFD Admin Gen Dist Fund 1524	\$ 26,840,832	\$ 92,651,601	\$ 92,288,689	\$ 104,172,326	\$ 11,520,725	12.4%
9144	General Support Svcs Fund 1524	1,449,875	—	11,494	15,017	15,017	n/a
090403	Operations Div Fund 1524	47,403,645	—	—	—	—	—
090404	Training Div Fund 1524	2,083,008	—	—	—	—	—
090405	Prevention Div Fund 1524	3,839,378	—	—	—	—	—
Total Net Expenditures		\$ 81,616,738	\$ 92,651,601	\$ 92,300,183	\$ 104,187,343	\$ 11,535,742	12.5%

Central Fire Protection District— Budget Unit 904 Gross Expenditures by Cost Center

CC	Cost Center Name	FY 2014 Actuals	FY 2015 Approved	FY 2016 Base Budget	FY 2016 Recommended	Amount Chg From 2015 Approved	% Chg From 2015 Approved
9104	CFD Admin Gen Dist Fund 1524	\$ 28,394,592	\$ 94,410,443	\$ 93,926,689	\$ 105,810,326	\$ 11,399,883	12.1%
9144	General Support Svcs Fund 1524	1,449,875	—	11,494	15,017	15,017	n/a
090403	Operations Div Fund 1524	47,403,645	—	—	—	—	—
090404	Training Div Fund 1524	2,083,008	—	—	—	—	—
090405	Prevention Div Fund 1524	3,839,378	—	—	—	—	—
Total Gross Expenditures		\$ 83,170,498	\$ 94,410,443	\$ 93,938,183	\$ 105,825,343	\$ 11,414,900	12.1%

Central Fire Protection District— Budget Unit 904 Expenditures by Object

Object	FY 2014 Actuals	FY 2015 Approved	FY 2016 Base Budget	FY 2016 Recommended	Amount Chg From 2015 Approved	% Chg From 2015 Approved
Salary and Benefits	\$ 69,213,789	\$ 74,678,679	\$ 79,053,200	\$ 79,053,200	\$ 4,374,521	5.9%
Services And Supplies	12,520,924	13,733,814	14,550,783	14,554,333	820,519	6.0%
Other Charges	448,726	332,850	334,200	334,200	1,350	0.4%
Fixed Assets	987,060	5,665,100	—	11,883,610	6,218,510	109.8%
Total Gross Expenditures	\$ 83,170,498	\$ 94,410,443	\$ 93,938,183	\$ 105,825,343	\$ 11,414,900	12.1%
Expenditure Transfers	(1,553,760)	(1,758,842)	(1,638,000)	(1,638,000)	120,842	-6.9%
Total Net Expenditures	\$ 81,616,738	\$ 92,651,601	\$ 92,300,183	\$ 104,187,343	\$ 11,535,742	12.5%



Central Fire Protection District— Budget Unit 904 Revenues by Cost Center

CC	Cost Center Name	FY 2014 Actuals	FY 2015 Approved	FY 2016 Base Budget	FY 2016 Recommended	Amount Chg From 2015 Approved	% Chg From 2015 Approved
9104	CFD Admin Gen Dist Fund 1524	\$ 88,867,838	\$ 92,824,118	\$ 95,664,450	\$ 95,664,450	\$ 2,840,332	3.1%
090403	Operations Div Fund 1524	88,744	—	—	—	—	—
090404	Training Div Fund 1524	65	—	—	—	—	—
090405	Prevention Div Fund 1524	618,989	—	—	—	—	—
Total Revenues		\$ 89,575,636	\$ 92,824,118	\$ 95,664,450	\$ 95,664,450	\$ 2,840,332	3.1%

Central Fire Protection District— Budget Unit 904 Revenues by Type

Type	FY 2014 Actuals	FY 2015 Approved	FY 2016 Base Budget	FY 2016 Recommended	Amount Chg From 2015 Approved	% Chg From 2015 Approved
Taxes - Current Property	\$ 58,733,374	\$ 60,815,000	\$ 66,346,500	\$ 66,346,500	\$ 5,531,500	9.1%
Taxes - Other Than Current Property	32,406	—	—	—	—	—
Revenue From Use Of Money/Property	110,041	100,000	105,000	105,000	5,000	5.0%
Charges For Services	456,628	413,450	412,750	412,750	(700)	-0.2%
Aid From Government Agencies - State	826,354	541,000	680,000	680,000	139,000	25.7%
Aid From Government Agencies - Federal	3,257,936	1,685,500	341,700	341,700	(1,343,800)	-79.7%
Other Financing Sources	24,836,035	27,767,668	26,345,000	26,345,000	(1,422,668)	-5.1%
Licenses, Permits, Franchises	1,322,862	1,501,500	1,433,500	1,433,500	(68,000)	-4.5%
Total Revenues	\$ 89,575,636	\$ 92,824,118	\$ 95,664,450	\$ 95,664,450	\$ 2,840,332	3.1%

CFD Admin Gen Dist Fund 1524 — Cost Center 9104 Major Changes to the Budget

	Positions	Appropriations	Revenues
1524-Central Fire District (Fund Number 1524)			
Current Level Budget			
FY 2015 Approved Budget	—	\$ 92,651,601	\$ 92,824,118
Board Approved Adjustments During FY 2015	—	(238,000)	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
IntraCounty Adjustments	—	82,477	—
Other Adjustments	—	(207,389)	2,840,332
Subtotal (Current Level Budget)	—	\$ 92,288,689	\$ 95,664,450
Recommended Changes for FY 2016			
IntraCounty Adjustments	—	\$ 27	\$ —
Decision Packages			
BU904 Santa Clara County Fire District Fixed Assets Fy16	—	6,883,610	—



CFD Admin Gen Dist Fund 1524 — Cost Center 9104
Major Changes to the Budget

	Positions	Appropriations	Revenues
Central Fire Protection District Station Replacement	—	5,000,000	—
Information Technology			
Capital			
Subtotal (Recommended Changes)	— \$	11,883,637 \$	—
Recommended Budget	— \$	104,172,326 \$	95,664,450

General Support Svcs Fund 1524 — Cost Center 9144
Major Changes to the Budget

	Positions	Appropriations	Revenues
1524-Central Fire District (Fund Number 1524)			
Current Level Budget			
FY 2015 Approved Budget	— \$	— \$	—
Board Approved Adjustments During FY 2015	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
IntraCounty Adjustments	—	11,494	—
Other Adjustments	—	—	—
Subtotal (Current Level Budget)	— \$	11,494 \$	—
Recommended Changes for FY 2016			
IntraCounty Adjustments	— \$	3,523 \$	—
Decision Packages			
Information Technology			
Capital			
Subtotal (Recommended Changes)	— \$	3,523 \$	—
Recommended Budget	— \$	15,017 \$	—

Los Altos Hills County Fire District— Budget Unit 979
Net Expenditures by Cost Center

CC	Cost Center Name	FY 2014 Actuals	FY 2015 Approved	FY 2016 Base Budget	FY 2016 Recommended	Amount Chg From 2015 Approved	% Chg From 2015 Approved
9114	Los Altos Co Fire Protect Dist Fund 1606	\$ 10,837,841	\$ 15,681,600	\$ 6,259,200	\$ 11,628,480	\$ (4,053,120)	-25.8%
	Total Net Expenditures	\$ 10,837,841	\$ 15,681,600	\$ 6,259,200	\$ 11,628,480	\$ (4,053,120)	-25.8%



Los Altos Hills County Fire District— Budget Unit 979
Gross Expenditures by Cost Center

CC	Cost Center Name	FY 2014 Actuals	FY 2015 Approved	FY 2016 Base Budget	FY 2016 Recommended	Amount Chg From 2015 Approved	% Chg From 2015 Approved
9114	Los Altos Co Fire Protect Dist Fund 1606	\$ 10,837,841	\$ 15,681,600	\$ 6,259,200	\$ 11,628,480	\$ (4,053,120)	-25.8%
Total Gross Expenditures		\$ 10,837,841	\$ 15,681,600	\$ 6,259,200	\$ 11,628,480	\$ (4,053,120)	-25.8%

Los Altos Hills County Fire District— Budget Unit 979
Expenditures by Object

Object	FY 2014 Actuals	FY 2015 Approved	FY 2016 Base Budget	FY 2016 Recommended	Amount Chg From 2015 Approved	% Chg From 2015 Approved
Services And Supplies	\$ 10,837,841	\$ 10,681,600	\$ 6,259,200	\$ 11,628,480	\$ 946,880	8.9%
Reserves	—	5,000,000	—	—	(5,000,000)	-100.0%
Total Net Expenditures	\$ 10,837,841	\$ 15,681,600	\$ 6,259,200	\$ 11,628,480	\$ (4,053,120)	-25.8%

Los Altos Hills County Fire District— Budget Unit 979
Revenues by Cost Center

CC	Cost Center Name	FY 2014 Actuals	FY 2015 Approved	FY 2016 Base Budget	FY 2016 Recommended	Amount Chg From 2015 Approved	% Chg From 2015 Approved
9114	Los Altos Co Fire Protect Dist Fund 1606	\$ 8,432,015	\$ 8,751,700	\$ 9,607,168	\$ 9,607,168	\$ 855,468	9.8%
Total Revenues		\$ 8,432,015	\$ 8,751,700	\$ 9,607,168	\$ 9,607,168	\$ 855,468	9.8%

Los Altos Hills County Fire District— Budget Unit 979
Revenues by Type

Type	FY 2014 Actuals	FY 2015 Approved	FY 2016 Base Budget	FY 2016 Recommended	Amount Chg From 2015 Approved	% Chg From 2015 Approved
Taxes - Current Property	\$ 8,327,013	\$ 8,644,700	\$ 9,514,700	\$ 9,514,700	\$ 870,000	10.1%
Revenue From Use Of Money/Property	55,973	54,000	43,000	43,000	(11,000)	-20.4%
Aid From Government Agencies - State	47,968	48,000	47,968	47,968	(32)	-0.1%
Other Financing Sources	1,062	5,000	1,500	1,500	(3,500)	-70.0%
Total Revenues	\$ 8,432,015	\$ 8,751,700	\$ 9,607,168	\$ 9,607,168	\$ 855,468	9.8%



Los Altos Co Fire Protect Dist Fund 1606 — Cost Center 9114
Major Changes to the Budget

	Positions	Appropriations	Revenues
1606-Los Altos Fire District (Fund Number 1606)			
Current Level Budget			
FY 2015 Approved Budget	—	\$ 15,681,600	\$ 8,751,700
Board Approved Adjustments During FY 2015	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
IntraCounty Adjustments	—	—	—
Other Adjustments	—	(9,422,400)	855,468
Subtotal (Current Level Budget)	—	\$ 6,259,200	\$ 9,607,168
Recommended Changes for FY 2016			
IntraCounty Adjustments	—	\$ —	\$ —
Decision Packages			
FY16 Speical Projects LAHFD	—	5,369,280	—
Information Technology			
Capital			
Subtotal (Recommended Changes)	—	\$ 5,369,280	\$ —
Recommended Budget	—	\$ 11,628,480	\$ 9,607,168

South Santa Clara County Fire Protection District— Budget Unit 980
Net Expenditures by Cost Center

CC	Cost Center Name	FY 2014 Actuals	FY 2015 Approved	FY 2016 Base Budget	FY 2016 Recommended	Amount Chg From 2015 Approved	% Chg From 2015 Approved
9118	South Santa Clara Co Fire Dist Fund 1574	\$ 4,132,350	\$ 4,876,504	\$ 5,692,546	\$ 5,692,546	816,042	16.7%
9120	South Santa Clara Co Fire Dist Fund 1574	142,356	212,549	217,862	217,862	5,314	2.5%
9121	Gen Reserve-Spec Dist Mitigation Fund 1575	—	296,315	43,934	293,934	(2,381)	-0.8%
Total Net Expenditures		\$ 4,274,707	\$ 5,385,368	\$ 5,954,342	\$ 6,204,342	818,975	15.2%



South Santa Clara County Fire Protection District— Budget Unit 980 Gross Expenditures by Cost Center

CC	Cost Center Name	FY 2014 Actuals	FY 2015 Approved	FY 2016 Base Budget	FY 2016 Recommended	Amount Chg From 2015 Approved	% Chg From 2015 Approved
9118	South Santa Clara Co Fire Dist Fund 1574	\$ 4,132,350	\$ 4,876,504	\$ 5,692,546	\$ 5,692,546	\$ 816,042	16.7%
9120	South Santa Clara Co Fire Dist Fund 1574	142,356	212,549	217,862	217,862	5,314	2.5%
9121	Gen Reserve-Spec Dist Mitigation Fund 1575	—	296,315	43,934	293,934	(2,381)	-0.8%
Total Gross Expenditures		\$ 4,274,707	\$ 5,385,368	\$ 5,954,342	\$ 6,204,342	\$ 818,975	15.2%

South Santa Clara County Fire Protection District— Budget Unit 980 Expenditures by Object

Object	FY 2014 Actuals	FY 2015 Approved	FY 2016 Base Budget	FY 2016 Recommended	Amount Chg From 2015 Approved	% Chg From 2015 Approved
Services And Supplies	\$ 4,148,243	\$ 4,846,127	\$ 5,737,637	\$ 5,737,637	\$ 891,511	18.4%
Other Charges	126,463	244,241	216,705	216,705	(27,536)	-11.3%
Fixed Assets	—	295,000	—	250,000	(45,000)	-15.3%
Total Net Expenditures	\$ 4,274,707	\$ 5,385,368	\$ 5,954,342	\$ 6,204,342	\$ 818,975	15.2%

South Santa Clara County Fire Protection District— Budget Unit 980 Revenues by Cost Center

CC	Cost Center Name	FY 2014 Actuals	FY 2015 Approved	FY 2016 Base Budget	FY 2016 Recommended	Amount Chg From 2015 Approved	% Chg From 2015 Approved
9118	South Santa Clara Co Fire Dist Fund 1574	\$ 4,093,700	\$ 4,662,326	\$ 5,596,952	\$ 5,596,952	\$ 934,626	20.0%
9120	South Santa Clara Co Fire Dist Fund 1574	202,191	212,549	217,862	217,862	5,314	2.5%
9121	Gen Reserve-Spec Dist Mitigation Fund 1575	20,771	43,000	35,000	35,000	(8,000)	-18.6%
Total Revenues		\$ 4,316,663	\$ 4,917,875	\$ 5,849,814	\$ 5,849,814	\$ 931,940	19.0%



South Santa Clara County Fire Protection District— Budget Unit 980 Revenues by Type

Type	FY 2014 Actuals	FY 2015 Approved	FY 2016 Base Budget	FY 2016 Recommended	Amount Chg From 2015 Approved	% Chg From 2015 Approved
Taxes - Current Property	\$ 3,996,600	\$ 4,142,300	\$ 4,509,800	\$ 4,509,800	\$ 367,500	8.9%
Revenue From Use Of Money/Property	8,689	34,000	31,000	31,000	(3,000)	-8.8%
Aid From Government Agencies - State	22,855	120,000	98,845	98,845	(21,155)	-17.6%
Aid From Government Agencies - Federal	15,776	294,026	867,307	867,307	573,281	195.0%
Licenses, Permits, Franchises	222,961	277,549	267,862	267,862	(9,686)	-3.5%
Other Financing Sources	49,782	50,000	75,000	75,000	25,000	50.0%
Total Revenues	\$ 4,316,663	\$ 4,917,875	\$ 5,849,814	\$ 5,849,814	\$ 931,940	19.0%

South Santa Clara Co Fire Dist Fund 1574 — Cost Center 9118 Major Changes to the Budget

	Positions	Appropriations	Revenues
1574-So. Santa Clara County Fire (Fund Number 1574)			
Current Level Budget			
FY 2015 Approved Budget		— \$ 4,876,504	\$ 4,662,326
Board Approved Adjustments During FY 2015		—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments		—	—
IntraCounty Adjustments		12,616	—
Other Adjustments		803,426	934,626
Subtotal (Current Level Budget)		— \$ 5,692,546	\$ 5,596,952
Recommended Changes for FY 2016			
IntraCounty Adjustments		— \$	\$ —
Decision Packages			
Information Technology			
Capital			
Subtotal (Recommended Changes)		— \$	\$ —
Recommended Budget		— \$ 5,692,546	\$ 5,596,952

South Santa Clara Co Fire Dist Fund 1574 — Cost Center 9120 Major Changes to the Budget

	Positions	Appropriations	Revenues
1574-So. Santa Clara County Fire (Fund Number 1574)			
Current Level Budget			
FY 2015 Approved Budget		— \$ 212,549	\$ 212,549
Board Approved Adjustments During FY 2015		—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments		—	—



South Santa Clara Co Fire Dist Fund 1574 — Cost Center 9120
Major Changes to the Budget

	Positions	Appropriations	Revenues
IntraCounty Adjustments	—	—	—
Other Adjustments	—	5,314	5,314
Subtotal (Current Level Budget)	— \$	217,862 \$	217,862
Recommended Changes for FY 2016			
IntraCounty Adjustments	— \$	— \$	—
Decision Packages			
Information Technology			
Capital			
Subtotal (Recommended Changes)	— \$	— \$	—
Recommended Budget	— \$	217,862 \$	217,862

Gen Reserve-Spec Dist Mitigation Fund 1575 — Cost Center 9121
Major Changes to the Budget

	Positions	Appropriations	Revenues
1575-Self County Mitigation Fee Fund (Fund Number 1575)			
Current Level Budget			
FY 2015 Approved Budget	— \$	296,315 \$	43,000
Board Approved Adjustments During FY 2015	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
IntraCounty Adjustments	—	—	—
Other Adjustments	—	(252,381)	(8,000)
Subtotal (Current Level Budget)	— \$	43,934 \$	35,000
Recommended Changes for FY 2016			
IntraCounty Adjustments	— \$	— \$	—
Decision Packages			
BU 980 South County Fire Fixed Assets Request	—	250,000	—
Information Technology			
Capital			
Subtotal (Recommended Changes)	— \$	250,000 \$	—
Recommended Budget	— \$	293,934 \$	35,000





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 Final Budget process based on a calculation of actual fund balance as of June 30.

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	2014 Actual		2015 Approved		2016 Recommended	
		Expense	Revenue	Expense	Revenue	Expense	Revenue
9809	Court Temp Construction Restricted Fund - F0213	\$ —	(51,789)	\$ 2,319,127	2,373,968	\$ 2,319,127	2,572,719
9810	Justice Facility Temp Construction Rs Fu -F0214	—	(531,964)	3,768,977	3,157,343	3,768,977	4,062,343
9841	Justice Asst Grant Fund 0202	48,671	68,961	28,000	—	0	—
9858	SB1246 Domestic Violence - F0378	87,400	91,405	87,500	87,500	129,000	129,000
9860	Veteran Services Special Lic Plt Fee - F0248	9,936	10,515	145,486	—	136,410	—
9861	State Prop 35 Aid (SACPA) Fund 0325	—	2	—	—	—	—
9892	Domestic Violence - F0231	247,872	253,736	275,000	275,000	303,400	303,400

Assessor Restricted Funds

CC	Cost Center Name	2014 Actual		2015 Approved		2016 Recommended	
		Expense	Revenue	Expense	Revenue	Expense	Revenue
9800	Assessor's Modernization Fund 0265	\$ 129,900	210,641	\$ 1,229,876	100,000	\$ 1,229,876	100,000
9801	AB 818 SCPTAP Grant Fund 0269	337,802	2,277,230	5,302,789	100,000	5,302,789	100,000
9881	State County Assessor Partnership - Fund 0266	—	—	—	—	785,000	785,000



County Library Headquarters Trust Funds

CC	Cost Center Name	2014 Actual		2015 Approved		2016 Recommended	
		Expense	Revenue	Expense	Revenue	Expense	Revenue
9301	County Library Service Area Fund 1700	\$ 5,737,670	5,737,983	\$ 6,000,000	5,709,620	\$ 6,000,000	6,000,000

Controller-Treasurer Restricted Funds

CC	Cost Center Name	2014 Actual		2015 Approved		2016 Recommended	
		Expense	Revenue	Expense	Revenue	Expense	Revenue
9869	AB109/AB118 Local Law Enforcement Svc - F0443	\$ 23,798,873	24,241,542	\$ 22,141,666	22,165,470	\$ 22,297,177	24,002,961

Tax Collector Restricted Funds

CC	Cost Center Name	2014 Actual		2015 Approved		2016 Recommended	
		Expense	Revenue	Expense	Revenue	Expense	Revenue
9851	Delinquent Property Tax Fund 1474	\$ 900,000	263,052	\$ 450,000	500,000	\$ 450,000	500,000

Debt Service Restricted Funds

CC	Cost Center Name	2014 Actual		2015 Approved		2016 Recommended	
		Expense	Revenue	Expense	Revenue	Expense	Revenue
9815	1992 COPS-Interest Restricted Fund 0254	\$ 15,000	10,871	\$ 13,000	—	\$ 12,000	—

District Attorney Department Restricted

CC	Cost Center Name	2014 Actual		2015 Approved		2016 Recommended	
		Expense	Revenue	Expense	Revenue	Expense	Revenue
9814	Control Substance Tests Restricted Fund 0227	\$ 279,839	279,839	\$ 430,000	430,000	\$ 310,000	310,000
9816	Health & Safety 11489 Forfeiture Rs Fund 0238	62,500	33,847	150,038	35,500	97,497	30,400
9819	Asset Forfeiture Proceeds Dist Rs Fund 0336	10,134	34,073	222,113	45,200	229,957	32,000
9821	Dispute Resolution Prog Restricted Fund 0345	255,025	286,101	155,227	300,000	260,000	260,160
9822	Federally Forfeited Property Restricted F0417	11,000	368	79,016	350	73,318	330
9823	Crime Lab Drug Analysis Restricted Fund 0233	275,161	282,249	627,527	550,000	386,429	310,000
9842	Consumer Protection & Unfair Comp Fund 0264	29,228	698,311	4,040,521	2,000,000	6,196,524	900,000
9844	DA Workplace Safety Fund 0264	—	—	—	—	621,574	—



District Attorney Department Restricted

CC	Cost Center Name	2014 Actual		2015 Approved		2016 Recommended	
		Expense	Revenue	Expense	Revenue	Expense	Revenue
9856	Escheated Victim Restitution Fund 0339	\$ 99,511	146,073	\$ 323,885	1,400	\$ 211,551	900
9857	DNA Identification County Share Fund 0230	445,643	445,606	600,265	600,265	422,904	450,424
9866	DEA Federal Asset Forfeiture Fund 0333	6,846	68,987	466,554	31,900	512,932	32,000
9879	2011 Realignemnt - DA Trust Fd -F0414	349,373	459,466	347,028	362,102	403,123	591,427
9890	REACT Fed Ass Justice - F0410	—	4,590	274,486	1,200	296,301	1,250

Public Defender

CC	Cost Center Name	2014 Actual		2015 Approved		2016 Recommended	
		Expense	Revenue	Expense	Revenue	Expense	Revenue
9878	2011 Realignment-Public Defender-F0415	\$ 260,024	378,631	\$ 362,102	362,102	\$ 591,426	591,426

Criminal Justice Support

CC	Cost Center Name	2014 Actual		2015 Approved		2016 Recommended	
		Expense	Revenue	Expense	Revenue	Expense	Revenue
9868	AB109/AB118 Local Community Correction - F0433	\$ 39,966,402	42,711,713	\$ 43,168,938	39,116,226	\$ 45,772,391	45,772,392

Sheriff's Department Restricted Funds

CC	Cost Center Name	2014 Actual		2015 Approved		2016 Recommended	
		Expense	Revenue	Expense	Revenue	Expense	Revenue
9805	Asset Forfeiture Restricted Fund 0335	\$ —	6,899	\$ 112,000	3,000	\$ 112,000	3,000
9806	Sheriff Donation Restricted Fund 0346	—	—	167,000	—	167,000	—
9807	Civil Assessment Restricted Fund 0403	245,643	326,809	1,480,000	316,200	1,480,000	316,200
9808	Federally Forfeited Prop Restricted Fund 0427	—	689,492	1,234,495	100,000	1,234,495	100,000
9843	SCC Justice Training Ctr Fund 0431	177,822	465,826	1,457,000	200,000	775,000	404,032
9872	Trial Court Security - F0434	28,182,287	31,189,959	29,868,561	31,528,281	33,803,086	32,579,765



Probation Department Restricted Funds

CC	Cost Center Name	2014 Actual		2015 Approved		2016 Recommended	
		Expense	Revenue	Expense	Revenue	Expense	Revenue
9873	Juvenile Justice -F0437	\$ 3,183,862	3,790,337	\$ 3,377,080	4,189,568	\$ 3,417,080	4,766,066

DCSS Special Revenue Funds

CC	Cost Center Name	2014 Actual		2015 Approved		2016 Recommended	
		Expense	Revenue	Expense	Revenue	Expense	Revenue
3803	Child Support Services Programs Fund 0195	\$ 38,141,329	37,674,546	\$ 36,902,466	36,902,466	\$ 36,901,210	36,901,210

Social Services Agency Restricted Funds

CC	Cost Center Name	2014 Actual		2015 Approved		2016 Recommended	
		Expense	Revenue	Expense	Revenue	Expense	Revenue
9824	County Children's Restricted Fund 0210	\$ 484,065	452,731	\$ 972,245	453,000	\$ 922,601	453,000

Public Health Restricted Funds

CC	Cost Center Name	2014 Actual		2015 Approved		2016 Recommended	
		Expense	Revenue	Expense	Revenue	Expense	Revenue
9830	AIDS Education Prog Restricted Fund 0356	\$ 52,564	41,455	\$ 52,564	52,564	\$ 52,564	52,564
9831	Health Dept Donations Restricted Fund 0358	60,027	26,997	195,000	195,000	195,000	195,000
9832	Tobacco Education Restricted Fund 0369	235,384	220,308	269,985	269,985	269,985	269,985
9833	Joe Camel Mangini Settlement R Fund 0373	—	232	54,821	—	54,821	603
9834	Public Health Bioterrorism Resp R Fund 0377	1,852,426	1,703,979	2,058,657	2,058,657	2,058,657	2,058,657
9852	BT Hospital Prep Program Fund 0424	684,501	685,009	693,755	693,755	574,503	544,811
9853	Pandemic Flu Preparedness Fund 0425	—	677	—	—	—	—
9854	EMS Fines & Penalties -F0363	2,495,954	3,419,021	2,223,229	2,816,229	2,294,000	2,190,000



Mental Health Department Restricted Fund

CC	Cost Center Name	2014 Actual		2015 Approved		2016 Recommended	
		Expense	Revenue	Expense	Revenue	Expense	Revenue
9835	David W Morrison Donation Restricted F0344	\$ —	1 \$	—	—	\$ —	—
9839	MH Donation Restricted Fund 0357	—	1,205	62,000	62,000	62,000	62,000
9846	MHSA CSS Other Services Fund 0446	38,959,813	44,158,214	39,387,000	37,891,593	42,031,604	42,031,604
9847	MHSA Prevention Restricted Fund 0447	19,199,234	11,094,784	27,292,469	24,802,659	27,863,552	27,863,552
9848	MH Svcs Act CSS Housing Restricted Fund 0448	—	36	—	—	—	—
9849	MH Svcs Act Capital & IT Restricted Fund 0449	2,128,005	57,917	10,130,566	10,132,270	10,130,566	10,130,566
9850	MS Svcs Act Ed & Training Restricted Fund 0445	2,256,694	12,521	4,182,983	4,182,983	4,262,369	4,262,369
9855	MHSA Prudent Reserve Fund 0374	—	84,115	—	—	—	—
9864	MHSS PEI Tech Asset Fund 0452	—	1,241	—	—	—	—
9865	MHSA Innovation Fund 0453	3,129,453	2,939,916	6,159,475	6,164,068	6,131,160	6,131,160
9871	Mental Health-PSR -F0429	48,431,648	50,083,181	52,345,851	52,370,851	53,632,404	53,632,404
9880	Investment In MH Wellness Program- Fund 0376	—	—	4,699,948	4,699,948	4,699,948	4,699,948

Department of Alcohol & Drug Program Res

CC	Cost Center Name	2014 Actual		2015 Approved		2016 Recommended	
		Expense	Revenue	Expense	Revenue	Expense	Revenue
9827	Drunk Driver Prevention Fees Restricted - F0201	\$ 110,000	101,444 \$	113,396	100,000	\$ 113,396	100,000
9828	Alcohol AB541 Restricted Fund 0221	70,000	131,198	200,135	198,346	160,135	158,346
9829	Statham AB2086 Restricted Fund 0222	200,000	189,545	237,010	230,000	207,010	200,000
9836	Drug Abuse Restricted Fund 0212	117,852	102,527	177,842	149,600	150,842	122,600
9837	Alcohol Abuse Education & Prev R Fund 0219	230,998	186,123	206,597	204,500	191,597	189,500
9840	DADS Donation Restricted Fund 0359	2,240	84	14,171	13,059	14,171	13,059
9862	Justice Assistance Fund 0211	—	1	—	—	—	—
9874	Health & Human Services-DAD F0439	35,935,791	35,746,144	36,512,373	36,967,561	46,868,599	47,323,787



Department Of Planning And Development

CC	Cost Center Name	2014 Actual		2015 Approved		2016 Recommended	
		Expense	Revenue	Expense	Revenue	Expense	Revenue
9896	Permit Rev - Planning & Developmt-Fund 0255	\$ —	141,079	\$ 83,879	—	\$ —	—





Budget User's Guide

- An explanation of the budget development process
- An annotated example of a budget detail page
- A glossary of budget terminology

Fiscal Year 2016 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 2016 Budget Requests Submitted to County Executive											
Staff Analysis of Budget											
FY 2016 Recommended Budget Prepared											
FY 2016 Recommended Budget Released to Public											
FY 2016 Budget Workshop, May 11-13, 2015											
Santa Clara County Board of Supervisors' Budget Hearing and Adoption, June 15-19, 2015											
Implementation of FY 2016 Budget becomes Effective July 1, 2015											
FY 2016 Final Budget Prepared for Release in July 2015											

A budget is a planning document; it is 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 2016 runs from July 1, 2015 to June 30, 2016. 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 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 2015”

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 “Cost to Maintain Current Program Services:”

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

Recommended Budget (REC)

Once the base budget costs become clear, the Administration can look at projected expenditures and revenues, and determine what will be necessary to develop a balanced budget. Recommendations are then developed, based on departmental 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 2016”

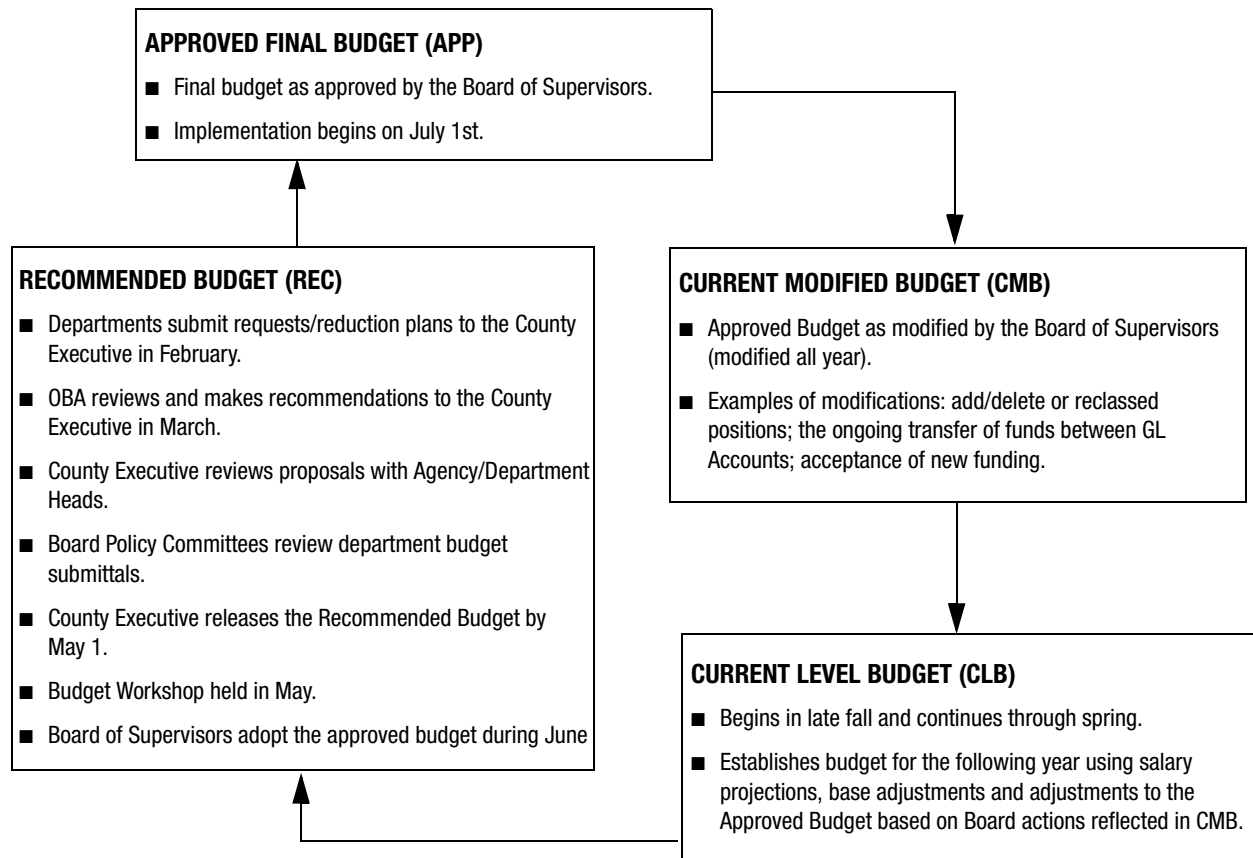
The *total* budget in each cost center recommended for FY 2016 is at the bottom of each of the cost center tables.

Final or Approved Budget

The Board, through its committees and in public session, will review the County Executive’s recommendations, making revisions as it sees 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

Positions, Appropriations, and Revenues – Starting with increases or decreases during FY 2015, and, recommended increases or decreases for FY 2016.

Cost Center Name and Number _____ Title of Fund for which appropriations and revenues are being described. _____

Cost Center Name and Fund Number — Cost Center Number

FY 2015 Approved positions, appropriations, and revenues for this cost center for FY 2015. _____

Adjustments to this cost center, approved by the Board of Supervisors during FY 2015. _____

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

IntraCounty adjustments required to maintain the current program services. This line reflects the fiscal impact of intracounty rate changes and the annualization of any partial year changes approved by the Board in FY 2015. _____

All other adjustments required to maintain the current program services. Typical changes include: removal of one-time appropriations granted by the Board in FY 2015, annualization of partial year changes approved by the Board in FY 2015, and adjustments to revenues to reflect FY 2016 factors. _____

Reflects the total positions, appropriations, and revenues necessary to maintain the FY 2015 level of service in FY 2016. _____

County Executive recommended changes to the current level of service for FY 2016. _____

Fund Number and Name	Positions	Appropriations	Revenues
Current Level Budget			
FY 2015 Approved Budget	6.0	1,800,000	1,200,000
Board Approved Adjustments During FY 2015	-	40,000	-
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	-1.0	(35,000)	-
IntraCounty Adjustments	-	4,000	-
Other Adjustments	-	(1,000)	-
Subtotal (Current Level Budget)	5.0	1,808,000	1,200,000
Recommended Changes for FY 2016			
IntraCounty Adjustments	-	900	-
Decision Packages			
One-line description of recommendation	-	20,000	-
Information Technology			
Capital			
Subtotal (Recommended Changes)	-	20,900	-
Recommended Budget	5.0	1,828,900	1,200,000

Subtotal of all changes recommended by the County Executive for FY 2016.

Total positions, appropriations, and revenues necessary to fund the recommended level of service for this cost center in FY 2016. If no further action is taken by the Board of Supervisors at the Budget Hearing, this line becomes the Approved Budget for FY 2016.



Glossary

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.

Affordable Care Act

The Patient Protection and Affordable Care Act (PPACA), is commonly called the Affordable Care Act (ACA) or "Obamacare". The ACA is a United States Federal statute signed into law by President Barack Obama on March 23, 2010. Together with the Health Care and Education Reconciliation Act, it represents the most significant regulatory overhaul of the U.S. health care system since the passage of Medicare and Medicaid in 1965. The ACA was enacted with the goals of increasing the quality and affordability of health insurance, lowering the uninsured rate by expanding public and private insurance coverage, and reducing the costs of health care for individuals and the government. It introduced a number of mechanisms (including mandates, subsidies, and insurance exchanges) meant to increase coverage and affordability. Additional reforms aimed to reduce costs and improve health care outcomes by shifting the system towards quality over quantity through increased competition, regulation, and incentives to streamline the delivery of health care.

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, commonly known as an F-85, generally 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.

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 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 in the July 1 Approved Budget each fiscal year.

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

Monies received from the Federal government to support services, including 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.

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.”

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 Services, 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 hearing.

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.

Mental Health Services Act (MHSA)

On November 2, 2004, California voters passed Proposition 63, now referred to as the Mental Health Services Act or MHSA, establishing tax revenues to expand and improve local public mental health systems.

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 2015 but not in FY 2016.

Ongoing

Refers to revenues or expenditures which are expected to recur from one fiscal year to the next e.g., in FY 2015, FY 2016, and succeeding years.

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).

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 is higher than the taxable bond rate. 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 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 vacant 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 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.

Public Budget Formulation (PBF)

PBF is the County's budgeting system.

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

1991 Realignment refers to the Bronzon-McCorquodale Act (Chapter 89, Statutes of 1991), a fiscal arrangement between the State and counties that transferred

financial responsibility for most of the State's mental health and public health programs, and some social services programs, from the State to local governments and dedicated portions of Vehicle License Fees (VLF) and Sales Tax revenues to counties to support these programs.

2011 Realignment became effective on October 1, 2011. AB 109 (Chapter 15, Statutes of 2011) and other subsequent legislation provided the framework for the transfer of responsibility and funding for various adult offender populations and vested county Community Corrections Partnerships with the responsibility to advise county boards of supervisors as to how their county should implement realignment and invest resources at the local level. Under realignment counties are now responsible for the following:

- Low level offenders. Offenders convicted of non-serious, non-violent and non-sex offenses with some exceptions- who prior to realignment could have been sent to state prison - now serve their time in local jails or under a form of alternative custody overseen by counties.
- Post-release community supervision. County probation departments now supervise a specified population of inmates discharging from prison whose commitment offense was non-violent and non-serious.
- Parole violators. Parolees - excluding those serving life terms - who violate the terms of their parole serve any detention sanction in the local jail rather than state prison.

2011 Realignment also affected 1991 Mental Health Realignment revenue and Drug and Alcohol State block grant allocations.

2012 legislation shifted additional program responsibilities from the State to counties related to Mental Health State General Fund allocations for Early Periodic Screening, Diagnosis and Testing (EPSDT) and Medical Managed Care.

Salaries and Employee Benefits (Object 1)

All expenditures for employee-related costs. Includes costs attributable to personnel 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 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.

SAP

The County's official accounting and financial system.

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

Monies received from the State to support services, including 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.



Budgeted Resources for Extra Help

Overview

The following information has been provided in the Recommended Budget since FY2002 pursuant to an agreement between the County of Santa Clara and Service Employees International Union (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 2014 Actuals	FY 2015 Approved	FY 2016 Base Budget	FY 2016 Recommended	Amount Chg From 2015 Approved	% Chg From 2015 Approved
Supervisory District #1	—	5,292	5,292	5,292	—	—
Supervisory District #2	9,280	10,788	10,788	10,788	—	—
Supervisory District #3	24,499	5,724	5,724	5,724	—	—
Supervisory District #4	4,224	5,292	5,292	5,292	—	—
Supervisory District #5	—	10,764	10,764	10,764	—	—
Clerk-Board of Supervisors	40,501	—	—	—	—	—
County Executive	220,957	20,000	20,000	20,000	—	—
Assessor	165,114	206,734	206,734	206,734	—	—
Procurement	89,432	—	—	—	—	—
County Counsel	117,077	—	—	—	—	—
Registrar of Voters	1,711,910	1,516,657	1,616,657	1,616,657	100,000	6.6%
Information Services	603,660	250,807	235,760	235,760	(15,047)	-6.0%
Communications Department	41,413	—	—	—	—	—
Facilities Department	207,403	34,154	34,154	34,154	—	—
Fleet Services	13,010	11,484	11,484	11,484	—	—
County Library Headquarters	959,001	898,745	1,122,064	1,122,064	223,319	24.8%
Employee Services Agency	461,724	83,982	89,007	89,007	5,025	6.0%
Controller-Treasurer	189,710	208	19,768	19,768	19,560	9,403.8%
Tax Collector	290,584	94,138	94,138	94,138	—	—
County Recorder	75,368	45,898	80,898	80,898	35,000	76.3%
Department of Revenue	78,414	—	—	—	—	—
District Attorney Department	756,740	209,885	209,885	209,885	—	—
Public Defender	713,640	514,575	514,575	514,575	—	—
Office of Pretrial Services	99,181	160,514	160,514	160,514	—	—
Sheriff's Department	1,849,760	526,044	526,044	526,044	—	—
Sheriff's Doc Contract	307,928	—	—	—	—	—
Department of Correction	142,247	3,504	3,504	3,504	—	—
Probation Department	2,169,333	1,195,249	1,195,249	1,195,249	—	—
Med Exam-Coroner Fund 0001	43,915	—	—	—	—	—
Dept of Child Support Services	52,997	—	—	—	—	—
Social Services Agency	679,580	710,013	698,412	698,412	(11,601)	-1.6%



Budgeted Extra Help Resources (General Ledger Account 501110)

	FY 2014 Actuals	FY 2015 Approved	FY 2016 Base Budget	FY 2016 Recommended	Amount Chg From 2015 Approved	% Chg From 2015 Approved
Department of Family & Children's Services	437,729	—	—	—	—	—
Department of Employment & Benefit Svc	242,841	17,332	17,332	17,332	—	—
Department of Aging and Adult Services Fund 0001	134,531	21,148	21,148	61,148	40,000	189.1%
Public Health	750,426	217,339	204,237	204,237	(13,102)	-6.0%
Mental Health Department	1,274,862	728,447	739,446	759,446	30,999	4.3%
Office of Affordable Housing	48,606	—	—	—	—	—
Department of Alcohol and Drug Services	125,403	48,558	48,558	48,558	—	—
Custody Health Services	3,955,642	3,235,152	3,235,152	3,298,536	63,384	2.0%
Community Health Services	275,566	276,209	276,209	276,209	—	—
Valley Health Plan	89,441	—	—	—	—	—
Santa Clara Valley Medical Center	35,861,729	22,572,967	22,587,771	22,773,200	200,233	0.9%
Department of Planning and Development	40,955	—	—	—	—	—
Parks and Recreation Department	655,600	816,819	816,819	816,819	—	—
Agriculture and Environmental Mgmt	77,775	222,538	138,006	138,006	(84,532)	-38.0%
Department of Environmental Health	104,272	288,401	280,901	280,901	(7,500)	-2.6%
Vector Control District	62,687	33,000	—	—	(33,000)	-100.0%
Roads & Airports Department - Roads	120,388	329,200	164,200	164,200	(165,000)	-50.1%
Roads & Airports Dept - Airports	5,569	6,000	6,000	6,000	—	—
Central Fire Protection District	571,888	400,000	750,000	750,000	350,000	87.5%
Total Net Expenditures \$	56,954,508 \$	35,733,561 \$	36,162,486 \$	36,471,299 \$	737,738	2.1%



General-Funded Community-Based Organizations

Santa Clara County contracts with over 90 community-based organizations (CBOs) to provide services to residents of the county. These CBOs are generally non-profit, non-governmental organizations. The size of these organizations and the range of services they provide vary widely depending on funding and scope of work. Services are delivered under contracts with departments. The CBOs that contract with the County may also have contracts, or portions of contracts, funded by federal and state revenues. Reporting requirements are complex because of varying program guidelines and rules for each grant or funding source.

Each individual contract has specific criteria that must be monitored, measured, amended and reported as a condition of receiving funds. County public funds combined with federal and state dollars create blended funds for departments and CBO program services.

In FY 2014, OBA worked with departments and Silicon Valley Council of Non-profits to compile an up-to-date list of General Fund CBOs. The data provided below reflects current CBOs with only their General Fund contract amounts.

General-Funded Community-Based Organizations

Responsible Agency/Department	Contract Name	FY 2014 Current Modified Budget	FY 2015 Adopted Budget	FY2015 Current Modified Budget
Behavioral Health - Substance Use Treatment Services	Advent Group Ministries, Inc.	853,074	915,266	1,061,266
Behavioral Health - Substance Use Treatment Services	Asian American Community Involvement	69,210	0	0
Behavioral Health - Substance Use Treatment Services	Asian American Recovery Services (see HealthRight 360)	858,479	0	0
Behavioral Health - Substance Use Treatment Services	Countywide Alcohol and Drug Services, Inc.	535,251	807,122	807,122
Behavioral Health - Substance Use Treatment Services	Crossroads	318,852	345,100	345,100
Behavioral Health - Substance Use Treatment Services	Dependency Advocacy Center	174,000	174,000	174,000
Behavioral Health - Substance Use Treatment Services	Family & Children Services (FCS)	1,103,795	1,384,617	1,384,617
Behavioral Health - Substance Use Treatment Services	Gardner Family Care Corporation	594,988	598,485	598,485
Behavioral Health - Substance Use Treatment Services	HealthRight 360	0	878,133	878,133
Behavioral Health - Substance Use Treatment Services	Horizon Services Inc.	1,267,659	1,494,777	1,494,777
Behavioral Health - Substance Use Treatment Services	Indian Health Center	329,664	332,896	332,896
Behavioral Health - Substance Use Treatment Services	InnVision	120,251	173,430	173,430
Behavioral Health - Substance Use Treatment Services	Parisi House On The Hill	1,262,760	1,275,140	1,275,140
Behavioral Health - Substance Use Treatment Services	Pathway Society	3,228,082	3,853,280	3,853,280
Behavioral Health - Substance Use Treatment Services	Project Ninety	830,692	890,836	890,836
Behavioral Health - Substance Use Treatment Services	Solace Supportive Living	1,284,413	1,336,183	1,336,183



General-Funded Community-Based Organizations

Responsible Agency/Department	Contract Name	FY 2014 Current Modified Budget	FY 2015 Adopted Budget	FY2015 Current Modified Budget
Community Health Services	Asian American Community Involvement	160,558	165,375	165,375
Community Health Services	Community Health Partnership	30,600	31,518	31,518
Community Health Services	Gardner Family Health Network	1,007,860	1,051,560	1,051,560
Community Health Services	Gardner Family Health Network (Tobacco Settlement Funding)	448,800	448,800	448,800
Community Health Services	Indian Health Center	135,454	139,518	139,518
Community Health Services	May View Community Health Center	772,274	795,442	910,442
Community Health Services	Planned Parenthood Mar Monte	697,341	718,261	718,261
County Executive	Unmet Civil Legal Needs - Bay Area Legal Aid	53,494	55,099	55,099
County Executive	Unmet Civil Legal Needs - Legal Aid Society of Santa Clara County	7,640	7,870	7,870
County Executive	Unmet Civil Legal Needs - Law Foundation of Silicon Valley	181,792	187,246	187,246
County Executive	Unmet Civil Legal Needs - Santa Clara University - Law Center	41,959	43,218	43,218
County Executive	Unmet Civil Legal Needs - Senior Adults Legal Assistance	29,985	30,884	30,884
County Executive	Unmet Civil Legal Needs - Santa Clara County Asian Law Alliance	28,421	29,274	29,274
County Executive	Unmet Civil Legal Needs - Pro Bono Project Silicon Valley	20,578	21,195	21,195
County Executive	Unmet Civil Legal Needs - YWCA Silicon Valley - Support Network	2,818	2,902	2,902
County Executive	Unmet Civil Legal Needs - Center for Employment Training	4,219	4,346	4,346
County Executive	Unmet Civil Legal Needs - Catholic Charities of Santa Clara County	4,648	4,788	4,788
County Executive	Unmet Civil Legal Needs - International Rescue Committee, Inc.	1,927	1,984	1,984
County Executive	Vulnerable Workers - Santa Clara University - Law Center		50,000	50,000
County Executive	Bill Wilson Center - Host Home Recruitment for Unaccompanied Immigrant Children		0	95,000
County Executive	Law Foundation of Silicon Valley - Legal Assistance for Unaccompanied Immigrant Children		0	81,000
County Executive	Catholic Charities of Santa Clara County - Host Home Recruitment for Unaccompanied Immigrant Children		0	85,938
County Executive	Community Solutions - Commercially Sexually Exploited Children		133,194	133,194
County Executive	Center for Training and Careers, Inc. - Day Workers		350,000	350,000
County Executive	Center for Training and Careers, Inc. - Energy Sustainability		120,000	120,000



General-Funded Community-Based Organizations

Responsible Agency/Department	Contract Name	FY 2014 Current Modified Budget	FY 2015 Adopted Budget	FY2015 Current Modified Budget
County Executive	Friends of Human Relations of Santa Clara County - Institute for Nonviolence		0	90,000
County Executive	San Jose State University Research Foundation - Criminal record expungement services		0	33,500
County Executive	Working Partnerships USA - health care reform implementation		190,822	190,822
District Attorney	Project Sentinel (Mediation)	78,336	76,800	76,800
District Attorney	Silicon Valley FACES (Victim Witness)	2,034,459	2,026,018	2,076,418
DOC	Catholic Charities for General Inmates Services	34,000	34,000	34,000
DOC	Catholic Charities of SCC for Religious Services	33,750	3,750	33,750
DOC	Correctional Institution Chaplaincy	105,000	105,000	105,000
Behavioral Health - Mental Health Services	Abode Services	4,709,414	4,969,554	7,776,642
Behavioral Health - Mental Health Services	Ali Baba Riviera / Oasis Care	587,364	617,131	511,003
Behavioral Health - Mental Health Services	Alum Rock	873,038	899,229	899,229
Behavioral Health - Mental Health Services	Asian American Community Involvement	1,078,329	1,170,585	1,153,887
Behavioral Health - Mental Health Services	Bill Wilson	804,520	826,743	923,990
Behavioral Health - Mental Health Services	Catholic Charities	371,663	375,775	423,275
Behavioral Health - Mental Health Services	Chamberlain's Mental Health Services	308,738	318,000	318,000
Behavioral Health - Mental Health Services	Children's Health Council	416,771	429,274	429,274
Behavioral Health - Mental Health Services	City of San Jose/Grace Baptist	164,681	164,681	173,014
Behavioral Health - Mental Health Services	Community Solutions	1,491,067	1,580,938	1,538,044
Behavioral Health - Mental Health Services	Eastfield Ming Quong Families First	3,499,804	3,598,452	5,194,453
Behavioral Health - Mental Health Services	Emergency Housing Consortium	579,827	583,667	759,877
Behavioral Health - Mental Health Services	Family and Children's Services	600,096	646,772	646,772
Behavioral Health - Mental Health Services	Gardner Family Care Corp.	2,125,130	2,257,414	2,302,869
Behavioral Health - Mental Health Services	HOPE Rehabilitation Services	519,911	589,016	589,016
Behavioral Health - Mental Health Services	Indian Health Center	217,420	223,943	223,946
Behavioral Health - Mental Health Services	Kidango	137,290	138,070	26,780
Behavioral Health - Mental Health Services	Mekong Community Center	250,485	257,999	258,000
Behavioral Health - Mental Health Services	MH Advocacy Project - SC Co Bar Association	562,980	579,066	651,016
Behavioral Health - Mental Health Services	Momentum (Formerly Alliance for Community Care)	8,159,156	8,867,906	8,581,629
Behavioral Health - Mental Health Services	Rebekah Children's Services	649,055	665,486	918,656
Behavioral Health - Mental Health Services	Seneca	224,507	225,287	255,916
Behavioral Health - Mental Health Services	St. Vincent	45,000	45,000	44,825
Behavioral Health - Mental Health Services	Ujima Adult & Family Services	248,733	263,641	263,642
Behavioral Health - Mental Health Services	Unity Care	684,528	685,308	1,498,559
Behavioral Health - Mental Health Services	Victor Treatment	218,927	225,494	225,493
Probation	Bill Wilson Center - Pre-adjusted youth with alternative placement in MTFC homes	102,000	102,000	102,000



General-Funded Community-Based Organizations

Responsible Agency/Department	Contract Name	FY 2014 Current Modified Budget	FY 2015 Adopted Budget	FY2015 Current Modified Budget
Probation	Center for Training and Careers (CTC) - Lifeskills workshops and artistic development to youth	25,500	0	0
Probation	Sentencing Alternatives Program, Inc.	183,652	183,652	183,652
Probation	Ujima Adult & Family Services - Research project on African Ancestry Youth in Detention	16,830	0	0
Probation	Fresh Lifelines for Youth (FLY) - Provide legal education, life skills, mentoring and case management	0	0	150,000
Probation	Youth Law Center - Provide creative writing and art workshops to in- custody youth at Juvenile Hall	0	0	5,000
Probation	Alum Rock - Case management services for youthful parents referred to Triple P	0	0	15,000
Probation	Community Solutions - Direct Referral Program	0	282,000	282,000
Public Health	Planned Parenthood Mar Monte	171,947	177,105	171,947
Public Health	The Health Trust	428,400	441,252	543,930
Social Svcs Gen Fund Contracts	Advent Group Ministries - Step Up! Closer Connection	76,140	78,424	78,424
Social Svcs Gen Fund Contracts	Almaden Valley Counseling Service- Social Skills For Parents & Youth	60,840	62,665	62,665
Social Svcs Gen Fund Contracts	Alum Rock Counseling-Ocaca Middle School	76,140	78,424	78,424
Social Svcs Gen Fund Contracts	Asian American for Community Involvement (AACI) Senior Wellness Program	64,485	66,420	66,420
Social Svcs Gen Fund Contracts	Asian American for Community Involvement (AACI) Youth Development Services	76,140	78,424	78,424
Social Svcs Gen Fund Contracts	Asian Americans for Community Involvement (AACI) - Domestic Violence Program	99,699	102,690	102,690
Social Svcs Gen Fund Contracts	Avenidas/Rose Kleiner Senior Health Center	44,085	45,408	45,408
Social Svcs Gen Fund Contracts	Bay Area Legal Aid - Legal Safety Net	36,700	37,801	37,801
Social Svcs Gen Fund Contracts	Bay Area Legal Aid/Legal Assistance to Low-income Disabled Adults Project	44,085	45,408	45,408
Social Svcs Gen Fund Contracts	Bill Wilson Center - Central	60,840	62,665	62,665
Social Svcs Gen Fund Contracts	Bill Wilson Center - East	60,840	62,665	62,665
Social Svcs Gen Fund Contracts	Bill Wilson Center - Transitional Housing for Homeless Transition Age Youth and Young Families	40,988	42,218	42,218
Social Svcs Gen Fund Contracts	Bill Wilson center - Youth Crisis Residential Service	38,596	39,754	39,754
Social Svcs Gen Fund Contracts	Boys and Girls Club	76,140	78,424	78,424



General-Funded Community-Based Organizations

Responsible Agency/Department	Contract Name	FY 2014 Current Modified Budget	FY 2015 Adopted Budget	FY2015 Current Modified Budget
Social Svcs Gen Fund Contracts	Catholic Charities - Day Break Caregivers Services Programs	64,485	66,420	66,420
Social Svcs Gen Fund Contracts	Catholic Charities of Santa Clara County-Celebrating Families	65,940	67,918	67,918
Social Svcs Gen Fund Contracts	Catholic Charities of Santa Clara County-Franklin McKinley Children's Initiative	65,940	67,918	67,918
Social Svcs Gen Fund Contracts	Community Health Awareness Council-SLS Program	60,840	62,665	62,665
Social Svcs Gen Fund Contracts	Community Services Agency of Los Altos/MV - EAP	36,700	37,801	37,801
Social Svcs Gen Fund Contracts	Community Services Agency of Los Altos/MV - Integrated Senior Case Management	44,085	45,408	45,408
Social Svcs Gen Fund Contracts	Community Solutions- La Isla Domestic Violence Shelter and Services	71,302	73,441	73,441
Social Svcs Gen Fund Contracts	Emergency Housing Consortium (dba EHC Life Builders) - Reception Center	46,057	47,439	47,439
Social Svcs Gen Fund Contracts	Emergency Housing Consortium (dba EHC Life Builders)/Shelter & Support for South County Homeless	40,988	42,218	42,218
Social Svcs Gen Fund Contracts	Fresh Lifelines for Youth (FLY) - GOLD	60,840	62,665	62,665
Social Svcs Gen Fund Contracts	Health Trust , The - Community Engagement	44,085	45,408	45,408
Social Svcs Gen Fund Contracts	Health Trust, The - Oral Education	55,740	57,412	57,412
Social Svcs Gen Fund Contracts	Hope Services	60,840	62,665	62,665
Social Svcs Gen Fund Contracts	Indian Health Center - Coordinating Care for American Indian Elders	44,085	45,408	45,408
Social Svcs Gen Fund Contracts	InnVision - Safe Haven II Stevens Home	40,988	42,218	42,218
Social Svcs Gen Fund Contracts	Japanese American Community Services (Yu-ai Kai)/Minority Senior	82,812	85,296	85,296
Social Svcs Gen Fund Contracts	Live Oak Adult Services- Adult Day Care	59,385	61,167	61,167
Social Svcs Gen Fund Contracts	Loaves and Fishes Family Kitchen/Loaves & Fishes Food & Nutrition Project	36,700	37,801	37,801
Social Svcs Gen Fund Contracts	Maitri-Maitri's Transitional Home	40,988	42,218	42,218
Social Svcs Gen Fund Contracts	Next Door Solutions to Domestic Violence - Children & Family Shelter Advocacy	36,700	37,801	37,801
Social Svcs Gen Fund Contracts	Next Door Solutions to Domestic Violence-Domestic Violence Support Services Program	59,919	61,717	61,717
Social Svcs Gen Fund Contracts	Next Door Solutions to Domestic Violence-The Shelter Next Door	62,979	64,868	64,868
Social Svcs Gen Fund Contracts	On Lok Senior Health Services	64,485	66,420	66,420
Social Svcs Gen Fund Contracts	Outreach & Escort (Senior Outreach Program)	64,485	66,420	64,420



General-Funded Community-Based Organizations

Responsible Agency/Department	Contract Name	FY 2014 Current Modified Budget	FY 2015 Adopted Budget	FY2015 Current Modified Budget
Social Svcs Gen Fund Contracts	POSSO-Portuguese Community Center	49,185	50,661	50,661
Social Svcs Gen Fund Contracts	Rebekah Children's Services	65,940	67,918	67,918
Social Svcs Gen Fund Contracts	Respite & Research for Alzheimer's Disease/Alzheimer's Activity Center	64,485	66,420	66,420
Social Svcs Gen Fund Contracts	Sacred Health Community Service - Families First Food Project	38,596	39,754	39,754
Social Svcs Gen Fund Contracts	Sacred Heart Community Services Rapid Rehousing for Homeless Individuals & Fam.	40,988	42,218	42,218
Social Svcs Gen Fund Contracts	San Jose Day Nursery	60,840	62,665	62,665
Social Svcs Gen Fund Contracts	San Jose Grail Family Services	76,140	78,424	78,424
Social Svcs Gen Fund Contracts	Santa Clara Unified School District - Skills Plus Program	49,185	50,661	50,661
Social Svcs Gen Fund Contracts	School Health Clinics of Santa Clara County	60,840	62,665	62,665
Social Svcs Gen Fund Contracts	Self Help for the Elderly	44,085	45,408	45,408
Social Svcs Gen Fund Contracts	Senior Adults Legal Assistance (SALA)/Legal Assistance to Elders	64,485	66,420	66,420
Social Svcs Gen Fund Contracts	Silicon Valley Independent Living Center - Housing Program	40,988	42,218	42,218
Social Svcs Gen Fund Contracts	Silicon Valley Independent Living Center - Senior Care	49,185	50,661	50,661
Social Svcs Gen Fund Contracts	St. Joseph's Family Center- Emergency Rental Assistance Support	40,988	42,218	42,218
Social Svcs Gen Fund Contracts	St. Joseph's Family Center (Housing Services)/Homeless Stabilization	36,700	37,801	37,801
Social Svcs Gen Fund Contracts	Sunnyvale Community Services - Comprehensive Emergency Assistance	36,700	37,801	37,801
Social Svcs Gen Fund Contracts	Vietnamese Voluntary Foundation, Inc. (VIVO) - Vietnamese Elderly Consortium	44,085	45,408	45,408
Social Svcs Gen Fund Contracts	VISTA Center for the Blind & Visually Impaired (formerly Peninsula Center for the Blind and Visually	59,385	61,167	61,167
Social Svcs Gen Fund Contracts	West Valley Community Services - Comprehensive EAP	44,085	45,408	45,408
Social Svcs Gen Fund Contracts	West Valley Community Services, Inc. - Emergency Assistance Program	36,700	37,801	37,801
Social Svcs Gen Fund Contracts	West Valley Community Services, Inc. - Transitional Housing Program.	40,988	42,218	42,218
Social Svcs Gen Fund Contracts	YMCA of Silicon Valley/Mt. Madonna Branch	44,085	45,408	45,408
Social Svcs Gen Fund Contracts	YWCA of Silicon Valley - Domestic Violence Program	47,679	49,109	49,109
Social Svcs GF-DFCS	Child Advocates of Silicon Valley - Child Advocate, Recruitment, Training, Supervision	56,100	57,783	78,682



General-Funded Community-Based Organizations

Responsible Agency/Department	Contract Name	FY 2014 Current Modified Budget	FY 2015 Adopted Budget	FY2015 Current Modified Budget
Social Svcs GF-DFCS	Family and Children Services - Parenting Without Violent (PWOV) Courses	22,968	23,657	23,657
Social Svcs GF-DFCS	Gardner Family Care Corporation - Intensive Parent-Skill Building Services (IPSBS)	324,688	334,429	334,429
Social Svcs GF-DFCS	Law Foundation of Silicon Valley - LACY - Legal Guardianship Services for Minors	129,795	133,689	133,689
Social Svcs GF-DFCS	SCC Foster Adoptive Parent Association - Capacity Building	160,140	164,944	164,944
Social Svcs GF-DFCS	Silicon Valley FACES - Enhanced Victim Compensation Benefits	89,778	92,471	92,471
Social Svcs GF-DFCS	Unity Care Group - Resource and Advocacy Support Services	407,164	419,379	419,379
Social Svcs GF-DFCS	Unity Care Group - Differential Response Program		289,241	340,020
Social Svcs GF-DFCS	EMQ Families First Differential Response		150,214	150,214
Social Svcs GF-DFCS	Gardner Family Care Corporation - Differential Response Program.		313,991	313,991
Social Svcs PII	Catholic Charities - Initial Steps to Permanent Residency and Citizenship	102,000	105,060	105,060
Social Svcs PII	Catholic Charities - Legal Support for Citizenship Complex Cases	40,800	42,024	42,024
Social Svcs PII	Catholic Charities - South County Citizenship Services and Legal Assistance	45,901	47,278	47,278
Social Svcs PII	Center for Employment Center (CET) - Immigration Legal Services as Path to Citizenship	102,000	105,060	105,060
Social Svcs PII	Center for Employment Center (CET) - Legal Support for Citizenship	61,783	63,636	63,636
Social Svcs PII	Center for Employment Training (CET) - Citizenship Services	63,410	65,312	65,312
Social Svcs PII	Santa Clara County Asian Law Alliance (ALA) - Citizenship Services	40,175	41,380	41,380
Social Svcs PII	Santa Clara County Asian Law Alliance (ALA) - Immigration Legal Services as a Path to Citizenship	102,000	105,060	105,060
Social Svcs PII	Santa Clara County Asian Law Alliance (ALA) - Legal Support for Citizenship	54,257	55,885	55,885
Social Svcs PII	Santa Clara County Asian Law Alliance (ALA) - Website and Community Education	70,974	73,103	73,103
Social Svcs PII	Services, Immigrant Rights and Education Network (SIREN) - Citizenship Svcs and Lead Citizenship Day	63,410	65,312	65,312



General-Funded Community-Based Organizations

Responsible Agency/Department	Contract Name	FY 2014 Current Modified Budget	FY 2015 Adopted Budget	FY2015 Current Modified Budget
Social Svcs PII	Services, Immigrant Rights and Education Network (SIREN)- Multilingual Immigrant Hot Line Assistance	48,274	49,722	49,722
Social Services ESI	Second Harvest Food Bank of Santa Clara and San Mateo Counties	722,702	722,702	722,702
Social Svcs Sr Nutrition Program	Asian Americans for Community Involvement	57,129	58,540	58,540
Social Svcs Sr Nutrition Program	Billy De Frank LGBT Community Center	10,848	22,135	22,135
Social Svcs Sr Nutrition Program	Catholic Charities	455,516	514,746	514,746
Social Svcs Sr Nutrition Program	City of Campbell	48,751	52,763	63,069
Social Svcs Sr Nutrition Program	City of Milpitas	172,334	170,998	170,998
Social Svcs Sr Nutrition Program	City of San Jose	891,353	882,300	1,081,394
Social Svcs Sr Nutrition Program	City of Santa Clara	142,322	154,837	154,837
Social Svcs Sr Nutrition Program	Community Child Care Council (4C's)	56,150	124,463	124,463
Social Svcs Sr Nutrition Program	Community Services Agency of Mountain View & Los Altos	193,033	219,894	219,894
Social Svcs Sr Nutrition Program	First Methodist Church of Sunnyvale	240,106	248,003	248,003
Social Svcs Sr Nutrition Program	India Community Center - Milpitas	69,597	71,685	71,685
Social Svcs Sr Nutrition Program	Japanese American Community Senior (Yu-Ai Kai)	211,942	210,527	210,527
Social Svcs Sr Nutrition Program	Korean American Community Services Inc.	91,194	93,931	93,931
Social Svcs Sr Nutrition Program	La Comida de California	271,270	283,299	311,176
Social Svcs Sr Nutrition Program	Los Gatos United Methodist Church	128,388	132,157	132,157
Social Svcs Sr Nutrition Program	Outreach & Escort (Senior Nutrition Transportation Services)	235,620	257,189	257,189
Social Svcs Sr Nutrition Program	Portuguese Org. for Social Services	129,615	146,848	156,891
Social Svcs Sr Nutrition Program	Salvation Army	224,968	226,108	264,059
Social Svcs Sr Nutrition Program	Santa Clara Valley Blind Center	16,128	18,354	18,354
Social Svcs Sr Nutrition Program	Self Help for the Elderly of Santa Clara County	125,757	131,100	131,100
Social Svcs Sr Nutrition Program	YMCA Morgan Hill	270,656	294,820	294,820
	Total Community Based Organizations	59,258,266	64,917,132	71,649,815



Position Detail by Cost Center

Finance and Government

Agency Name		Budget Unit Number and Name		Cost Center Number and Name		Job Class Code and Title		FY 2015 Positions	FY 2016	Amount	
								Approved	Adjusted	Recommended	Change
											from 2015
											Approved
Legislative And Executive											
0101	Supervisory District #1										
1101	Supervisory 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 - Supervisory District #1							8.0	8.0	8.0	0.0	
0102	Supervisory District #2										
1102	Supervisory 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 - Supervisory District #2							8.0	8.0	8.0	0.0	
0103	Supervisory District #3										
1103	Supervisory 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 - Supervisory District #3							8.0	8.0	8.0	0.0	
0104	Supervisory District #4										
1104	Supervisory 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 - Supervisory District #4							8.0	8.0	8.0	0.0	
0105	Supervisory District #5										
1105	Supervisory 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 - Supervisory 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 Supv-U				1.0	1.0	1.0	0.0		
	B48	Division Mgr-Clk Of The Board				2.0	2.0	2.0	0.0		
	B53	Business Mgr-Clk Of The Board				1.0	1.0	1.0	0.0		
	B77	Accountant III				0.0	0.0	1.0	1.0		
	D09	Office Specialist III				0.0	1.0	1.0	1.0		
	D54	Board Clerk II				5.0	5.0	5.0	0.0		
	D55	Board Clerk I				8.0	10.0	10.0	2.0		



Finance and Government (Continued)

Agency Name		Budget Unit Number and Name		Cost Center Number and Name		Job Class Code and Title		FY 2015 Positions		FY 2016	Amount Change from 2015
						Approved	Adjusted	Recommended	Approved		
		D71	Chief Dep-Clk of Board-U	1.0	1.0	1.0	0.0				
		E87	Sr Account Clerk	1.0	1.0	1.0	0.0				
		G12	Information Systems Mgr 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	1.0	1.0	0.0				
		J84	Records Mgr-Clk of the Board	1.0	1.0	1.0	0.0				
		W51	Confidential Secretary - 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	3.0	2.0	2.0	-1.0				
1173	SB 813 Admin Fund 0001										
		D09	Office Specialist III	2.0	2.0	2.0	0.0				
		D55	Board Clerk I	2.0	2.0	2.0	0.0				
Total - Clerk-Board of Supervisors				32.0	34.0	35.0	3.0				

0107 County Executive

010717	County Executive Administration -Fund 0001									
		A02	County Executive-U	1.0	1.0	1.0	0.0			
		A10	Deputy County Executive	4.0	4.0	4.0	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			
		A5D	Dir, Ofc of Cult Comp for Children	1.0	0.0	0.0	-1.0			
		B1H	Mgmt Anal Prog Mgr III	0.0	0.0	1.0	1.0			
		B1N	Sr Mgmt Analyst	2.0	1.0	2.0	0.0			
		B1P	Mgmt Analyst	2.0	6.0	6.0	4.0			
		B1R	Assoc Mgmt Analyst B	0.0	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			
		B3N	Program Mgr II	2.0	4.0	4.0	2.0			
		B3P	Program Mgr I	1.0	1.0	1.0	0.0			
		B5A	Asset & Econ Dev Director	1.0	1.0	1.0	0.0			
		B73	Mgr Integrated Pest Mgmt	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			
		B96	Dept Fiscal Officer	1.0	1.0	1.0	0.0			
		C08	Sr Executive Assistant	4.0	5.0	5.0	1.0			
		C6A	Prin Budgt & Publ Pol Ana-U	0.0	1.0	1.0	1.0			
		C6B	Budget & Public Policy Analyst-U	0.0	2.0	2.0	2.0			
		C98	Public Communication Spec	2.0	2.0	2.0	0.0			
		D09	Office Specialist III	1.0	1.0	1.0	0.0			
		D97	Account Clerk II	0.0	0.0	1.0	1.0			
		D9C	Accountant Assistant-ACE	2.0	2.0	2.0	0.0			
		E23	Public/Risk Communication Offc	1.0	1.0	1.0	0.0			
		J45	Graphic Designer 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		FY 2015 Positions		FY 2016	Amount Change
								Approved	Adjusted	Recommended	from 2015
											Approved
		N08	Asset Development Manager					1.0	1.0	1.0	0.0
		Q19	Legislative Representative-U					1.0	1.0	1.0	0.0
		W1N	Sr Mgmt Analyst-U					1.0	1.0	1.0	0.0
		W1P	Mgmt Analyst-U					2.0	2.0	0.0	-2.0
		W1R	Assoc Mgmt Analyst B-U					1.0	0.0	0.0	-1.0
		W44	Secretary to County Exec-U					1.0	1.0	1.0	0.0
		W45	Secretary Chief Op Officer					1.0	1.0	1.0	0.0
		X12	Office Specialist III-ACE					1.0	1.0	1.0	0.0
		X19	Admin Assistant-ACE					1.0	1.0	1.0	0.0
		Z01	Deputy County Executive - U					1.0	1.0	1.0	0.0
1220	Budget And Analysis Fund 0001										
		A2B	County Budget Director					1.0	1.0	1.0	0.0
		C63	Prin Budgt & Public Policy Ana					5.0	5.0	5.0	0.0
		C64	Budget & Public Policy Analyst					9.0	8.0	8.0	-1.0
		C92	Budget Operations Manager					1.0	1.0	1.0	0.0
1219	Cultural Competency-Children's Svc-Fund 0001										
		A5D	Dir, Ofc of Cult Comp for Children					0.0	1.0	1.0	1.0
1330	Veterans' Services - Fund 0001										
		D09	Office Specialist III					1.0	1.0	1.0	0.0
		D1H	Dir, Office of Veterans' Affrs					1.0	1.0	1.0	0.0
		X71	Veteran Services Rep II					1.0	2.0	3.0	2.0
		X72	Veteran Services Rep I					3.0	2.0	2.0	-1.0
1331	The Office of LGBTQ Affairs - Fund 0001										
		B1P	Mgmt Analyst					0.0	0.0	1.0	1.0
2530	Office Of Emergency Svcs Fund 0001										
		B06	Sr Emergency Planning Coord					3.0	2.0	2.0	-1.0
		B10	Emergency Planning Coord					0.0	1.0	1.0	1.0
		B1N	Sr Mgmt Analyst					0.0	1.0	1.0	1.0
		B1P	Mgmt Analyst					1.0	2.0	2.0	1.0
		B3N	Program Mgr II					1.0	1.0	1.0	0.0
		B78	Accountant II					0.0	1.0	1.0	1.0
		C29	Exec Assistant I					1.0	1.0	1.0	0.0
		D97	Account Clerk II					0.5	0.0	0.0	-0.5
		L23	Emergency Services Program 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
		Q25	Admin Support Officer III-U					0.0	3.0	3.0	3.0
		U38	Admin Assistant-U					1.0	1.0	0.0	-1.0
		W1P	Mgmt Analyst-U					3.0	2.0	0.0	-3.0
		W1R	Assoc Mgmt Analyst B-U					0.0	1.0	0.0	0.0
2533	Immigratrn Relation&Integration Svc-Fund 0001										
		B14	Human Relations Coord III					0.0	1.0	1.0	1.0
		K4B	Manager, Office of IRIS					0.0	1.0	1.0	1.0
2535	AB109-Resource Services - Fund 0001										



Finance and Government (Continued)

Agency Name		Budget Unit Number and Name		Cost Center Number and Name		FY 2015 Positions		FY 2016	Amount Change from 2015
		Job Class Code and Title		Approved	Adjusted	Recommended	Approved		
		B1N	Sr Mgmt Analyst	1.0	1.0	1.0	0.0		
		B1P	Mgmt Analyst	0.0	1.0	1.0	1.0		
		B3N	Program Mgr II	2.0	2.0	2.0	0.0		
		D09	Office Specialist III	0.0	1.0	1.0	1.0		
		D1J	Director of Reentry Services	1.0	1.0	1.0	0.0		
		D49	Office Specialist II	1.0	1.0	1.0	0.0		
		M20	Facilities Maintenance Rep	1.0	1.0	1.0	0.0		
2536	Reentry-Resource Services- Fund 0001								
		B3N	Program Mgr II	1.0	1.0	1.0	0.0		
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		
		B1P	Mgmt Analyst	1.0	1.0	1.0	0.0		
		B4P	Ombudsperson Prg Coordinator	1.0	1.0	1.0	0.0		
		E03	Dispute Resolution Prg Cord	1.0	1.0	1.0	0.0		
		H95	Immigrant Services Coor	1.0	1.0	1.0	0.0		
		X19	Admin Assistant-ACE	1.0	1.0	1.0	0.0		
Total - County Executive				98.5	116.0	115.0	16.5		
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-U	1.0	1.0	1.0	0.0		
		A42	Assessor's Off Adm Srv Mgr	1.0	1.0	1.0	0.0		
		A9A	Executive Advisor to the Assessor	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	1.0	1.0	0.0		
		D09	Office Specialist III	1.0	1.0	1.0	0.0		
		D98	Account Clerk I	1.0	1.0	1.0	0.0		
		E87	Sr Account Clerk	1.0	1.0	1.0	0.0		
		W51	Confidential Secretary - 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		
		D82	Appraisal Data Coordinator	4.0	4.0	4.0	0.0		
		D83	Sr Assessment Clerk	0.0	1.0	1.0	1.0		
		X09	Sr Office Specialist	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		FY 2015 Positions	FY 2016	Amount	
								Approved	Adjusted	Recommended	Change
											from 2015
								Approved	Adjusted	Recommended	Approved
1152	Assessor-Exemptions Fund 0001										
	C61	Exemption Manager		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	3.0	3.0	-1.0				
	D88	Assessment Clerk		0.0	1.0	1.0	1.0				
1153	Assessor-Services Fund 0001										
	B1R	Assoc Mgmt Analyst B		0.0	1.0	1.0	1.0				
	C4C	Assist Chief Assessmt Sse Div		1.0	1.0	1.0	0.0				
	C65	Property Transfer Examiner		12.0	12.0	12.0	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		11.0	6.0	6.0	-5.0				
	D86	Supv Assessment Clerk		2.0	2.0	2.0	0.0				
	D88	Assessment Clerk		1.0	5.0	5.0	4.0				
	D92	Property & Title ID Technician		5.0	5.0	5.0	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 Cadastral Mapping Tech		1.0	1.0	1.0	0.0				
	K46	Cadastral Mapping Tech II		4.0	4.0	4.0	0.0				
	K80	Geographic Info Sys Tech I		1.0	1.0	1.0	0.0				
1154	Real Property Fund 0001										
	B1R	Assoc Mgmt Analyst B		1.0	0.0	0.0	-1.0				
	C44	Chief Appraiser		1.0	1.0	1.0	0.0				
	C45	Supv Appraiser		6.0	7.0	7.0	1.0				
	C46	Asst Chief Appraiser		1.0	1.0	1.0	0.0				
	C47	Sr Appraiser		36.0	36.0	36.0	0.0				
	C50	Appraiser II		22.0	24.0	24.0	2.0				
	C51	Appraiser I		9.0	8.0	8.0	-1.0				
	C52	Appraisal Aide		4.0	4.0	4.0	0.0				
	C54	Supv Auditor-Appraiser		1.0	0.0	0.0	-1.0				
	C76	Office Mgmt Coord		1.0	1.0	1.0	0.0				
	D49	Office Specialist II		5.0	5.0	5.0	0.0				
	D82	Appraisal Data Coordinator		1.0	1.0	1.0	0.0				
	D88	Assessment Clerk		4.0	5.0	5.0	1.0				
	T40	Appraiser III		8.0	7.0	7.0	-1.0				
	X09	Sr Office Specialist		0.0	1.0	1.0	1.0				
1155	Personal Property Fund 0001										
	B79	Auditor-Appraiser		13.0	14.0	14.0	1.0				
	B80	Accountant Auditor Appraiser		3.0	3.0	3.0	0.0				
	C45	Supv Appraiser		1.0	0.0	0.0	-1.0				
	C52	Appraisal Aide		1.0	1.0	1.0	0.0				
	C54	Supv Auditor-Appraiser		5.0	6.0	6.0	1.0				
	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		23.0	22.0	22.0	-1.0				



Finance and Government (Continued)

Agency Name		Budget Unit Number and Name		Cost Center Number and Name		Job Class Code and Title		FY 2015 Positions		FY 2016	Amount Change from 2015
						Approved	Adjusted	Recommended	Approved		
		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 Coordinator	2.0	2.0	2.0	0.0				
		D88	Assessment Clerk	7.0	6.0	6.0	-1.0				
		D96	Accountant Assistant	3.0	3.0	3.0	0.0				
		X09	Sr Office Specialist	1.0	1.0	1.0	0.0				
1156	Assessor-Systems Fund 0001										
		A1J	Dir Info Sys Assessor's Office	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 Mgr II	1.0	1.0	1.0	0.0				
		G14	Information Systems Mgr I	8.0	8.0	8.0	0.0				
		G50	Info Systems Tech II	1.0	1.0	1.0	0.0				
1157	State/Co Prop Tax Admin Prg Fund 0001										
		B1N	Sr Mgmt Analyst	2.0	2.0	2.0	0.0				
		D49	Office Specialist II	1.0	1.0	1.0	0.0				
		G12	Information Systems Mgr II	4.0	4.0	4.0	0.0				
		G14	Information Systems Mgr I	2.0	2.0	2.0	0.0				
1172	SCAPP General - Fund 0001										
		B1P	Mgmt Analyst	0.0	1.0	1.0	1.0				
		C47	Sr Appraiser	0.0	6.0	6.0	6.0				
		G28	Info Systems Analyst II	0.0	2.0	2.0	2.0				
Total - Assessor				264.0	273.0	273.0	9.0				

0118 Procurement

2300	Procurement Dept Fund 0001										
		A25	Dir of Procurement	1.0	1.0	1.0	0.0				
		B1N	Sr Mgmt Analyst	1.0	1.0	3.0	2.0				
		B3N	Program Mgr II	2.0	2.0	2.0	0.0				
		C20	Asst Dir of Procurement	0.0	1.0	1.0	1.0				
		C31	Buyer III	10.0	10.0	10.0	0.0				
		C32	Buyer II	2.0	4.0	4.0	2.0				
		C35	Buyer Assistant	1.0	1.0	1.0	0.0				
		D49	Office Specialist II	1.0	1.0	1.0	0.0				
		G11	Information Systems Mgr III	0.0	1.0	1.0	1.0				
		G12	Information Systems Mgr II	0.0	1.0	3.0	3.0				
		G14	Information Systems Mgr I	0.0	1.0	1.0	1.0				
		G28	Info Systems Analyst II	0.0	1.0	1.0	1.0				
		G2P	Procurement Systems Manager	1.0	1.0	1.0	0.0				
		G3C	Sr Info Technology Proj Mgr-U	0.0	1.0	1.0	1.0				
		G76	Sr Warehouse Materials Handler	1.0	1.0	1.0	0.0				
		P07	Procurement Manager	4.0	4.0	4.0	0.0				
		P09	Procurement Contracts Spclst	11.0	15.0	15.0	4.0				
		W1N	Sr Mgmt Analyst-U	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		FY 2015 Positions		FY 2016	Amount Change
								Approved	Adjusted	Recommended	from 2015
								Approved	Adjusted	Recommended	Approved
		X17	Exec Assistant I-ACE					1.0	1.0	1.0	0.0
2301	PROCUREMENT SAP-ARIBA										
		C20	Asst Dir of Procurement					1.0	0.0	0.0	-1.0
		C31	Buyer III					2.0	0.0	0.0	-2.0
		G11	Information Systems Mgr III					1.0	0.0	0.0	-1.0
		G12	Information Systems Mgr II					1.0	0.0	0.0	-1.0
		G14	Information Systems Mgr I					1.0	0.0	0.0	-1.0
		G28	Info Systems Analyst II					1.0	0.0	0.0	-1.0
		G3C	Sr Info Technology Proj Mgr-U					1.0	0.0	0.0	-1.0
		P09	Procurement Contracts Spclst					4.0	0.0	0.0	-4.0
		W1N	Sr Mgmt Analyst-U					1.0	0.0	0.0	-1.0
Total - Procurement								49.0	49.0	53.0	4.0

0120 County Counsel

1110	Counsel Indigent Defense Fund 0001										
		A9C	Dir, Ind Def Counsel Office					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
		U27	Attorney IV-County Counsel					2.0	2.0	2.0	0.0
		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	Asst County Counsel					3.0	3.0	3.0	0.0
		B1N	Sr Mgmt Analyst					1.0	1.0	1.0	0.0
		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
		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	7.0	7.0	0.0
		D7D	Legal Secretary II-ACE					5.0	5.0	5.0	0.0
		D96	Accountant Assistant					2.0	2.0	2.0	0.0
		G12	Information Systems Mgr II					1.0	1.0	1.0	0.0
		G14	Information Systems Mgr I					1.0	1.0	1.0	0.0
		G28	Info Systems Analyst II					1.0	0.0	0.0	-1.0
		G29	Info Systems Analyst I					0.0	1.0	1.0	1.0
		G50	Info Systems Tech II					0.0	1.0	1.0	1.0
		G51	Info Systems Tech I					1.0	0.0	0.0	-1.0
		Q76	Attorney IV-County Counsel-U					0.5	0.5	0.5	0.0
		Q82	Attorney I-County Counsel-U					2.0	2.0	2.0	0.0
		U27	Attorney IV-County Counsel					37.0	37.0	38.0	1.0
		U28	Attorney III-County Counsel					1.0	1.0	1.0	0.0
		U31	Attorney II-County Counsel					1.0	2.0	2.0	1.0
		U39	Special Asst County Counsel-U					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		FY 2015 Positions		FY 2016	Amount Change from 2015
								Approved	Adjusted	Recommended	Approved
						V73	Sr Paralegal	10.0	10.0	10.0	0.0
						V82	Supv Paralegal	1.0	1.0	1.0	0.0
						W51	Confidential Secretary - U	1.0	1.0	1.0	0.0
	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	6.5	6.5	7.0	0.5
						D7D	Legal Secretary II-ACE	1.0	1.0	1.0	0.0
						U27	Attorney IV-County Counsel	19.0	18.0	19.0	0.0
						U28	Attorney III-County Counsel	1.0	1.0	1.0	0.0
						U31	Attorney II-County Counsel	0.0	2.0	2.0	2.0
						V73	Sr Paralegal	11.0	11.0	11.0	0.0
						V82	Supv Paralegal	2.0	2.0	2.0	0.0
Total - County Counsel								136.0	138.0	140.5	4.5
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	2.0	2.0	1.0
						B1N	Sr Mgmt Analyst	0.0	1.0	1.0	1.0
						B1R	Assoc Mgmt Analyst B	1.0	2.0	2.0	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	0.0	1.0	1.0	1.0
						B80	Accountant Auditor Appraiser	1.0	0.0	0.0	-1.0
						B96	Dept Fiscal Officer	1.0	1.0	1.0	0.0
						C98	Public Communication Spec	0.0	1.0	1.0	1.0
						D09	Office Specialist III	3.0	3.0	3.0	0.0
						D96	Accountant Assistant	1.0	1.0	1.0	0.0
						G12	Information Systems Mgr II	1.0	1.0	0.0	-1.0
						G5D	Information Tech Proj Mgr	0.0	1.0	0.0	0.0
						G63	Election Process Supv II	0.0	2.0	2.0	2.0
						G71	Precinct Planning Specialist	1.0	1.0	1.0	0.0
						G7D	Election Systems Technician II	3.0	3.0	3.0	0.0
						G86	Election Services Coord	1.0	1.0	1.0	0.0
						G90	Election Division Coord	8.0	8.0	8.0	0.0
						G97	Election Specialist	13.0	16.0	16.0	3.0
						X09	Sr Office Specialist	4.0	5.0	5.0	1.0
						X15	Exec Assistant II-ACE	1.0	1.0	1.0	0.0
	5615	Electronic Voting Sys Fund 0001				G50	Info Systems Tech II	1.0	1.0	1.0	0.0
						G7D	Election Systems Technician II	2.0	2.0	2.0	0.0
						G97	Election Specialist	3.0	3.0	3.0	0.0
Total - Registrar of Voters								49.0	60.0	58.0	9.0



Finance and Government (Continued)

Agency Name		Budget Unit Number and Name		Cost Center Number and Name		Job Class Code and Title		FY 2015 Positions	FY 2016	Amount	
								Approved	Adjusted	Recommended	Change
											from 2015
											Approved
0145	Information Services										
014501	Information Services Fund 0001										
	B2M	Sr Data Base Administrator		1.0	1.0	1.0	0.0				
	G26	Sr Systems Software Engineer		1.0	1.0	1.0	0.0				
	G3A	Sr Info Technology Project Mgr		0.0	2.0	2.0	2.0				
	G5F	Software Engineer III		1.0	1.0	1.0	0.0				
	G85	Sr Business Info Tech Consult		2.0	0.0	0.0	-2.0				
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										
	A1F	Chief Information Officer		1.0	1.0	1.0	0.0				
	A1Q	Financial & Adm Serv Mgr		1.0	1.0	1.0	0.0				
	A3J	Chief Info Security Officer		1.0	1.0	1.0	0.0				
	A6A	Sr Financial Analyst		0.0	1.0	1.0	1.0				
	A6B	Financial Analyst II		1.0	1.0	1.0	0.0				
	A6E	Director of IT Operations		1.0	1.0	1.0	0.0				
	B1P	Mgmt Analyst		0.0	1.0	2.0	2.0				
	B1R	Assoc Mgmt Analyst B		2.0	2.0	2.0	0.0				
	B2M	Sr Data Base Administrator		6.0	7.0	8.0	2.0				
	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		1.0	0.0	0.0	-1.0				
	B3P	Program Mgr I		0.0	1.0	1.0	1.0				
	B3U	Data Base Administrator-U		0.0	0.0	1.0	1.0				
	B76	Sr Accountant		1.0	0.0	1.0	0.0				
	B77	Accountant III		0.0	1.0	1.0	1.0				
	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		3.0	2.0	2.0	-1.0				
	D61	Sr DP Equipment Operator		1.0	1.0	1.0	0.0				
	D96	Accountant Assistant		2.0	2.0	2.0	0.0				
	D97	Account Clerk II		0.0	1.0	1.0	1.0				
	E20	Telecommunications Srv Spc		2.0	2.0	2.0	0.0				
	E27	Telecommunications Ops Mgr		1.0	1.0	1.0	0.0				
	E87	Sr Account Clerk		1.0	0.0	0.0	-1.0				
	F68	Enterprise ITPS Manager		1.0	1.0	2.0	1.0				
	G02	Asst Tech Planning & Ctl Mgr		1.0	1.0	1.0	0.0				
	G03	Customer Support Services Mgr		1.0	1.0	1.0	0.0				
	G04	Systems & Program Mgr		1.0	1.0	1.0	0.0				
	G05	Asst Supv Program Analyst		7.0	6.0	6.0	-1.0				
	G07	Sr Programming Analyst		8.0	8.0	12.0	4.0				
	G0A	Enterprise Content Manager		1.0	1.0	1.0	0.0				



Finance and Government (Continued)

Agency Name		Budget Unit Number and Name		Cost Center Number and Name		FY 2015 Positions		FY 2016	Amount Change from 2015
Job Class Code and Title		Approved	Adjusted	Recommended	Approved				
G11	Information Systems Mgr III	0.0	0.0	1.0	1.0				
G12	Information Systems Mgr II	2.0	5.0	5.0	3.0				
G14	Information Systems Mgr I	1.0	2.0	2.0	1.0				
G1A	Sr Call Center Coordinator	1.0	0.0	0.0	-1.0				
G1P	Business Info Tech Consultant	4.0	4.0	4.0	0.0				
G1Q	Business IT Consultant-U	1.0	2.0	2.0	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	13.0	15.0	5.0				
G28	Info Systems Analyst II	7.0	6.0	14.0	7.0				
G29	Info Systems Analyst I	0.0	2.0	2.0	2.0				
G31	Network Designer	1.0	1.0	1.0	0.0				
G38	Info Systems Tech III	2.0	2.0	3.0	1.0				
G3A	Sr Info Technology Project Mgr	4.0	6.0	6.0	2.0				
G3L	Quality Assurance Engineer	0.0	0.0	1.0	1.0				
G44	County Networks Manager	1.0	1.0	1.0	0.0				
G45	Sr Network Engineer	0.0	2.0	2.0	2.0				
G46	Network Engineer	4.0	3.0	5.0	1.0				
G49	IT Planner/Architect	7.0	10.0	11.0	4.0				
G4E	Information Security Engineer	4.0	4.0	4.0	0.0				
G4M	Web Technician	2.0	2.0	2.0	0.0				
G4N	Web Designer	3.0	3.0	3.0	0.0				
G4R	IT Change and Release Manager	0.0	1.0	1.0	1.0				
G4Y	Network Engineer- U	0.0	0.0	1.0	1.0				
G50	Info Systems Tech II	8.0	8.0	8.0	0.0				
G54	Project Support Svcs Manager	1.0	1.0	1.0	0.0				
G5D	Information Tech Proj Mgr	0.0	0.0	2.0	2.0				
G5E	Software Engineer IV	15.0	15.0	15.0	0.0				
G5F	Software Engineer III	21.0	21.0	29.0	8.0				
G5G	Software Engineer II	0.0	1.0	5.0	5.0				
G5H	Software Engineer I	1.0	0.0	0.0	-1.0				
G5J	Information Tech Proj Mgr-U	1.0	1.0	1.0	0.0				
G5L	Software Engineer III-U	2.0	0.0	0.0	-2.0				
G5M	Software Engineer II-U	0.0	2.0	2.0	2.0				
G5N	Software Engineer I-U	1.0	1.0	1.0	0.0				
G60	Network Engineer Associate	1.0	1.0	1.0	0.0				
G67	Local Area Network Specialist	4.0	1.0	1.0	-3.0				
G6T	Systems Software Engineer II	7.0	5.0	6.0	-1.0				
G6U	Systems Software Engineer II-U	0.0	0.0	2.0	2.0				
G75	Asst Customer Support Serv Mgr	1.0	2.0	2.0	1.0				
G7F	Application Joint Appl Dev Spc	2.0	2.0	2.0	0.0				
G85	Sr Business Info Tech Consult	13.0	15.0	23.0	10.0				
G89	Call Center Coordinator	2.0	1.0	1.0	-1.0				
G8E	County IT Proj Portfolio Mgr	1.0	1.0	1.0	0.0				
K16	Telecommunications Engineer	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		FY 2015 Positions		FY 2016	Amount Change from 2015
								Approved	Adjusted	Recommended	Approved
		K18	Sr Telecommunications Tech	1.0	1.0	1.0	0.0				
		K35	Local Area Network Analyst II	7.0	7.0	7.0	0.0				
		K3A	Local Area Ntwk Analyst II-U	1.0	2.0	2.0	1.0				
		K63	Geographic Info Systems Mgr	1.0	1.0	1.0	0.0				
		K79	Geographic Info Sys Tech II	1.0	1.0	1.0	0.0				
		K7C	Geo Info Sys Analyst Sup	1.0	1.0	1.0	0.0				
		K7G	GIS Analyst	4.0	4.0	4.0	0.0				
		L35	Telecommunications Technician	7.0	7.0	7.0	0.0				
		Q2G	Information Systems Mgr III-U	0.0	1.0	1.0	1.0				
		Q4M	Web Technician-U	0.0	4.0	5.0	5.0				
		Q4N	Web Designer-U	0.0	0.0	2.0	2.0				
		Q70	Sr Business IT Consultant-U	4.0	5.0	5.0	1.0				
		U02	Info Systems Tech II-U	5.0	6.0	2.0	-3.0				
		V65	SSA Applctn Dec Supp Mgr	1.0	1.0	1.0	0.0				
		W1N	Sr Mgmt Analyst-U	0.0	1.0	1.0	1.0				
		W20	SSA Info Technology Spec	2.0	2.0	2.0	0.0				
		W23	Info Systems Analyst II-U	3.0	5.0	6.0	3.0				
		W24	Info Systems Analyst I-U	0.0	3.0	0.0	0.0				
		X15	Exec Assistant II-ACE	1.0	1.0	1.0	0.0				
014577	Printing Operations Fund 0077										
		B2P	Admin Support Officer Ii	0.0	1.0	1.0	1.0				
		B2R	Admin Support Officer I	1.0	0.0	0.0	-1.0				
		D09	Office Specialist III	1.0	1.0	1.0	0.0				
		F26	Print-On-Demand Operator	2.0	2.0	2.0	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	1.0	0.0	0.0	-1.0				
Total - Information Services				249.0	275.0	323.0	74.0				
0190	Communications Department										
	2550	Communications Dispatching/Admin Fund 0001									
		A40	County Communications Dir	1.0	1.0	1.0	0.0				
		B1N	Sr Mgmt Analyst	1.0	1.0	1.0	0.0				
		B2J	Admin Services Mgr II	0.0	1.0	1.0	1.0				
		B36	County Communications Ast 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				
		D97	Account Clerk II	0.0	1.0	1.0	1.0				
		G87	Chief Communications Disp	1.0	1.0	1.0	0.0				
		G91	Supv Communications Dispatcher	5.0	7.0	7.0	2.0				
		G92	Sr Communications Dispatcher	9.0	9.0	9.0	0.0				
		G93	Communications Dispatcher II	30.5	31.0	31.0	0.5				
		G94	Communications Dispatcher I	8.5	14.5	14.5	6.0				



Finance and Government (Continued)

Agency Name		Budget Unit Number and Name		Cost Center Number and Name		Job Class Code and Title		FY 2015 Positions		FY 2016	Amount Change from 2015
								Approved	Adjusted	Recommended	Approved
						G9A	Communications Dispatcher III	39.0	32.5	38.5	-0.5
						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
						D97	Account Clerk II	1.0	0.0	0.0	-1.0
						G38	Info 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 Communication Systems Tech	1.0	1.0	1.0	0.0
						L36	Associate Comm Systems Tech	1.0	1.0	1.0	0.0
						L37	Communications Systems Tech	4.0	4.0	4.0	0.0
						X09	Sr Office Specialist	1.0	1.0	1.0	0.0
				Total - Communications Department				112.0	115.0	121.0	9.0
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	0.0	0.0	-1.0
						L47	Utility Program Analyst	1.0	1.0	1.0	0.0
						L48	Utilities Engineer/Program Mgr	1.0	1.0	1.0	0.0
		026301		Facilities Admin Fund 0001							
						A53	Director, Facilities And Fleet	1.0	1.0	1.0	0.0
						A6C	Financial Analyst I	1.0	1.0	1.0	0.0
						B1N	Sr Mgmt Analyst	1.0	1.0	1.0	0.0
						B1P	Mgmt Analyst	1.0	2.0	2.0	1.0
						B1R	Assoc Mgmt Analyst B	1.0	1.0	1.0	0.0
						B76	Sr Accountant	2.0	2.0	2.0	0.0
						B80	Accountant Auditor Appraiser	2.0	2.0	2.0	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
						D94	Supv Account Clerk II	1.0	1.0	1.0	0.0
						D96	Accountant Assistant	3.0	3.0	3.0	0.0
						D97	Account Clerk II	7.0	8.0	8.0	1.0
						G11	Information Systems Mgr III	1.0	1.0	0.0	-1.0
						G28	Info Systems Analyst II	1.0	1.0	0.0	-1.0
						L49	Climate Change/Sustain Prg Mgr	1.0	1.0	1.0	0.0
						M37	Dep Dir, Fac And Fleet Dept	1.0	1.0	1.0	0.0
						W1R	Assoc Mgmt Analyst B-U	0.0	0.0	1.0	1.0
						X17	Exec Assistant I-ACE	1.0	1.0	1.0	0.0
		026302		Capital Programs Division							
						B2P	Admin Support Officer Ii	1.0	0.0	0.0	-1.0
						C12	Dep Dir FAF, Capitol Programs	1.0	1.0	1.0	0.0
						L21	Chief of Construction Srv	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	9.0	6.0	6.0	-3.0



Finance and Government (Continued)

Agency Name		Budget Unit Number and Name		Cost Center Number and Name		Job Class Code and Title		FY 2015 Positions		FY 2016	Amount Change
								Approved	Adjusted	Recommended	from 2015
											Approved
		L68	Capital Projects Mgr II					0.0	1.0	2.0	2.0
		L69	Capital Projects Mgr I					0.0	1.0	1.0	1.0
		L6C	Capital Projects Mgr II - U					0.0	1.0	2.0	2.0
026303	Property Management Fund 0001										
		B1N	Sr Mgmt Analyst					1.0	1.0	1.0	0.0
		C73	Assoc Real Estate Agent					2.0	2.0	2.0	0.0
		L34	Sr Facilities Engineer					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										
		B13	Custodial Services Manager					0.0	0.0	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
		B5M	Maintenance Project Manager					3.0	4.0	4.0	1.0
		G28	Info Systems Analyst II					0.0	1.0	1.0	1.0
		G29	Info Systems Analyst I					1.0	0.0	0.0	-1.0
		G38	Info Systems Tech III					1.0	2.0	1.0	0.0
		G50	Info Systems Tech II					1.0	0.0	0.0	-1.0
		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
		L69	Capital Projects Mgr I					0.0	1.0	1.0	1.0
		M05	Building Operations Supv					2.0	2.0	2.0	0.0
		M10	Work Center Manager					6.0	6.0	6.0	0.0
		M22	Facilities Materials Coordinator					1.0	1.0	1.0	0.0
		M39	Dep Dir FAF, Building Ops					1.0	1.0	1.0	0.0
		M45	Building Systems Monitor					2.0	2.0	2.0	0.0
		M47	General Maint Mechanic II					17.0	17.0	17.0	0.0
		M51	Carpenter					11.0	11.0	11.0	0.0
		M56	General Maint Mechanic III					6.0	6.0	6.0	0.0
		M59	Electrician					13.0	13.0	13.0	0.0
		M65	Elevator Mechanic					3.0	3.0	3.0	0.0
		M68	Painter					5.0	5.0	5.0	0.0
		M71	Roofer					4.0	4.0	4.0	0.0
		M75	Plumber					12.0	12.0	12.0	0.0
		M81	HVAC/R Mechanic					14.0	14.0	14.0	0.0
		M83	Locksmith					3.0	3.0	3.0	0.0
		N06	Building Inspector					1.0	1.0	1.0	0.0
		X17	Exec Assistant I-ACE					1.0	1.0	1.0	0.0
Total - Facilities Department								221.0	223.0	224.0	3.0

0135 Fleet Services



Finance and Government (Continued)

Agency Name		Budget Unit Number and Name		Cost Center Number and Name		Job Class Code and Title		FY 2015 Positions	FY 2016	Amount
								Approved	Adjusted	Change
								Approved	Recommended	from 2015
								Approved	Adjusted	Approved
2321	Fleet Operating Fund 0070									
	B2R	Admin Support Officer I		1.0	1.0	1.0	0.0			
	D49	Office Specialist II		1.0	1.0	1.0	0.0			
	D97	Account Clerk II		2.0	2.0	2.0	0.0			
	M07	Fleet Mgr		1.0	1.0	1.0	0.0			
	M11	Fleet Maintenance Scheduler		2.0	2.0	2.0	0.0			
	M17	Fleet Services Mechanic		15.0	15.0	15.0	0.0			
	M18	Fleet Services Asst Mechanic		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		5.0	5.0	5.0	0.0			
	M26	Fleet Parts Coordinator		4.0	4.0	4.0	0.0			
	M28	Emergency Vehicle Equip Instr		3.0	3.0	3.0	0.0			
	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 Rpr Shop Foreperson		1.0	1.0	1.0	0.0			
Total - Fleet Services				52.0	52.0	52.0	0.0			

0610 County Library Headquarters

5556	Library Admin Fund 0025									
	A1Q	Financial & Adm Serv Mgr		1.0	1.0	1.0	0.0			
	A38	County Librarian		1.0	1.0	1.0	0.0			
	B1D	Mgmt Analyst-ACE		0.0	0.0	1.0	1.0			
	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			
	C33	Buyer I		0.5	0.5	0.0	-0.5			
	C98	Public Communication Spec		0.5	0.5	0.5	0.0			
	D5D	Human Resources Asst II		1.0	1.0	1.0	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		2.0	2.0	2.5	0.5			
	E4H	Elec Resources Librarian I		0.0	1.0	1.0	1.0			
	E4J	Elec Resources Librarian II		1.0	0.0	0.0	-1.0			
	E4K	Manager, Virtual Library		1.0	1.0	1.0	0.0			
	E54	Library Clerk II		0.5	0.0	0.0	-0.5			
	E55	Library Clerk I		0.0	0.5	0.5	0.5			
	G50	Info Systems Tech II		0.0	1.0	1.0	1.0			
	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		1.0	1.0	1.5	0.5			
	H18	Janitor		1.3	1.3	1.3	0.0			
	J41	Library Services Manager		2.0	2.0	2.0	0.0			
	J45	Graphic Designer II		0.0	0.0	1.0	1.0			
	J46	Graphic Designer I		0.5	0.5	0.0	-0.5			
	J54	Deputy County Librarian		2.0	2.0	2.0	0.0			



Finance and Government (Continued)

Agency Name		Budget Unit Number and Name		Cost Center Number and Name		Job Class Code and Title		FY 2015 Positions		FY 2016	Amount Change from 2015
						Approved	Adjusted	Recommended	Approved		
		J62	Supervising Librarian	1.0	1.0	1.0	0.0				
		J63	Librarian II	3.0	2.0	2.0	-1.0				
		J64	Librarian I	0.0	1.0	1.0	1.0				
		M47	General Maint Mechanic II	1.0	1.0	1.0	0.0				
		X15	Exec Assistant II-ACE	1.0	1.0	1.0	0.0				
5559	Cupertino Library Fund 0025										
		E16	Library Page	5.5	5.5	6.5	1.0				
		E39	Sr Library Clerk	2.0	2.0	2.0	0.0				
		E40	Library Assistant II	0.5	0.5	0.5	0.0				
		E54	Library Clerk II	7.0	7.0	7.0	0.0				
		J55	Community Librarian	1.0	1.0	1.0	0.0				
		J59	Library Circulation Supv	1.0	1.0	1.0	0.0				
		J62	Supervising Librarian	2.0	2.0	2.0	0.0				
		J63	Librarian II	12.0	12.0	12.0	0.0				
5560	Campbell Library Fund 0025										
		E16	Library Page	2.5	2.5	3.0	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	2.5	2.0	2.0	-0.5				
		E55	Library Clerk I	0.5	1.0	1.0	0.5				
		H18	Janitor	1.0	1.0	1.0	0.0				
		J55	Community Librarian	1.0	1.0	1.0	0.0				
		J59	Library Circulation Supv	1.0	1.0	1.0	0.0				
		J62	Supervising 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	4.5	5.5	6.5	2.0				
		E39	Sr Library Clerk	2.5	3.0	3.0	0.5				
		E54	Library Clerk II	6.5	5.0	5.5	-1.0				
		H18	Janitor	1.5	1.5	1.5	0.0				
		J55	Community Librarian	1.0	1.0	1.0	0.0				
		J59	Library Circulation Supv	1.0	1.0	1.0	0.0				
		J62	Supervising Librarian	2.0	2.0	2.0	0.0				
		J63	Librarian II	7.5	7.0	7.0	-0.5				
		J64	Librarian I	0.5	1.0	1.0	0.5				
5567	Saratoga Comm Library Fund 0025										
		E16	Library Page	2.0	2.0	2.5	0.5				
		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	3.0	3.0	0.0				
		H18	Janitor	1.5	1.5	1.5	0.0				
		J55	Community Librarian	1.0	1.0	1.0	0.0				
		J59	Library Circulation Supv	1.0	1.0	1.0	0.0				
		J62	Supervising Librarian	2.0	2.0	2.0	0.0				
		J63	Librarian II	2.5	3.5	3.5	1.0				



Finance and Government (Continued)

Agency Name		Budget Unit Number and Name		FY 2015 Positions		FY 2016	Amount
Cost Center Number and Name		Job Class Code and Title		Approved	Adjusted	Recommended	Change
							from 2015
							Approved
		J64	Librarian I	1.5	0.5	0.5	-1.0
5571	Milpitas Comm Library Fund 0025	E16	Library Page	3.5	3.5	4.5	1.0
		E39	Sr Library Clerk	2.0	2.0	2.0	0.0
		E54	Library Clerk II	7.0	7.0	7.0	0.0
		H18	Janitor	2.0	2.0	2.0	0.0
		J55	Community Librarian	1.0	1.0	1.0	0.0
		J59	Library Circulation Supv	1.0	1.0	1.0	0.0
		J62	Supervising 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	2.5	2.5	2.5	0.0
		E39	Sr Library Clerk	1.0	1.0	1.0	0.0
		E54	Library Clerk II	1.5	1.5	1.5	0.0
		E55	Library Clerk I	1.0	1.0	1.0	0.0
		H18	Janitor	1.0	1.0	1.0	0.0
		J55	Community Librarian	1.0	1.0	1.0	0.0
		J59	Library Circulation Supv	1.0	1.0	1.0	0.0
		J62	Supervising Librarian	2.0	2.0	2.0	0.0
		J63	Librarian II	3.5	3.5	3.5	0.0
5577	Gilroy Library Fund 0025	E16	Library Page	2.0	2.0	2.0	0.0
		E39	Sr Library Clerk	1.0	1.0	1.0	0.0
		E40	Library Assistant II	0.5	0.0	0.0	-0.5
		E41	Library Assistant I	0.0	0.5	0.5	0.5
		E54	Library Clerk II	3.0	3.0	3.0	0.0
		E55	Library Clerk I	0.5	0.5	0.5	0.0
		H18	Janitor	1.0	1.0	1.0	0.0
		J55	Community Librarian	1.0	1.0	1.0	0.0
		J59	Library Circulation Supv	1.0	1.0	1.0	0.0
		J62	Supervising Librarian	2.0	2.0	2.0	0.0
		J63	Librarian II	3.5	2.5	2.5	-1.0
		J64	Librarian I	0.0	1.0	1.0	1.0
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	2.5	2.0	2.0	-0.5
		E41	Library Assistant I	0.0	0.5	0.5	0.5
		E54	Library Clerk II	1.5	2.0	2.0	0.5
		E55	Library Clerk I	0.5	0.0	0.0	-0.5
		G11	Information Systems Mgr III	1.0	1.0	1.0	0.0
		G28	Info Systems Analyst II	3.0	3.0	3.0	0.0
		G50	Info Systems Tech II	2.0	2.0	2.0	0.0
		G51	Info Systems Tech I	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		FY 2015 Positions		FY 2016	Amount Change from 2015
								Approved	Adjusted	Recommended	Approved
		J5A	Circulation Systems Supervisor	1.0	1.0	1.0	0.0				
		J62	Supervising Librarian	1.0	1.0	1.0	0.0				
		J63	Librarian II	0.5	0.5	0.5	0.0				
5586	Literacy Program Fund 0025	J4A	Literacy Program Specialist	2.5	2.5	2.5	0.0				
Total - County Library Headquarters				204.8	204.8	211.3	6.5				

Employee Services Agency

0130 Employee Services Agency		Job Class Code and Title		FY 2015 Positions		FY 2016	Amount Change from 2015
				Approved	Adjusted	Recommended	Approved
1116	Human Resources -SSA - Fund 0001	B1B	Assoc Mgmt Analyst A-ACE	0.0	1.0	1.0	1.0
		B1E	Sr Mgmt Analyst-ACE	1.0	1.0	1.0	0.0
		B2A	Equal Opportunity Analyst II	1.0	0.0	0.0	-1.0
		B3M	Program Mgr II-ACE	1.0	1.0	1.0	0.0
		B3P	Program Mgr I	1.0	1.0	1.0	0.0
		C11	Equal Opportunity Officer	1.0	2.0	2.0	1.0
		D09	Office Specialist III	0.0	1.0	1.0	1.0
		D5D	Human Resources Asst II	7.0	7.0	9.0	2.0
		D67	Human Resources Support Sup	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	1.0	1.0	1.0	0.0
		H16	Human Resources Analyst	3.0	2.0	3.0	0.0
		X12	Office Specialist III-ACE	4.0	3.0	3.0	-1.0
		X19	Admin Assistant-ACE	1.0	1.0	1.0	0.0
1126	Equal Opportunity - Fund 0001	A47	Dir Equal Oppty & Employee Dev	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
		X17	Exec Assistant I-ACE	1.0	1.0	2.0	1.0
1128	HR Department - HHS - F0001	A2W	Human Resources Mgr-SCVHHS	1.0	1.0	1.0	0.0
		B1B	Assoc Mgmt Analyst A-ACE	1.0	1.0	1.0	0.0
		C11	Equal Opportunity Officer	2.0	2.0	2.0	0.0
		C7A	Office Mgmt Coord-ACE	1.0	1.0	1.0	0.0
		D09	Office Specialist III	0.0	1.0	1.0	1.0
		D49	Office Specialist II	3.0	3.0	3.0	0.0
		D5D	Human Resources Asst II	17.0	17.0	19.0	2.0
		D67	Human Resources Support Sup	1.0	1.0	2.0	1.0
		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	1.0	0.0	0.0	-1.0
		X19	Admin Assistant-ACE	1.0	1.0	1.0	0.0
1140	Labor Relation-Fund 0001						



Finance and Government (Continued)

Agency Name		Budget Unit Number and Name		Cost Center Number and Name		Job Class Code and Title		FY 2015 Positions		FY 2016	Amount Change from 2015
						Approved	Adjusted	Recommended	Approved		
		A37	Labor Relations Director	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	7.0	7.0	7.0	0.0				
		D55	Board Clerk I	1.0	0.0	0.0	-1.0				
		X17	Exec Assistant I-ACE	1.0	1.0	1.0	0.0				
		X9B	Board Clerk I - Conf Clerical	0.0	1.0	1.0	1.0				
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				
		A81	Admin Exec Recruitment Serv	0.0	1.0	1.0	1.0				
		B2Z	Admin Support Officer III-ACE	1.0	1.0	1.0	0.0				
		B77	Accountant III	0.0	1.0	1.0	1.0				
		B7B	Accountant II-ACE	3.0	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	1.0	1.0	1.0	0.0				
		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 Employee Rel Svcs	0.8	0.8	0.0	-0.8				
		P02	Employee Relations Analyst	2.0	2.0	0.0	-2.0				
1143	Occupatnl Safety&Enviromtl Compl. -Fund 0001										
		V46	Environmental HI Sfty Comp Spc	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	Principal Sfty & En Compl Spec	2.0	2.0	2.0	0.0				
		X88	Occ Sfty Envir Compl Mgr	1.0	1.0	1.0	0.0				
1147	Workers' Compensation-Fund 0078										
		B1N	Sr Mgmt Analyst	1.0	1.0	1.0	0.0				
		D09	Office Specialist III	0.0	1.0	1.0	1.0				
		H11	Workers Comp Program Mgr	3.0	3.0	3.0	0.0				
		V01	Workers' Compensation Director	1.0	1.0	1.0	0.0				
		V91	Workers Comp Claims Adj III	14.0	14.0	14.0	0.0				
		V93	Workers Comp Claims Adj II	0.0	1.0	1.0	1.0				
		V94	Workers Comp Claims Adj I	1.0	0.0	0.0	-1.0				
		V95	Claims Technician	7.0	7.0	7.0	0.0				
		X12	Office Specialist III-ACE	5.0	4.0	4.0	-1.0				
		X17	Exec Assistant I-ACE	1.0	1.0	1.0	0.0				
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				
		D5D	Human Resources Asst II	7.0	9.0	9.0	2.0				



Finance and Government (Continued)

Agency Name		Budget Unit Number and Name		Cost Center Number and Name		Job Class Code and Title		FY 2015 Positions		FY 2016	Amount
								Approved	Adjusted	Recommended	Change
											from 2015
											Approved
						D67	Human Resources Support Sup	1.0	1.0	1.0	0.0
						D6D	Human Resources Asst I	2.0	0.0	0.0	-2.0
						H1B	Employee Benefits Program Mgr	1.0	1.0	1.0	0.0
						X12	Office Specialist III-ACE	2.0	2.0	2.0	0.0
1148					Human Resources - Fund 0001						
						A41	Human Resources Director	1.0	1.0	1.0	0.0
						B1B	Assoc Mgmt Analyst A-ACE	3.0	1.0	1.0	-2.0
						B1C	Assoc Mgmt Analyst B-ACE	1.0	2.0	2.0	1.0
						B1D	Mgmt Analyst-ACE	0.0	1.0	1.0	1.0
						D5D	Human Resources Asst II	6.0	5.0	6.0	0.0
						D67	Human Resources Support Sup	1.0	1.0	1.0	0.0
						D6D	Human Resources Asst I	0.0	1.0	1.0	1.0
						H14	Human Resources Manager	2.0	2.0	2.0	0.0
						H15	Sr Human Resources Analyst	2.0	2.0	2.0	0.0
						H16	Human Resources Analyst	12.0	12.0	13.0	1.0
						H1C	Human Resources Analyst - U	0.0	1.0	1.0	1.0
						X13	Office Specialist II-ACE	1.0	1.0	1.0	0.0
						X17	Exec Assistant I-ACE	1.0	1.0	1.0	0.0
1163					Learning & Employee Development - Fund 0001						
						B1P	Mgmt Analyst	1.0	1.0	1.0	0.0
						B23	Sr Training & Staff Developmnt	2.0	1.0	1.0	-1.0
						B2E	Training & Staff Dev Spec	2.0	4.0	4.0	2.0
						B2X	Assoc Trng & Staff Dev Spec I	1.0	0.0	0.0	-1.0
						B7K	Mgr Training And Staff Dev	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
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 Services Agency								200.3	202.3	208.6	8.3

Finance**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
						A1G	Dir Info Systems- Tx Coll Off	0.0	1.0	1.0	1.0
						A1Q	Financial & Adm Serv Mgr	1.0	1.0	1.0	0.0
						A6A	Sr Financial Analyst	1.0	2.0	3.0	2.0



Finance and Government (Continued)

Agency Name		Budget Unit Number and Name		Cost Center Number and Name		Job Class Code and Title		FY 2015 Positions		FY 2016	Amount Change from 2015
						Approved	Adjusted	Recommended	Approved		
		A6B	Financial Analyst II	0.0	1.0	1.0	1.0	1.0	1.0	0.0	
		B1M	Bond And Investment Analyst	1.0	1.0	1.0	1.0	1.0	1.0	0.0	
		B1N	Sr Mgmt Analyst	2.0	2.0	2.0	2.0	2.0	2.0	0.0	
		B1P	Mgmt Analyst	3.0	2.0	2.0	2.0	2.0	2.0	-1.0	
		B1R	Assoc Mgmt Analyst B	2.0	1.0	1.0	1.0	1.0	1.0	-1.0	
		B1T	Assoc Mgmt Analyst A	0.0	1.0	1.0	1.0	1.0	1.0	1.0	
		B21	Supv Internal Auditor	1.0	1.0	1.0	1.0	1.0	1.0	0.0	
		B31	Sr Internal Auditor	6.0	5.0	5.0	5.0	5.0	5.0	-1.0	
		B45	Internal Auditor I	0.0	1.0	1.0	1.0	1.0	1.0	1.0	
		B4B	Internal Audit Manager	1.0	1.0	1.0	1.0	1.0	1.0	0.0	
		B55	Controller-Treasurer Div Mgr	4.0	4.0	4.0	4.0	4.0	4.0	0.0	
		B6A	Fixed Income Portfolio Manager	2.0	2.0	2.0	2.0	2.0	2.0	0.0	
		B74	Fiscal Services Mgr	1.0	1.0	1.0	1.0	1.0	1.0	0.0	
		B76	Sr Accountant	7.0	7.0	8.0	8.0	8.0	8.0	1.0	
		B77	Accountant III	16.0	9.0	9.0	9.0	9.0	9.0	-7.0	
		B78	Accountant II	2.0	4.0	4.0	4.0	4.0	4.0	2.0	
		B7J	Payroll Manager	1.0	1.0	1.0	1.0	1.0	1.0	0.0	
		B7U	General Accounting Mgr	1.0	1.0	1.0	1.0	1.0	1.0	0.0	
		B80	Accountant Auditor Appraiser	5.0	5.0	5.0	5.0	5.0	5.0	0.0	
		B84	Investment Officer	1.0	1.0	1.0	1.0	1.0	1.0	0.0	
		B8D	Debt Management Officer	1.0	1.0	1.0	1.0	1.0	1.0	0.0	
		B8E	Property Tax Manager	1.0	1.0	1.0	1.0	1.0	1.0	0.0	
		C08	Sr Executive Assistant	0.0	1.0	1.0	1.0	1.0	1.0	1.0	
		C86	Payroll Services Clerk	5.0	5.0	5.0	5.0	5.0	5.0	0.0	
		D09	Office Specialist III	2.0	2.0	2.0	2.0	2.0	2.0	0.0	
		D95	Supv Account Clerk I	1.0	1.0	1.0	1.0	1.0	1.0	0.0	
		D96	Accountant Assistant	2.0	5.0	5.0	5.0	5.0	5.0	3.0	
		G11	Information Systems Mgr III	1.0	1.0	1.0	1.0	1.0	1.0	0.0	
		G12	Information Systems Mgr II	2.0	2.0	2.0	2.0	2.0	2.0	0.0	
		K17	Securities Analyst	1.0	1.0	1.0	1.0	1.0	1.0	0.0	
		Q72	Sr Accountant-U	1.0	1.0	1.0	1.0	1.0	1.0	0.0	
		W1R	Assoc Mgmt Analyst B-U	1.0	0.0	0.0	0.0	0.0	0.0	-1.0	
		W1T	Assoc Mgmt Analyst A -U	0.0	1.0	0.0	0.0	0.0	0.0	0.0	
		X15	Exec Assistant II-ACE	1.0	0.0	0.0	0.0	0.0	0.0	-1.0	
		X17	Exec Assistant I-ACE	1.0	1.0	1.0	1.0	1.0	1.0	0.0	
2116	Accounting System & Procurement Proj Fund-Fund 0001										
		B1J	Mgmt Anal Prog Mgr II	1.0	1.0	1.0	1.0	1.0	1.0	0.0	
		B1N	Sr Mgmt Analyst	0.0	0.0	1.0	1.0	1.0	1.0	1.0	
		B1P	Mgmt Analyst	1.0	0.0	0.0	0.0	0.0	0.0	-1.0	
		B1R	Assoc Mgmt Analyst B	0.0	1.0	1.0	1.0	1.0	1.0	1.0	
		B76	Sr Accountant	3.0	3.0	3.0	3.0	3.0	3.0	0.0	
		B77	Accountant III	1.0	1.0	1.0	1.0	1.0	1.0	0.0	
		G11	Information Systems Mgr III	2.0	2.0	2.0	2.0	2.0	2.0	0.0	
		G12	Information Systems Mgr II	4.0	3.0	3.0	3.0	3.0	3.0	-1.0	
		G14	Information Systems Mgr I	2.0	3.0	3.0	3.0	3.0	3.0	1.0	



Finance and Government (Continued)

Agency Name		Budget Unit Number and Name		FY 2015 Positions		FY 2016	Amount
Cost Center Number and Name		Job Class Code and Title		Approved	Adjusted	Recommended	Change
							from 2015
				Approved	Adjusted	Recommended	Approved
		G28	Info Systems Analyst II	0.0	1.0	1.0	1.0
2180	Property Tax Div & Tax Roll Contrl - Fund 0001						
		B1N	Sr Mgmt Analyst	1.0	0.0	0.0	-1.0
		B1R	Assoc Mgmt Analyst B	0.0	1.0	1.0	1.0
		C77	Tax Roll Mgr	1.0	1.0	1.0	0.0
		D94	Supv Account Clerk II	0.0	1.0	1.0	1.0
		D95	Supv Account Clerk I	2.0	1.0	1.0	-1.0
		D97	Account Clerk II	4.0	1.0	1.0	-3.0
		D98	Account Clerk I	0.0	5.0	5.0	5.0
		E87	Sr Account Clerk	7.0	5.0	5.0	-2.0
		Q10	Account Clerk II-U	1.0	0.0	0.0	-1.0
		Q11	Account Clerk I-U	2.0	0.0	0.0	-2.0
Total - Controller-Treasurer				112.0	110.0	112.0	0.0

0112 Tax Collector

2212	Tax Collector Fund 0001						
		A23	Tax Collector	1.0	1.0	1.0	0.0
		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	2.0	2.0	2.0	0.0
		C89	Tax Collection Mgr	1.0	1.0	1.0	0.0
		C90	Supv Tax Collection Clerk	1.0	1.0	1.0	0.0
		C96	Assistant Tax Collector	1.0	1.0	1.0	0.0
		D09	Office Specialist III	9.0	8.0	8.0	-1.0
		D81	Cashier	2.0	2.0	2.0	0.0
		D94	Supv Account Clerk II	3.0	2.0	2.0	-1.0
		D95	Supv Account Clerk I	0.0	1.0	1.0	1.0
		D96	Accountant Assistant	5.0	5.0	5.0	0.0
		D97	Account Clerk II	6.0	9.0	9.0	3.0
		D98	Account Clerk I	1.0	0.0	0.0	-1.0
		E87	Sr Account Clerk	2.0	0.0	0.0	-2.0
		G11	Information Systems Mgr III	1.0	1.0	1.0	0.0
		G12	Information Systems Mgr II	2.0	2.0	2.0	0.0
		G14	Information Systems Mgr I	1.0	1.0	1.0	0.0
		G28	Info Systems Analyst II	1.0	1.0	1.0	0.0
		Q10	Account Clerk II-U	1.0	0.0	0.0	-1.0
		V32	Supv Revenue Collections Ofc	1.0	1.0	1.0	0.0
		V34	Sr Revenue Collections Officer	4.0	4.0	4.0	0.0
		V35	Revenue Collections Officer	4.0	4.0	4.0	0.0
		X09	Sr Office Specialist	0.0	1.0	1.0	1.0
		X17	Exec Assistant I-ACE	1.0	1.0	1.0	0.0
2214	Tax Collection & Apportionment Sys Fund 0001						
		A1G	Dir Info Systems- Tx Coll Off	1.0	0.0	0.0	-1.0
		G11	Information Systems Mgr III	2.0	2.0	2.0	0.0



Finance and Government (Continued)

Agency Name		Budget Unit Number and Name			Cost Center Number and Name		FY 2015 Positions		FY 2016	Amount Change from 2015
Job Class Code and Title		Approved	Adjusted	Recommended	Approved					
G12	Information Systems Mgr II	1.0	1.0	1.0	0.0					
Total - Tax Collector		57.0	55.0	55.0	-2.0					
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					
B1N	Sr Mgmt Analyst	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					
B78	Accountant II	1.0	1.0	1.0	0.0					
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	4.0	4.0	-2.0					
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 Division Supv II	1.0	1.0	1.0	0.0					
F10	Recording Division Supv I	1.0	1.0	1.0	0.0					
F30	Supv Recordable Doc Tech	1.0	1.0	1.0	0.0					
F34	Recordable Document Tech	4.0	4.0	4.0	0.0					
F55	Clerk-Recorder Office Spc III	14.0	15.0	15.0	1.0					
F56	Clerk-Recorder Office Spc II	17.0	16.0	16.0	-1.0					
F57	Clerk-Recorder Office Spc I	0.0	2.0	2.0	2.0					
F5C	Clerk-Recorder Office Spec II-U	1.0	0.0	0.0	-1.0					
F5D	Clerk-Recorder Office Spec I-U	0.0	1.0	0.0	0.0					
G11	Information Systems Mgr III	1.0	1.0	1.0	0.0					
G12	Information Systems Mgr II	1.0	2.0	2.0	1.0					
G14	Information Systems Mgr I	3.0	1.0	1.0	-2.0					
G28	Info Systems Analyst II	0.0	1.0	1.0	1.0					
W1R	Assoc Mgmt Analyst B-U	0.0	0.0	1.0	1.0					
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 Spc III	5.0	6.0	6.0	1.0					
F56	Clerk-Recorder Office Spc II	2.0	1.0	1.0	-1.0					
Total - County Recorder		70.0	70.0	70.0	0.0					
0148	Department of Revenue									
2148	Revenue Fund 0001									
A34	Dir 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					



Finance and Government (Continued)

Agency Name		Budget Unit Number and Name		Cost Center Number and Name		Job Class Code and Title		FY 2015 Positions		FY 2016	Amount Change from 2015
								Approved	Adjusted	Recommended	Approved
		B96	Dept Fiscal Officer					1.0	1.0	1.0	0.0
		D09	Office Specialist III					6.0	6.0	6.0	0.0
		D49	Office Specialist II					2.0	2.0	2.0	0.0
		D62	Revenue Collections Clerk					1.0	1.0	1.0	0.0
		D81	Cashier					6.0	6.0	6.0	0.0
		D94	Supv Account Clerk II					2.0	2.0	2.0	0.0
		D97	Account Clerk II					8.0	8.0	8.0	0.0
		D98	Account Clerk I					4.0	4.0	4.0	0.0
		E87	Sr Account Clerk					2.0	2.0	2.0	0.0
		G11	Information Systems Mgr III					1.0	1.0	1.0	0.0
		G14	Information Systems Mgr I					1.0	1.0	1.0	0.0
		G38	Info Systems Tech III					1.0	1.0	1.0	0.0
		G50	Info Systems Tech II					1.0	1.0	1.0	0.0
		V32	Supv Revenue Collections Ofc					4.0	4.0	4.0	0.0
		V34	Sr Revenue Collections Officer					4.0	4.0	4.0	0.0
		V35	Revenue Collections Officer					38.0	38.0	38.0	0.0
		V3D	Sr Rev Collection Officer-U					0.0	1.0	1.0	1.0
		X17	Exec Assistant I-ACE					1.0	1.0	1.0	0.0
Total - Department of Revenue								89.0	90.0	90.0	1.0
Total - Finance and Government								2,038.6	2,110.1	2,184.4	145.7



Public Safety and Justice

Agency Name

Budget Unit Number and Name

Cost Center Number and Name

Job Class Code and Title

FY 2015 Positions Approved Adjusted

FY 2016 Recommended

Amount Change from 2015 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 Mgr I	1.0	1.0	1.0	0.0	
J39	Photographer	1.0	1.0	1.0	0.0	
R74	Medical Laboratory Asst II	1.0	1.0	1.0	0.0	
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	41.0	40.0	40.0	-1.0	
V68	Criminalist II	2.0	4.0	5.0	3.0	
V69	Criminalist I	2.0	1.0	1.0	-1.0	
3832	Administrative Svcs Fund 0001					
A59	District Attorney-U	1.0	1.0	1.0	0.0	
A60	Asst District Attorney	6.0	6.0	6.0	0.0	
B1D	Mgmt Analyst-ACE	1.0	1.0	1.0	0.0	
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	1.0	1.0	1.0	0.0	
B2K	Admin Serv Mgr III-2D	1.0	1.0	1.0	0.0	
B3N	Program Mgr II	2.0	1.0	1.0	-1.0	
B3P	Program Mgr I	1.0	2.0	2.0	1.0	
B76	Sr Accountant	1.0	1.0	1.0	0.0	
B77	Accountant III	1.0	1.0	1.0	0.0	
B78	Accountant II	1.0	1.0	1.0	0.0	
B7Q	Public Comm Officer - DA	1.0	1.0	1.0	0.0	
B80	Accountant Auditor Appraiser	1.0	1.0	1.0	0.0	
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	4.0	4.0	4.0	0.0	
D09	Office Specialist III	12.0	13.0	13.0	1.0	
D11	Transcriptionist	5.0	5.0	5.0	0.0	
D51	Office Specialist I	1.0	1.0	1.0	0.0	
D5D	Human Resources Asst II	2.0	2.0	2.0	0.0	
D64	Supv Legal Secretary I	3.0	3.0	3.0	0.0	
D66	Legal Secretary II	17.0	16.0	16.0	-1.0	
D70	Legal Secretary I	4.0	4.0	4.0	0.0	
D74	Legal Secretary Trainee	0.0	1.0	1.0	1.0	
D7D	Legal Secretary II-ACE	4.0	4.0	4.0	0.0	



Public Safety and Justice (Continued)

Agency Name		Budget Unit Number and Name		Cost Center Number and Name		Job Class Code and Title		FY 2015 Positions		FY 2016	Amount Change from 2015
						Approved	Adjusted	Recommended	Approved		
		D97	Account Clerk II	2.0	2.0	2.0	2.0	2.0	0.0		
		E07	Community Worker	2.0	2.0	2.0	2.0	2.0	0.0		
		F02	Property/Evidence Technician	1.0	1.0	1.0	1.0	1.0	0.0		
		F07	Legal Process Officer	5.0	5.0	5.0	5.0	5.0	0.0		
		F14	Legal Clerk	42.0	38.0	38.0	38.0	38.0	-4.0		
		F16	Legal Clerk Trainee	0.0	4.0	4.0	4.0	4.0	4.0		
		F37	Justice System Clerk II	5.0	5.0	5.0	5.0	5.0	0.0		
		F38	Justice System Clerk I	32.0	31.0	31.0	31.0	31.0	-1.0		
		G12	Information Systems Mgr II	1.0	1.0	1.0	1.0	1.0	0.0		
		G81	Storekeeper	2.0	2.0	2.0	2.0	2.0	0.0		
		H17	Utility Worker	1.0	1.0	1.0	1.0	1.0	0.0		
		J44	Investigative Graphic/Media Sp	1.0	1.0	1.0	1.0	1.0	0.0		
		M20	Facilities Maintenance Rep	1.0	1.0	1.0	1.0	1.0	0.0		
		M3A	Records Retention Driver	2.0	2.0	2.0	2.0	2.0	0.0		
		Q38	Justice System Clerk I-U	0.0	1.0	1.0	1.0	1.0	1.0		
		V22	Consumer Affairs Invest II	1.0	1.0	1.0	1.0	1.0	0.0		
		V23	Consumer Affairs Coord	1.0	1.0	1.0	1.0	1.0	0.0		
		W51	Confidential Secretary - U	1.0	1.0	1.0	1.0	1.0	0.0		
		X09	Sr Office Specialist	1.0	1.0	1.0	1.0	1.0	0.0		
		Z60	Asst District Attorney-U	1.0	1.0	1.0	1.0	1.0	0.0		
3833	Paralegal Services Fund 0001										
		V73	Sr Paralegal	32.0	25.5	26.5	26.5	26.5	-5.5		
		V74	Paralegal	0.5	7.0	7.0	7.0	7.0	6.5		
		V82	Supv Paralegal	1.0	1.0	1.0	1.0	1.0	0.0		
		W03	Paralegal-U	0.0	1.0	1.0	1.0	1.0	1.0		
3834	Legal Spt Svcs Fund 0001										
		V71	Chief Investigator Dist Atty	1.0	1.0	1.0	1.0	1.0	0.0		
		V75	Criminal Investigator III	6.0	6.0	6.0	6.0	6.0	0.0		
		V76	Criminal Investigator II	71.0	71.0	72.0	72.0	72.0	1.0		
		V77	Criminal Investigator I	1.0	1.0	1.0	1.0	1.0	0.0		
		V7A	Asst Chief Investigator, Da	1.0	1.0	1.0	1.0	1.0	0.0		
		V7F	Forensic Accountant	1.0	1.0	1.0	1.0	1.0	0.0		
3836	Attorneys Fund 0001										
		F14	Legal Clerk	1.0	1.0	1.0	1.0	1.0	0.0		
		U20	Attorney IV-District Attorney	136.0	124.0	126.0	126.0	126.0	-10.0		
		U21	Attorney III-District Attorney	19.0	26.0	26.0	26.0	26.0	7.0		
		U24	Attorney II-District Attorney	21.0	20.0	20.0	20.0	20.0	-1.0		
		U25	Attorney I-District Attorney	1.0	7.0	7.0	7.0	7.0	6.0		
		W32	Attorney IV-District Atty-U	1.0	0.0	0.0	0.0	0.0	-1.0		
		W34	Attorney II-District Atty-U	0.0	1.0	1.0	1.0	1.0	1.0		
		W35	Attorney I-District Attorney-U	0.0	1.0	1.0	1.0	1.0	1.0		
Total - District Attorney Department				532.5	535.5	540.5	540.5	540.5	8.0		

0204 Public Defender

3500 Public Defender Fund 0001



Public Safety and Justice (Continued)

Agency Name		Budget Unit Number and Name		Cost Center Number and Name		FY 2015 Positions		FY 2016	Amount Change from 2015
Job Class Code and Title		Approved	Adjusted	Recommended	Approved				
A93	Public Defender-U	1.0	1.0	1.0	0.0				
A94	Asst Public Defender	2.0	2.0	2.0	0.0				
A95	Assistant Public Defender - U	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				
B2N	Admin Support Officer III	1.0	1.0	1.0	0.0				
B76	Sr Accountant	1.0	1.0	1.0	0.0				
D05	Supv Legal Clerk	1.0	1.0	1.0	0.0				
D09	Office Specialist III	5.0	6.0	6.0	1.0				
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	0.0	0.0	-1.0				
D98	Account Clerk I	0.0	1.0	1.0	1.0				
E28	Messenger Driver	1.0	1.0	1.0	0.0				
F14	Legal Clerk	21.0	21.0	21.0	0.0				
F37	Justice System Clerk II	1.0	1.0	1.0	0.0				
F38	Justice System Clerk I	1.0	0.0	0.0	-1.0				
G11	Information Systems Mgr III	1.0	1.0	1.0	0.0				
G12	Information Systems Mgr II	1.0	0.0	0.0	-1.0				
G28	Info Systems Analyst II	3.0	3.0	4.0	1.0				
Q4G	Legal Clerk - U	0.0	1.0	1.0	1.0				
U15	Attorney IV- Public Defender	74.0	74.0	74.0	0.0				
U16	Attorney III-Public Defender	16.0	15.0	15.0	-1.0				
U17	Attorney II-Public Defender	5.0	5.0	5.0	0.0				
V33	Office Specialist II-U	0.0	2.0	2.0	2.0				
V73	Sr Paralegal	25.0	25.0	25.0	0.0				
V74	Paralegal	1.0	1.0	1.0	0.0				
V78	Public Defender Invest II	22.0	21.0	21.0	-1.0				
V79	Public Defender Invest I	1.0	2.0	2.0	1.0				
V81	Chief Public Defender Invest	1.0	1.0	1.0	0.0				
V82	Supv Paralegal	1.0	1.0	1.0	0.0				
V96	Supv Public Defender Invest	1.0	1.0	1.0	0.0				
W23	Info Systems Analyst II-U	1.0	1.0	0.0	-1.0				
W51	Confidential Secretary - U	1.0	1.0	1.0	0.0				
W5P	Attorney IV - Pub Def - U	0.0	3.0	3.0	3.0				
W70	Sr Paralegal-U	0.0	4.0	4.0	4.0				
X17	Exec Assistant I-ACE	1.0	1.0	1.0	0.0				
Y3C	Social Worker III	0.0	0.0	1.0	1.0				
3501	Alternate Public Defender Fund 0001								
A94	Asst Public Defender	1.0	1.0	1.0	0.0				
C76	Office Mgmt Coord	1.0	1.0	1.0	0.0				
D49	Office Specialist II	1.0	1.0	1.0	0.0				
D66	Legal Secretary II	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		Job Class Code and Title		FY 2015 Positions		FY 2016	Amount Change
								Approved	Adjusted	Recommended	from 2015
								Approved	Adjusted	Recommended	Approved
						F14	Legal Clerk	2.0	2.0	2.0	0.0
						U15	Attorney IV- Public Defender	22.0	23.0	23.0	1.0
						V73	Sr Paralegal	4.0	4.0	4.0	0.0
						V78	Public Defender Invest II	5.0	4.0	5.0	0.0
						V79	Public Defender Invest I	0.0	1.0	1.0	1.0
						V96	Supv Public Defender Invest	1.0	1.0	1.0	0.0
						W3B	Public Defender Invest II - U	1.0	1.0	0.0	-1.0
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
						V73	Sr Paralegal	0.0	2.0	2.0	2.0
						V74	Paralegal	2.0	0.0	0.0	-2.0
Total - Public Defender								248.0	257.0	258.0	10.0
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 Technician	2.0	2.0	2.0	0.0			
			F37	Justice System Clerk II	5.0	5.0	5.0	0.0			
			G12	Information Systems Mgr II	1.0	1.0	1.0	0.0			
			V41	Pretrial Serv Officer II	16.0	15.0	15.0	-1.0			
			V51	Supv Pretrial Services	3.0	3.0	3.0	0.0			
			V53	Pretrial Serv Officer III	5.0	5.0	5.0	0.0			
			V55	Pretrial Serv Officer I	0.0	1.0	2.0	2.0			
			X17	Exec Assistant I-ACE	1.0	1.0	1.0	0.0			
3591		PTS AB109 Project - Fund 0001									
			V41	Pretrial Serv Officer II	4.0	4.0	4.0	0.0			
			V53	Pretrial Serv Officer III	1.0	1.0	1.0	0.0			
Total - Office of Pretrial Services								41.0	41.0	42.0	1.0
0230	Sheriff's Department										
023001		Administration Fund 0001									
			A1S	Dir of Sheriff's Admin Srv	1.0	1.0	1.0	0.0			
			A2X	Chief of Correction-U	1.0	0.0	0.0	-1.0			
			A2Z	Assistant Sheriff	2.0	2.0	3.0	1.0			
			A65	Sheriff-U	1.0	1.0	1.0	0.0			
			B1N	Sr Mgmt Analyst	1.0	1.0	1.0	0.0			
			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 - U	1.0	1.0	1.0	0.0			
			X17	Exec Assistant I-ACE	3.0	3.0	3.0	0.0			



Public Safety and Justice (Continued)

Agency Name		Budget Unit Number and Name		FY 2015 Positions		FY 2016	Amount
Cost Center Number and Name		Job Class Code and Title		Approved	Adjusted	Recommended	Change
							from 2015
				Approved	Adjusted	Recommended	Approved
		Z56	Undersheriff-U	0.0	1.0	1.0	1.0
023002	Administrative Svcs Fund 0001						
		A63	Dir Info Sys-Sheriff's Office	1.0	1.0	1.0	0.0
		B1T	Assoc Mgmt Analyst A	1.0	1.0	1.0	0.0
		B23	Sr Training & Staff Developmnt	2.0	2.0	2.0	0.0
		B3M	Program Mgr II-ACE	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	0.0	1.0	1.0
		B96	Dept Fiscal Officer	1.0	0.0	0.0	-1.0
		B9G	Sr Departmental Fiscal Officer	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	3.0	4.0	4.0	1.0
		D67	Human Resources Support Sup	1.0	1.0	1.0	0.0
		D6D	Human Resources Asst I	1.0	0.0	0.0	-1.0
		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	7.0	7.0	6.0	-1.0
		D98	Account Clerk I	1.0	1.0	1.0	0.0
		G11	Information Systems Mgr III	1.0	1.0	1.0	0.0
		G12	Information Systems Mgr II	2.0	2.0	2.0	0.0
		G14	Information Systems Mgr I	5.0	5.0	5.0	0.0
		G28	Info Systems Analyst II	3.0	3.0	3.0	0.0
		G50	Info Systems Tech II	0.0	0.0	1.0	1.0
		G73	Sheriff's Technician	2.0	2.0	2.0	0.0
		T10	Rangemaster II	1.0	2.0	2.0	1.0
		T11	Rangemaster I	1.0	0.0	0.0	-1.0
		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	7.0	8.0	2.0
		U64	Deputy Sheriff	66.0	59.0	59.0	-7.0
		U66	Deputy Sheriff Cadet-U	37.0	44.0	44.0	7.0
		U6D	Sheriff's Sergeant	1.0	0.0	0.0	-1.0
		U92	Sheriff Training Specialist	1.0	1.0	1.0	0.0
		V43	Latent Fingerprint Exam II	7.0	5.0	5.0	-2.0
		V44	Latent Fingerprint Exam I	2.0	4.0	4.0	2.0
		V4S	Latent Fingerprint Exam Supv	0.0	1.0	1.0	1.0
		V4T	Latent Fingerprint Examiner III	4.0	4.0	4.0	0.0
		V90	Fingerprint Identification Dir	1.0	1.0	1.0	0.0
		X17	Exec Assistant I-ACE	1.0	1.0	1.0	0.0
023003	Field Enforcement Bureau Fund 0001						
		B1P	Mgmt Analyst	1.0	1.0	1.0	0.0
		B1R	Assoc Mgmt Analyst B	1.0	1.0	1.0	0.0
		C29	Exec Assistant I	3.0	3.0	3.0	0.0
		C60	Admin Assistant	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		Job Class Code and Title		FY 2015 Positions		FY 2016	Amount Change from 2015
								Approved	Adjusted	Recommended	Approved
		D42	Law Enforcement Records Tech	5.0	5.0	7.0	2.0				
		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's Technician	2.0	2.0	2.0	0.0				
		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	31.0	46.0	46.0	15.0				
		U64	Deputy Sheriff	211.0	212.0	214.0	3.0				
		U6D	Sheriff's Sergeant	11.0	0.0	0.0	-11.0				
023004	Services Bureau Fund 0001										
		B62	Law Enforcement Recds Admin	1.0	1.0	1.0	0.0				
		B63	Law Enforcement Recds 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	34.0	31.0	31.0	-3.0				
		D43	Law Enforcement Clerk	7.0	9.0	9.0	2.0				
		D49	Office Specialist II	3.0	4.0	4.0	1.0				
		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's Technician	26.0	26.0	26.0	0.0				
		T84	Sheriff's Correctional Deputy	39.0	39.0	39.0	0.0				
		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	18.0	18.0	-15.0				
		U64	Deputy Sheriff	190.0	190.0	192.0	2.0				
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	4.0	4.0	1.0				
		U6D	Sheriff's Sergeant	1.0	0.0	0.0	-1.0				
Total - Sheriff's Department								837.0	828.0	837.0	0.0
0235	Sheriff's Doc Contract										
3107	Professional Compliance Audit Unit Fund 0001										
		T74	Sheriff's Correctional Serg	0.0	0.0	1.0	1.0				
		T84	Sheriff's Correctional Deputy	0.0	0.0	1.0	1.0				
3112	Internal Affairs Fund 0001										
		T74	Sheriff's Correctional Serg	3.0	3.0	3.0	0.0				
3133	Inmate Screening Unit Fund 0001										
		T74	Sheriff's Correctional Serg	1.0	1.0	1.0	0.0				
3135	Classification Fund 0001										
		T74	Sheriff's Correctional Serg	3.0	3.0	3.0	0.0				



Public Safety and Justice (Continued)

Agency Name		Budget Unit Number and Name		Cost Center Number and Name		Job Class Code and Title		FY 2015 Positions		FY 2016	Amount
								Approved	Adjusted	Recommended	Change
											from 2015
								Approved	Adjusted	Recommended	Approved
		T84	Sheriff's Correctional Deputy					17.0	19.0	19.0	2.0
		U84	Correctional Officer					6.0	4.0	4.0	-2.0
3136	Elmwood Men's Facility Fund 0001										
		T74	Sheriff's Correctional Serg					13.0	17.0	17.0	4.0
		T84	Sheriff's Correctional Deputy					213.0	252.0	252.0	39.0
		U57	Corr Sergeant					1.0	1.0	1.0	0.0
		U84	Correctional Officer					117.0	74.0	74.0	-43.0
3142	Custodial Alternative Supervision-Fund 0001										
		T74	Sheriff's Correctional Serg					1.0	1.0	1.0	0.0
		T84	Sheriff's Correctional Deputy					6.0	6.0	4.0	-2.0
3146	Inmate Progs-Psp Fund 0001										
		T74	Sheriff's Correctional Serg					2.0	2.0	2.0	0.0
		T84	Sheriff's Correctional Deputy					11.0	12.0	12.0	1.0
		U84	Correctional Officer					1.0	0.0	0.0	-1.0
023503	Main Jail Complex Fund 0001										
		T74	Sheriff's Correctional Serg					7.0	15.0	15.0	8.0
		T84	Sheriff's Correctional Deputy					238.0	266.0	294.0	56.0
		U57	Corr Sergeant					2.0	1.0	1.0	-1.0
		U84	Correctional Officer					97.0	68.0	68.0	-29.0
023509	Central Services Fund 0001										
		T84	Sheriff's Correctional Deputy					2.0	4.0	4.0	2.0
		U84	Correctional Officer					0.0	3.0	3.0	3.0
Total - Sheriff's Doc Contract								741.0	752.0	780.0	39.0

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					3.0	3.0	3.0	0.0
		C29	Exec Assistant I					1.0	1.0	1.0	0.0
		T54	Sheriff's Correctional Captain					1.0	1.0	1.0	0.0
		W51	Confidential Secretary - 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
3432	Admin Booking Fund 0001										
		D41	Law Enforcement Records Supv					3.0	3.0	3.0	0.0
		D42	Law Enforcement Records Tech					23.0	19.0	19.0	-4.0
		D43	Law Enforcement Clerk					8.0	12.0	12.0	4.0
		D51	Office Specialist I					2.5	2.5	2.5	0.0
		D63	Law Enforcement Records Spec					5.0	5.0	5.0	0.0
3435	Classification Fund 0001										
		D43	Law Enforcement Clerk					4.0	4.0	4.0	0.0
		T54	Sheriff's Correctional Captain					1.0	1.0	1.0	0.0
		T58	Sheriff's Correctional Lieut					1.0	1.0	1.0	0.0
3436	Elmwood Men's Facility Fund 0001										



Public Safety and Justice (Continued)

Agency Name		Budget Unit Number and Name		Cost Center Number and Name		Job Class Code and Title		FY 2015 Positions		FY 2016	Amount Change from 2015
								Approved	Adjusted	Recommended	Approved
		B2P	Admin Support Officer li	1.0	0.0	0.0	-1.0				
		B2Z	Admin Support Officer III-ACE	0.0	1.0	1.0	1.0				
		C29	Exec Assistant I	1.0	0.0	0.0	-1.0				
		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	20.0	14.0	15.0	-5.0				
		T54	Sheriff's Correctional Captain	1.0	1.0	1.0	0.0				
		T58	Sheriff's Correctional Lieut	4.0	4.0	5.0	1.0				
		X17	Exec Assistant I-ACE	0.0	1.0	1.0	1.0				
024002	Administrative Services Bureau Fund 0001										
		B2Z	Admin Support Officer III-ACE	1.0	1.0	1.0	0.0				
		B76	Sr Accountant	0.0	1.0	1.0	1.0				
		B77	Accountant III	2.0	0.0	0.0	-2.0				
		B78	Accountant II	1.0	1.0	1.0	0.0				
		B80	Accountant Auditor Appraiser	0.0	2.0	1.0	1.0				
		B96	Dept Fiscal Officer	1.0	0.0	0.0	-1.0				
		B9G	Sr Departmental Fiscal Officer	0.0	1.0	1.0	1.0				
		C60	Admin Assistant	1.0	0.0	0.0	-1.0				
		D5D	Human Resources Asst II	1.0	2.0	2.0	1.0				
		D6D	Human Resources Asst I	2.0	1.0	1.0	-1.0				
		D94	Supv Account Clerk II	2.0	2.0	3.0	1.0				
		D96	Accountant Assistant	5.0	6.0	6.0	1.0				
		D97	Account Clerk II	8.0	6.0	6.0	-2.0				
		G14	Information Systems Mgr I	2.0	2.0	2.0	0.0				
		G28	Info Systems Analyst II	2.0	1.0	1.0	-1.0				
		G29	Info Systems Analyst I	1.0	2.0	2.0	1.0				
		G50	Info Systems Tech II	1.0	0.0	0.0	-1.0				
		G51	Info Systems Tech I	0.0	1.0	1.0	1.0				
		T58	Sheriff's Correctional Lieut	1.0	1.0	1.0	0.0				
		X12	Office Specialist III-ACE	1.0	1.0	1.0	0.0				
		X19	Admin Assistant-ACE	1.0	2.0	2.0	1.0				
024003	Main Jail Complex Fund 0001										
		B2P	Admin Support Officer li	1.0	1.0	1.0	0.0				
		C29	Exec Assistant I	1.0	0.0	0.0	-1.0				
		D09	Office Specialist III	1.0	1.0	1.0	0.0				
		D49	Office Specialist II	1.0	0.0	0.0	-1.0				
		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	28.0	28.0	-4.0				
		T54	Sheriff's Correctional Captain	1.0	1.0	1.0	0.0				
		T58	Sheriff's Correctional Lieut	3.0	3.0	4.0	1.0				
		X17	Exec Assistant I-ACE	0.0	1.0	1.0	1.0				
024008	Inmate Program Fund 0001										
		B1W	Mgmt Aide	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		FY 2015 Positions		FY 2016	Amount Change from 2015	
Job Class Code and Title		Approved	Adjusted	Recommended	Approved					
	B3N	Program Mgr II	1.0	0.0	0.0	-1.0				
	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				
	G74	Custody Support Assistant	2.0	2.0	2.0	0.0				
	X91	Rehabilitation Officer II	7.0	10.0	9.0	2.0				
	X92	Rehabilitation Officer I	7.0	5.0	5.0	-2.0				
	X9E	Inmate Rehabilitation Manager	0.0	1.0	1.0	1.0				
024009	Central Services Fund 0001									
	B2P	Admin Support Officer Ii	1.0	1.0	1.0	0.0				
	C60	Admin Assistant	1.0	0.0	0.0	-1.0				
	D09	Office Specialist III	1.0	1.0	1.0	0.0				
	D49	Office Specialist II	0.0	1.0	1.0	1.0				
	D97	Account Clerk 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	4.0	14.0	14.0	10.0				
	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	Food Service Supervisor	2.0	2.0	2.0	0.0				
	H59	Cook II	10.0	10.0	10.0	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	1.0	1.0	1.0	0.0				
	N94	Institutional Maintenance Engr	1.0	1.0	1.0	0.0				
	R20	Managing Dietitian	1.0	1.0	1.0	0.0				
	S32	Correctional Food Services Dir	1.0	1.0	1.0	0.0				
	X19	Admin Assistant-ACE	0.0	1.0	1.0	1.0				
Total - Department of Correction			315.5	316.5	318.5	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				
	G11	Information Systems Mgr III	1.0	1.0	1.0	0.0				
	G12	Information Systems Mgr II	2.0	2.0	2.0	0.0				
	G14	Information Systems Mgr I	3.0	3.0	3.0	0.0				
	G28	Info Systems Analyst II	3.0	6.0	6.0	3.0				
	G29	Info Systems Analyst I	4.0	1.0	1.0	-3.0				
	G38	Info Systems Tech III	2.0	2.0	2.0	0.0				
	X17	Exec Assistant I-ACE	1.0	1.0	1.0	0.0				
3720	Administrative Svcs Fund 0001									



Public Safety and Justice (Continued)

Agency Name		Budget Unit Number and Name		Cost Center Number and Name		Job Class Code and Title		FY 2015 Positions		FY 2016	Amount Change from 2015
								Approved	Adjusted	Recommended	Approved
		A80	Chief Probation Officer-U	1.0	1.0	1.0	0.0				
		A82	Deputy Chief Probation Officer	0.0	1.0	1.0	1.0				
		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	3.0	3.0	1.0				
		B1R	Assoc Mgmt Analyst B	2.0	2.0	2.0	0.0				
		B1T	Assoc Mgmt Analyst A	2.0	1.0	1.0	-1.0				
		B1W	Mgmt Aide	1.0	1.0	1.0	0.0				
		B2P	Admin Support Officer li	2.0	2.0	2.0	0.0				
		B3F	Admin Services Mgr II - ACE	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				
		B6P	Admin Services Mgr-Probation	1.0	1.0	1.0	0.0				
		B76	Sr Accountant	1.0	2.0	2.0	1.0				
		B77	Accountant III	1.0	1.0	1.0	0.0				
		B78	Accountant II	1.0	1.0	1.0	0.0				
		B80	Accountant Auditor Appraiser	1.0	1.0	1.0	0.0				
		B96	Dept Fiscal Officer	1.0	1.0	1.0	0.0				
		C60	Admin Assistant	0.0	1.0	1.0	1.0				
		D09	Office Specialist III	4.0	4.0	5.0	1.0				
		D5D	Human Resources Asst II	3.0	4.0	4.0	1.0				
		D67	Human Resources Support Sup	1.0	1.0	1.0	0.0				
		D6D	Human Resources Asst I	1.0	0.0	0.0	-1.0				
		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				
		G76	Sr Warehouse Materials Handler	3.0	3.0	3.0	0.0				
		G81	Storekeeper	1.0	1.0	1.0	0.0				
		H84	Laundry Worker II	5.0	5.0	5.0	0.0				
		M11	Fleet Maintenance Scheduler	1.0	1.0	1.0	0.0				
		M20	Facilities Maintenance Rep	1.0	1.0	1.0	0.0				
		M47	General Maint Mechanic II	1.0	1.0	1.0	0.0				
		M48	General Maint Mechanic I	1.0	1.0	1.0	0.0				
		P75	Dir, R & O Measurement, Prob	1.0	1.0	1.0	0.0				
		X09	Sr Office Specialist	4.0	4.0	4.0	0.0				
		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	0.0	0.0	-1.0				
		X20	Supv Probation Counselor	1.0	1.0	1.0	0.0				
		X25	Supv Group Counselor	2.0	1.0	1.0	-1.0				
		X48	Supv Probation Officer	3.0	1.0	1.0	-2.0				
		X50	Deputy Probation Officer III	0.0	1.0	1.0	1.0				
		X53	Deputy Probation Officer I	1.0	0.0	0.0	-1.0				

3722 Staff Training Fund 0001



Public Safety and Justice (Continued)

Agency Name		Budget Unit Number and Name			Amount Change from 2015	
Cost Center Number and Name		FY 2015 Positions		FY 2016	Approved	
Job Class Code and Title		Approved	Adjusted	Recommended	Approved	
	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	1.0	1.0	1.0	0.0
	B1P	Mgmt Analyst	0.0	1.0	1.0	1.0
	B1R	Assoc Mgmt Analyst B	1.0	0.0	0.0	-1.0
	B2N	Admin Support Officer III	1.0	1.0	1.0	0.0
	B3P	Program Mgr I	1.0	1.0	1.0	0.0
	B78	Accountant II	1.0	1.0	1.0	0.0
	D09	Office Specialist III	1.0	0.0	0.0	-1.0
	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	9.0	9.0	9.0	0.0
	E29	Probation Peer Support Worker	1.0	1.0	1.0	0.0
	F37	Justice System Clerk II	29.5	29.5	29.5	0.0
	F38	Justice System Clerk I	18.0	19.0	19.0	1.0
	G12	Information Systems Mgr II	1.0	0.0	0.0	-1.0
	G14	Information Systems Mgr I	0.0	1.0	1.0	1.0
	X17	Exec Assistant I-ACE	1.0	1.0	1.0	0.0
	X44	Probation Mgr	4.0	4.0	4.0	0.0
	X48	Supv Probation Officer	18.0	19.0	19.0	1.0
	X50	Deputy Probation Officer III	142.5	139.5	141.5	-1.0
	X52	Deputy Probation Officer II	20.0	23.0	23.0	3.0
	X53	Deputy Probation Officer I	15.0	15.0	15.0	0.0
024616	Juvenile Probation Svcs Div Fund 0001					
	A82	Deputy Chief Probation Officer	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
	D09	Office Specialist III	0.0	1.0	1.0	1.0
	D34	Supv Clerk	2.0	2.0	2.0	0.0
	D43	Law Enforcement Clerk	1.0	1.0	1.0	0.0
	E07	Community Worker	0.0	2.0	2.0	2.0
	E19	Probation Community Worker	7.0	5.0	5.0	-2.0
	F37	Justice System Clerk II	8.5	9.0	9.0	0.5
	F38	Justice System Clerk I	16.0	14.0	14.0	-2.0
	X20	Supv Probation Counselor	1.0	1.0	1.0	0.0
	X22	Probation Counselor II	5.0	7.0	7.0	2.0
	X25	Supv Group Counselor	1.0	0.0	0.0	-1.0
	X44	Probation Mgr	3.0	4.0	4.0	1.0
	X48	Supv Probation Officer	15.0	17.0	17.0	2.0



Public Safety and Justice (Continued)

Agency Name		Budget Unit Number and Name		FY 2015 Positions		FY 2016	Amount
Cost Center Number and Name		Job Class Code and Title		Approved	Adjusted	Recommended	Change
							from 2015
				Approved	Adjusted	Recommended	Approved
		X50	Deputy Probation Officer III	85.0	90.5	89.5	4.5
		X52	Deputy Probation Officer II	23.0	24.5	24.5	1.5
		X53	Deputy Probation Officer I	22.0	14.0	14.0	-8.0
024617	Institution Services Division - Fund 0001						
		A82	Deputy Chief Probation Officer	1.0	2.0	2.0	1.0
		B2N	Admin Support Officer III	1.0	1.0	1.0	0.0
		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
		F37	Justice System Clerk II	3.0	3.5	3.5	0.5
		F38	Justice System Clerk I	4.0	4.0	4.0	0.0
		F3A	Juvenile Probation Records Sup	1.0	1.0	1.0	0.0
		H56	Food Service Supervisor	1.0	1.0	1.0	0.0
		H59	Cook II	3.0	3.0	3.0	0.0
		H60	Cook I	5.0	5.0	5.0	0.0
		H66	Food Service Worker II	16.0	17.0	17.0	1.0
		H67	Food Service Worker I	3.0	2.0	2.0	-1.0
		X17	Exec Assistant I-ACE	1.0	1.0	1.0	0.0
		X20	Supv Probation Counselor	6.0	6.0	6.0	0.0
		X22	Probation Counselor II	56.0	48.0	48.0	-8.0
		X23	Probation Counselor I	3.0	9.0	9.0	6.0
		X25	Supv Group Counselor	15.0	17.0	17.0	2.0
		X27	Sr Group Counselor	153.0	152.0	152.0	-1.0
		X28	Group Counselor II	26.0	26.0	26.0	0.0
		X29	Group Counselor I	6.0	7.0	7.0	1.0
		X44	Probation Mgr	4.0	3.0	3.0	-1.0
		X54	Probation Assistant II	14.0	15.0	15.0	1.0
		X55	Probation Assistant I	3.0	2.0	2.0	-1.0
Total - Probation Department				898.5	901.5	903.5	5.0
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
		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	2.0	2.0	-2.0
		S26	Forensic Pathology Tech Trn	0.0	2.0	2.0	2.0
		V85	Medical Examiner Coroner Invst	9.0	9.0	9.0	0.0
		X09	Sr Office Specialist	2.0	2.0	2.0	0.0
Total - Med Exam-Coroner Fund 0001				20.0	20.0	20.0	0.0
Total - Public Safety and Justice				3,633.5	3,651.5	3,699.5	66.0



Children, Seniors, and Families

Agency Name		Budget Unit Number and Name		Cost Center Number and Name		Job Class Code and Title		FY 2015 Positions	FY 2016	Amount
								Approved	Recommended	Change
								Adjusted		from 2015
									Approved	Approved
Department of Child Support Services										
0200	Dept of Child Support Services									
3804	DCSS Exp - Admin Fund 0193									
	B1N	Sr Mgmt Analyst		1.0	1.0	1.0	0.0			
	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			
	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 Support Svcs		2.0	2.0	2.0	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		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	0.0	-1.0			
	D09	Office Specialist III		19.0	19.0	8.0	-11.0			
	D49	Office Specialist II		4.0	4.0	3.0	-1.0			
	D51	Office Specialist I		4.0	4.0	4.0	0.0			
	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		9.0	8.0	8.0	-1.0			
	D70	Legal Secretary I		0.0	1.0	1.0	1.0			
	D97	Account Clerk II		2.0	2.0	1.0	-1.0			
	E28	Messenger Driver		2.0	2.0	2.0	0.0			
	E84	Supv Child Support Officer		11.0	11.0	11.0	0.0			
	E85	Child Support Officer II		121.0	122.0	114.0	-7.0			
	E86	Child Support Officer I		1.0	0.0	0.0	-1.0			
	E88	Sr Child Support Officer		18.0	18.0	17.0	-1.0			
	E90	Child Support Specialist		16.0	16.0	15.0	-1.0			
	F07	Legal Process Officer		1.0	1.0	1.0	0.0			
	F14	Legal Clerk		19.0	18.0	17.0	-2.0			
	F16	Legal Clerk Trainee		2.0	3.0	3.0	1.0			
	F19	Child Support Docmnt Examiner		5.0	5.0	4.0	-1.0			
	H17	Utility Worker		1.0	1.0	0.0	-1.0			
	Q24	Dir Dept of Child Supp Svcs-U		1.0	1.0	1.0	0.0			
	U71	Attorney IV-Child Support Srv		12.0	12.0	11.0	-1.0			
	V73	Sr Paralegal		1.0	1.0	1.0	0.0			
	X15	Exec Assistant II-ACE		1.0	1.0	1.0	0.0			
3805	DCSS Exp - Electronic Data Processing Fund 0193									
	G11	Information Systems Mgr III		1.0	1.0	1.0	0.0			
	G12	Information Systems Mgr II		2.0	2.0	2.0	0.0			
	G28	Info Systems Analyst II		2.0	2.0	2.0	0.0			
	G38	Info Systems Tech III		1.0	1.0	1.0	0.0			
Total - Dept of Child Support Services				271.0	271.0	243.0	-28.0			



Children, Seniors, and Families (Continued)

Agency Name		Budget Unit Number and Name		Cost Center Number and Name		Job Class Code and Title		FY 2015 Positions	FY 2016	Amount	
								Approved	Adjusted	Recommended	Change
											from 2015
								Approved	Adjusted	Recommended	Approved
0502	Social Services Agency										
050201	Agency Office Admin Fund 0001										
	A3F	SSA Dep Director, Operations		1.0	1.0	1.0	0.0				
	A6A	Sr Financial Analyst		6.0	8.0	8.0	2.0				
	A6B	Financial Analyst II		6.0	5.0	5.0	-1.0				
	A6C	Financial Analyst I		1.0	1.0	1.0	0.0				
	A86	Dir Social Services Agency		1.0	1.0	1.0	0.0				
	A8A	Chief Deputy Dir-SSA		1.0	1.0	1.0	0.0				
	B1H	Mgmt Anal Prog Mgr III		2.0	3.0	3.0	1.0				
	B1J	Mgmt Anal Prog Mgr II		3.0	2.0	2.0	-1.0				
	B1L	Mgmt Analysis Prog Mgr I		1.0	1.0	1.0	0.0				
	B1N	Sr Mgmt Analyst		4.0	6.0	6.0	2.0				
	B1P	Mgmt Analyst		16.0	16.0	16.0	0.0				
	B1R	Assoc Mgmt Analyst B		0.0	3.0	3.0	3.0				
	B1T	Assoc Mgmt Analyst A		0.0	1.0	1.0	1.0				
	B2J	Admin Services Mgr II		1.0	0.0	0.0	-1.0				
	B2L	Admin Services Mgr I		2.0	3.0	3.0	1.0				
	B2N	Admin Support Officer III		1.0	1.0	1.0	0.0				
	B2P	Admin Support Officer Ii		3.0	2.0	2.0	-1.0				
	B3N	Program Mgr II		1.0	1.0	1.0	0.0				
	B57	Central Service Mgr-SS		1.0	1.0	1.0	0.0				
	B5M	Maintenance Project Manager		0.0	1.0	1.0	1.0				
	B76	Sr Accountant		11.0	12.0	12.0	1.0				
	B77	Accountant III		8.0	9.0	9.0	1.0				
	B78	Accountant II		5.0	5.0	5.0	0.0				
	B80	Accountant Auditor Appraiser		5.0	7.0	7.0	2.0				
	B87	Trust & Fiduciary Acctng Mgr		0.0	1.0	1.0	1.0				
	B90	Chief Fiscal Officer-SSA		1.0	1.0	1.0	0.0				
	B96	Dept Fiscal Officer		0.0	1.0	1.0	1.0				
	B9B	Social Services Fiscal Officer		2.0	2.0	2.0	0.0				
	C08	Sr Executive Assistant		1.0	1.0	1.0	0.0				
	C29	Exec Assistant I		0.0	1.0	1.0	1.0				
	C32	Buyer II		1.0	1.0	1.0	0.0				
	C60	Admin Assistant		3.0	2.0	2.0	-1.0				
	D09	Office Specialist III		5.0	4.0	4.0	-1.0				
	D49	Office Specialist II		15.0	13.0	13.0	-2.0				
	D62	Revenue Collections Clerk		0.0	1.0	1.0	1.0				
	D77	Income Tax Specialist		1.0	1.0	1.0	0.0				
	D94	Supv Account Clerk II		2.0	2.0	2.0	0.0				
	D96	Accountant Assistant		16.0	15.0	15.0	-1.0				
	D97	Account Clerk II		9.0	9.0	9.0	0.0				
	E28	Messenger Driver		3.0	2.0	2.0	-1.0				
	E50	Eligibility Examiner		1.0	1.0	1.0	0.0				
	E87	Sr Account Clerk		9.0	9.0	9.0	0.0				



Children, Seniors, and Families (Continued)

Agency Name		Budget Unit Number and Name		Cost Center Number and Name		FY 2015 Positions		FY 2016	Amount Change from 2015
Job Class Code and Title		Approved	Adjusted	Recommended	Approved				
F26	Print-On-Demand Operator	2.0	2.0	2.0	0.0				
F37	Justice System 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				
G81	Storekeeper	1.0	1.0	1.0	0.0				
G82	Stock Clerk	7.0	8.0	8.0	1.0				
H17	Utility Worker	3.0	3.0	3.0	0.0				
H21	Facilities Services Worker	2.0	1.0	1.0	-1.0				
M11	Fleet Maintenance Scheduler	2.0	2.0	2.0	0.0				
M20	Facilities Maintenance Rep	1.0	2.0	2.0	1.0				
P7A	Director of Research-SSA	1.0	1.0	1.0	0.0				
U98	Protective Services Officer	13.0	13.0	13.0	0.0				
V32	Supv Revenue Collections Ofc	1.0	1.0	1.0	0.0				
V33	Office Specialist II-U	4.0	0.0	0.0	-4.0				
V34	Sr Revenue Collections Officer	2.0	2.0	2.0	0.0				
V35	Revenue Collections Officer	8.0	7.0	7.0	-1.0				
V65	SSA Applctn Dec Supp Mgr	1.0	1.0	1.0	0.0				
V88	Investigator Assistant	2.0	2.0	2.0	0.0				
V8B	Welfare Fraud Investigator	7.0	8.0	8.0	1.0				
W1P	Mgmt Analyst-U	0.0	1.0	1.0	1.0				
W20	SSA Info Technology Spec	1.0	1.0	1.0	0.0				
X09	Sr Office Specialist	0.0	2.0	2.0	2.0				
X17	Exec Assistant I-ACE	2.0	2.0	2.0	0.0				
X19	Admin Assistant-ACE	1.0	0.0	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	2.0	2.0	2.0	0.0				
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	4.0	4.0	0.0				
B1R	Assoc Mgmt Analyst B	2.0	2.0	2.0	0.0				
D09	Office Specialist III	1.0	1.0	1.0	0.0				
G12	Information Systems Mgr II	5.0	5.0	5.0	0.0				
G14	Information Systems Mgr I	12.0	14.0	14.0	2.0				
G28	Info Systems Analyst II	13.0	12.0	12.0	-1.0				
G29	Info Systems Analyst I	3.0	4.0	4.0	1.0				
G38	Info Systems Tech III	10.0	8.0	8.0	-2.0				
G4M	Web Technician	1.0	1.0	1.0	0.0				
G4N	Web Designer	1.0	1.0	1.0	0.0				
G50	Info Systems Tech II	7.0	9.0	9.0	2.0				
K16	Telecommunications Engineer	2.0	2.0	2.0	0.0				
L35	Telecommunications Technician	2.0	2.0	2.0	0.0				



Children, Seniors, and Families (Continued)

Agency Name		Budget Unit Number and Name		Cost Center Number and Name		Job Class Code and Title		FY 2015 Positions		FY 2016	Amount Change from 2015
								Approved	Adjusted	Recommended	Approved
		P65	SSA Application Dec Sup Spec II	15.0	12.0	12.0	-3.0				
		P66	SSA Application Dec Sup Spec I	0.0	4.0	4.0	4.0				
		V65	SSA Applctn Dec Supp Mgr	10.0	10.0	11.0	1.0				
		W20	SSA Info Technology Spec	17.0	17.0	17.0	0.0				
		X17	Exec Assistant I-ACE	1.0	1.0	1.0	0.0				
050203	Agency Staff Dev & Training Fund 0001										
		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	5.0	5.0	4.0				
		B2F	Assoc Trng & Staff Dev Spec II	4.0	0.0	0.0	-4.0				
		B8F	Mgr, Trng & 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	6.0	6.0	6.0	0.0				
		D72	Client Services Technician	1.0	1.0	1.0	0.0				
		E42	Staff Development Spec	15.0	17.0	17.0	2.0				
		E43	Assoc Staff Development Spec	3.0	1.0	1.0	-2.0				
		E44	Eligibility Work Supv	6.0	6.0	6.0	0.0				
		E45	Eligibility Worker III	1.0	1.0	1.0	0.0				
		Y22	Social Work Training Speclst	5.0	6.0	6.0	1.0				
		Y23	Social Work Supervisor	2.0	2.0	2.0	0.0				
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				
		V31	Office Specialist III-U	1.5	0.0	0.0	-1.5				
		W07	Social Worker III-U	1.0	0.0	0.0	-1.0				
		W20	SSA Info Technology Spec	1.0	1.0	1.0	0.0				
		Y3C	Social Worker III	0.0	1.0	1.0	1.0				
		Y48	Social Work Coord II	1.0	1.0	1.0	0.0				
Total - Social Services Agency				386.0	396.5	397.5	11.5				

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 Family & Children Srv	1.0	1.0	1.0	0.0				
		B1H	Mgmt Anal Prog Mgr III	0.0	1.0	1.0	1.0				
		B1N	Sr Mgmt Analyst	1.0	2.0	2.0	1.0				
		B1P	Mgmt Analyst	3.0	3.0	3.0	0.0				
		B1R	Assoc Mgmt Analyst B	1.0	0.0	0.0	-1.0				
		B3N	Program Mgr II	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				
		D03	Data Office Specialist	1.0	1.0	1.0	0.0				
		D09	Office Specialist III	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			Amount Change from 2015	
Cost Center Number and Name		FY 2015 Positions		FY 2016	Approved	
Job Class Code and Title		Approved	Adjusted	Recommended	Approved	
	Y23 Social Work Supervisor	5.0	4.0	4.0	-1.0	
	Y30 Social Services Prg Mgr III	6.0	6.0	6.0	0.0	
	Y31 Social Services Prg Mgr II	2.0	2.0	2.0	0.0	
	Y32 Social Services Prg Mgr I	4.0	4.0	4.0	0.0	
	Y3C Social Worker III	6.0	5.0	5.0	-1.0	
	Y48 Social Work Coord II	12.0	12.0	12.0	0.0	
	Y49 Social Work Coord I	2.0	2.0	2.0	0.0	
	Y50 Project Mgr	2.0	4.0	4.0	2.0	
050302	DFCS Program Svcs Fund 0001					
	E45 Eligibility Worker III	1.0	1.0	1.0	0.0	
	Y23 Social Work Supervisor	49.0	51.0	52.0	3.0	
	Y25 Employment Program Supv	1.0	1.0	1.0	0.0	
	Y27 Employment Counselor III	2.0	2.0	2.0	0.0	
	Y28 Employment Counselor II	1.0	1.0	1.0	0.0	
	Y3A Social Worker I	35.0	45.0	56.0	21.0	
	Y3B Social Worker II	21.0	22.0	22.0	1.0	
	Y3C Social Worker III	293.0	283.0	291.0	-2.0	
	Y48 Social Work Coord II	6.0	6.0	6.0	0.0	
050303	DFCS Program Support Fund 0001					
	D03 Data Office Specialist	13.0	15.0	15.0	2.0	
	D09 Office Specialist III	37.0	39.0	39.0	2.0	
	D43 Law Enforcement Clerk	1.0	1.0	1.0	0.0	
	D49 Office Specialist II	10.0	12.0	12.0	2.0	
	D72 Client Services Technician	13.0	9.0	12.0	-1.0	
	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					
	C60 Admin Assistant	1.0	1.0	1.0	0.0	
	D03 Data Office Specialist	0.0	1.0	1.0	1.0	
	D09 Office Specialist III	5.0	3.0	3.0	-2.0	
	D49 Office Specialist II	1.0	0.0	0.0	-1.0	
	D72 Client Services Technician	0.0	1.0	1.0	1.0	
	X24 Sr Children's Counselor	2.0	2.0	2.0	0.0	
	X31 Children's Counselor	15.0	15.0	15.0	0.0	
	Y23 Social Work Supervisor	1.0	0.0	0.0	-1.0	
	Y32 Social Services Prg Mgr I	1.0	1.0	1.0	0.0	
050305	DFCS Staff Dev. and Training Fund 0001					
	Y3B Social Worker II	3.0	5.0	5.0	2.0	
	Y3C Social Worker III	0.0	8.0	8.0	8.0	
Total - Department of Family & Children's Services		591.0	605.0	628.0	37.0	
0504	Department of Employment & Benefit Svc					
050401	DEBS Admin Fund 00001					
	A78 Dir of Employment & Benfts Srv	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		Job Class Code and Title		FY 2015 Positions		FY 2016	Amount Change from 2015
						Approved	Adjusted	Recommended	Approved		
		A98	Asst Dir, Employment & Benefit	1.0	1.0	1.0	0.0				
		B1N	Sr Mgmt Analyst	2.0	3.0	3.0	1.0				
		B1P	Mgmt Analyst	23.0	22.0	23.0	0.0				
		B1R	Assoc Mgmt Analyst B	0.0	2.0	2.0	2.0				
		B1T	Assoc Mgmt Analyst A	1.0	0.0	0.0	-1.0				
		B28	Internal Auditor III	1.0	1.0	1.0	0.0				
		B2N	Admin Support Officer III	1.0	1.0	1.0	0.0				
		B2R	Admin Support Officer I	1.0	1.0	1.0	0.0				
		B30	Internal Auditor II	1.0	1.0	1.0	0.0				
		B6U	Admin of Benefits Serv	1.0	1.0	1.0	0.0				
		C29	Exec Assistant I	1.0	1.0	1.0	0.0				
		C60	Admin Assistant	15.0	15.0	15.0	0.0				
		C76	Office Mgmt Coord	13.0	13.0	13.0	0.0				
		D09	Office Specialist III	4.0	4.0	4.0	0.0				
		D97	Account Clerk II	1.0	2.0	2.0	1.0				
		E45	Eligibility Worker III	0.0	2.0	2.0	2.0				
		E87	Sr Account Clerk	0.0	1.0	1.0	1.0				
		P65	SSA Applcation Dec Sup Spec II	12.0	12.0	12.0	0.0				
		P66	SSA Application Dec Sup Spec I	1.0	2.0	2.0	1.0				
		V65	SSA Applctn Dec Supp Mgr	1.0	1.0	1.0	0.0				
		X17	Exec Assistant I-ACE	1.0	1.0	1.0	0.0				
		Y20	Employment Program Mgr	1.0	1.0	1.0	0.0				
		Y28	Employment Counselor II	1.0	1.0	1.0	0.0				
		Y30	Social Services Prg Mgr III	4.0	4.0	4.0	0.0				
		Y31	Social Services Prg Mgr II	8.0	8.0	8.0	0.0				
		Y32	Social Services Prg Mgr I	10.0	11.0	11.0	1.0				
		Y48	Social Work Coord II	2.0	2.0	2.0	0.0				
050402	DEBS Program Svcs Fund 0001										
		B2N	Admin Support Officer III	1.0	1.0	1.0	0.0				
		D09	Office Specialist III	0.0	1.0	1.0	1.0				
		D72	Client Services Technician	2.0	1.0	1.0	-1.0				
		E44	Eligibility Work Supv	93.0	101.0	101.0	8.0				
		E45	Eligibility Worker III	304.0	334.0	334.0	30.0				
		E46	Eligibility Worker II	420.0	389.0	389.0	-31.0				
		E47	Eligibility Worker I	2.0	0.0	0.0	-2.0				
		E50	Eligibility Examiner	37.0	23.0	23.0	-14.0				
		E53	Social Services Prg Cntrl Supv	3.0	3.0	3.0	0.0				
		Y23	Social Work Supervisor	1.0	1.0	1.0	0.0				
		Y25	Employment Program Supv	17.0	17.0	18.0	1.0				
		Y27	Employment Counselor III	48.0	48.0	48.0	0.0				
		Y28	Employment Counselor II	91.0	93.0	93.0	2.0				
		Y29	Employment Counselor I	10.0	12.0	12.0	2.0				
		Y3B	Social Worker II	9.0	9.0	9.0	0.0				
		Y3C	Social Worker III	3.0	3.0	3.0	0.0				
		Y4B	Social Svcs Appeals Officer	0.0	14.0	14.0	14.0				



Children, Seniors, and Families (Continued)

Agency Name		Budget Unit Number and Name		Cost Center Number and Name		Job Class Code and Title		FY 2015 Positions	FY 2016	Amount	
								Approved	Adjusted	Change	
								Approved	Recommended	from 2015	
								Approved	Adjusted	Approved	
050403	DEBS Program Support Fund 0001										
	D09	Office Specialist III		38.0	64.0	64.0	26.0				
	D49	Office Specialist II		66.0	67.0	67.0	1.0				
	D72	Client Services Technician		121.0	108.0	108.0	-13.0				
	G82	Stock Clerk		3.0	3.0	3.0	0.0				
	V33	Office Specialist II-U		2.0	0.0	0.0	-2.0				
050404	DEBS Trainees Fund 0001										
	E45	Eligibility Worker III		0.0	26.0	26.0	26.0				
	E46	Eligibility Worker II		0.0	45.0	45.0	45.0				
	E47	Eligibility Worker I		35.0	36.0	36.0	1.0				
Total - Department of Employment & Benefit Svc								1,414.0	1,514.0	1,516.0	102.0
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		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	0.0	0.0	-1.0				
	C29	Exec Assistant I		0.0	1.0	1.0	1.0				
	C60	Admin Assistant		2.0	2.0	2.0	0.0				
	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	Sr Account Clerk		1.0	1.0	1.0	0.0				
	V24	Supv Estate Administrator		2.0	2.0	2.0	0.0				
	V37	Estate Administrator		10.0	10.0	12.0	2.0				
	V38	Estate Administrator Asst		2.0	2.0	2.0	0.0				
	V42	Estate Property Tech		4.0	4.0	4.0	0.0				
	X17	Exec Assistant I-ACE		2.0	1.0	1.0	-1.0				
	Y30	Social Services Prg Mgr III		2.0	1.0	1.0	-1.0				
	Y31	Social Services Prg Mgr II		1.0	2.0	2.0	1.0				
	Y32	Social Services Prg Mgr I		0.0	1.0	1.0	1.0				
	Y48	Social Work Coord II		0.0	1.0	1.0	1.0				
	Y50	Project Mgr		1.0	1.0	1.0	0.0				
	Y5A	Project Mgr-U		1.0	1.0	0.0	-1.0				
050502	DAAS Program Svcs Fund 0001										
	B44	Deputy Public Guardian Asst		1.0	1.0	1.0	0.0				
	E46	Eligibility Worker II		1.0	1.0	1.0	0.0				
	S48	Public Health Nurse II		1.0	1.0	1.0	0.0				
	V45	Supv Deputy Public Guardian		4.0	4.0	4.0	0.0				



Children, Seniors, and Families (Continued)

Agency Name		Budget Unit Number and Name		Cost Center Number and Name		Job Class Code and Title		FY 2015 Positions		FY 2016	Amount
								Approved	Adjusted	Recommended	Change
											from 2015
											Approved
		V4B	Deputy Public Guardian-Conservator	31.0	31.0	31.0	0.0				
		Y23	Social Work Supervisor	11.0	11.0	13.0	2.0				
		Y31	Social Services Prg Mgr II	0.0	1.0	1.0	1.0				
		Y3A	Social Worker I	6.0	6.0	6.0	0.0				
		Y3B	Social Worker II	65.0	70.0	78.0	13.0				
		Y3C	Social Worker III	24.0	23.0	25.0	1.0				
		Y49	Social Work Coord I	3.0	3.0	4.0	1.0				
050503	DAAS Program Support Fund 0001										
		D03	Data Office Specialist	3.0	3.0	3.0	0.0				
		D09	Office Specialist III	25.0	25.0	25.0	0.0				
		D49	Office Specialist II	6.5	6.5	6.5	0.0				
		D72	Client Services Technician	2.0	3.0	3.0	1.0				
		E65	Program Services Aide	5.0	5.0	6.0	1.0				
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				
		D09	Office Specialist III	0.0	0.0	1.0	1.0				
		D96	Accountant Assistant	1.0	1.0	1.0	0.0				
		H54	Nutrition Services Mgr	1.0	1.0	1.0	0.0				
		R20	Managing Dietitian	2.0	2.0	2.0	0.0				
		Y31	Social Services Prg Mgr II	1.0	1.0	1.0	0.0				
Total - Department of Aging and Adult Services Fund 0001				248.5	255.5	271.5	23.0				
Total - Children, Seniors, and Families				2,910.5	3,042.0	3,056.0	145.5				



Santa Clara Valley Health and Hospital System

Agency Name

Budget Unit Number and Name

Cost Center Number and Name

Job Class Code and Title	FY 2015 Positions		FY 2016	Amount
	Approved	Adjusted	Recommended	Change from 2015 Approved

Health Department

0410 Public Health

04101	Assess, Planning & Health						
A5B	Pub Health Div Dir-Plng & Eval	1.0	1.0	1.0	0.0		
B01	Health Planning Spec III	3.5	3.5	3.5	0.0		
B19	Health Program Spec	5.0	6.0	6.0	1.0		
B5Z	Health Care Prog Analyst Assoc	1.0	1.0	1.0	0.0		
B7T	Public Health Preparedness Mgr	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		
D09	Office Specialist III	1.0	1.0	1.0	0.0		
D49	Office Specialist II	1.0	1.0	1.0	0.0		
E06	Chief Registrar of Vital Stat	1.0	1.0	1.0	0.0		
F5E	Vital Records Specialist II	1.0	5.0	5.0	4.0		
F5F	Vital Records Specialist I	6.0	4.0	4.0	-2.0		
G77	Warehouse Materials Handler	0.5	0.5	0.5	0.0		
J23	Sr Epidemiologist	1.0	1.0	1.0	0.0		
J25	Epidemiologist II	3.0	2.5	2.5	-0.5		
J26	Health Education Specialist	1.0	1.0	1.0	0.0		
J28	Epidemiologist I	3.0	2.5	2.5	-0.5		
R43	Sr Public Hlth Microbiologist	2.0	2.0	2.0	0.0		
R46	Public Health Microbiologist	1.0	0.0	0.0	-1.0		
W71	Sr Health Care Prog Analyst	1.0	1.0	1.0	0.0		
04102	Chronic, Disease & Injury						
B01	Health Planning Spec III	4.0	5.0	5.0	1.0		
B19	Health Program Spec	5.5	5.5	5.5	0.0		
B5X	Health Care Program Analyst II	1.0	1.0	1.0	0.0		
B5Y	Health Care Program Analyst I	0.0	1.0	1.0	1.0		
B6H	Health Planning Spec II	5.5	5.5	5.5	0.0		
C23	Prevention Program Analyst II	0.0	2.5	2.5	2.5		
C24	Prevention Program Analyst I	0.5	0.5	0.5	0.0		
C60	Admin Assistant	1.0	1.0	1.0	0.0		
C82	Sr Health Care Program Mgr	1.0	1.0	1.0	0.0		
C83	Health Care Program Mgr II	1.0	2.0	2.0	1.0		
D09	Office Specialist III	2.5	2.5	2.5	0.0		
D60	Clerical Office Supv	0.0	1.0	1.0	1.0		
E04	Public Health Community Spec	2.5	1.5	1.5	-1.0		
J26	Health Education Specialist	4.5	4.5	4.5	0.0		
J27	Health Education Associate	2.0	4.0	4.0	2.0		
R24	Public Health Nutritionist	5.0	5.0	5.0	0.0		
U19	Prevention Program Analyst I-U	0.5	0.5	0.5	0.0		
W09	Public Health Community Spec-U	0.5	0.5	0.5	0.0		
W71	Sr Health Care Prog Analyst	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		FY 2015 Positions		FY 2016	Amount
								Approved	Adjusted	Recommended	Change
										Approved	from 2015
										Approved	Approved
04103	Community, Health Services										
	C69	Public Health Nurse Mgr II					1.0	1.0	1.0	0.0	
	C70	Public Health Nurse Mgr I					4.0	4.0	4.0	0.0	
	C76	Office Mgmt Coord					1.0	1.0	1.0	0.0	
	D09	Office Specialist III					8.0	8.0	8.0	0.0	
	E07	Community Worker					1.0	1.0	1.0	0.0	
	E32	Public Health Assistant					10.0	10.0	10.0	0.0	
	J26	Health Education Specialist					3.0	2.0	2.0	-1.0	
	S47	Public Health Nurse III					3.0	3.0	4.0	1.0	
	S48	Public Health Nurse II					45.5	42.0	42.0	-3.5	
	S50	Public Health Nurse I					0.0	4.5	4.5	4.5	
04104	Emergency Medical Services										
	B1N	Sr Mgmt Analyst					1.0	1.0	1.0	0.0	
	B20	Emergency Med Svcs Admin					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	
	D09	Office Specialist III					1.0	1.0	1.0	0.0	
	J25	Epidemiologist II					0.0	1.0	1.0	1.0	
	P62	Specialty Programs Nurse Coord					1.0	1.0	1.0	0.0	
	S09	Emergency Medical Serv Spclst					9.0	9.0	9.0	0.0	
	S2E	Sr Emergency Med Svcs Spclst					1.0	1.0	1.0	0.0	
04105	Family Health										
	B1W	Mgmt Aide					1.5	1.5	1.5	0.0	
	B5X	Health Care Program Analyst II					1.0	1.0	1.0	0.0	
	C60	Admin Assistant					1.0	1.0	1.0	0.0	
	C76	Office Mgmt Coord					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					3.0	3.0	3.0	0.0	
	C84	Health Care Program Mgr I					2.0	2.0	2.0	0.0	
	D09	Office Specialist III					7.0	7.0	7.0	0.0	
	D1E	Sr Health Services Rep					7.0	7.0	7.0	0.0	
	D2E	Health Services Rep					19.5	19.5	19.5	0.0	
	D48	Patient Business Serv Clerk					1.0	1.0	1.0	0.0	
	D49	Office Specialist II					1.0	1.0	1.0	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					1.0	1.0	1.0	0.0	
	E32	Public Health Assistant					4.0	4.0	4.0	0.0	
	J26	Health Education Specialist					2.0	2.0	2.0	0.0	
	J27	Health Education Associate					3.0	3.0	3.0	0.0	
	P04	Asst Public Health Officer					1.0	1.0	1.0	0.0	
	P08	Public Health Physician III					0.5	0.5	0.5	0.0	
	R01	Chief CCS Therapist					1.0	1.0	1.0	0.0	
	R02	Supervising CCS Therapist					5.0	5.0	5.0	0.0	
	R04	Sr CCS Therapist					4.0	4.0	4.0	0.0	



Santa Clara Valley Health and Hospital System (Continued)

Agency Name		Budget Unit Number and Name		Cost Center Number and Name		FY 2015 Positions		FY 2016	Amount Change from 2015	
Job Class Code and Title		Approved	Adjusted	Recommended	Approved					
	R05	CCS Therapist I	17.5	17.5	17.5	0.0				
	R07	CCS Therapist II	8.5	8.5	8.5	0.0				
	R24	Public Health Nutritionist	7.5	7.5	7.5	0.0				
	R41	Therapy Aide	5.0	5.0	5.0	0.0				
	S08	Public Health Nutrition Assoc	20.0	22.0	22.0	2.0				
	S10	Utilization Review Supv	2.0	2.0	2.0	0.0				
	S12	Utilization Review Coordinator	18.0	18.0	18.0	0.0				
	S48	Public Health Nurse II	2.0	2.0	2.0	0.0				
	W71	Sr Health Care Prog Analyst	1.0	1.0	1.0	0.0				
	Y03	Medical Social Worker II	2.0	2.0	2.0	0.0				
04106	Health Officer									
	C60	Admin Assistant	1.0	1.0	1.0	0.0				
	D09	Office Specialist III	0.5	0.5	0.5	0.0				
	D76	Medical Admin Assistant II	1.0	1.0	1.0	0.0				
	E28	Messenger Driver	1.0	1.0	1.0	0.0				
	P06	Public Health Officer	1.0	1.0	1.0	0.0				
	P40	Pharmacist Specialist	1.0	1.0	1.0	0.0				
	R26	Asst Dir of Pharmacy Services	1.0	1.0	1.0	0.0				
	R27	Pharmacist	2.0	2.0	2.0	0.0				
	R29	Pharmacy Technician	4.0	4.0	4.0	0.0				
	R42	Chief Public Health Laboratory	1.0	1.0	1.0	0.0				
	R43	Sr Public Hlth Microbiologist	1.0	1.0	1.0	0.0				
	R46	Public Health Microbiologist	3.0	4.0	4.0	1.0				
	R56	Supv Pharmacist	1.0	1.0	1.0	0.0				
	R7F	Medical Laboratory Asst III	2.0	2.0	2.0	0.0				
04107	Infections Disease									
	B01	Health Planning Spec III	1.0	2.0	2.0	1.0				
	B19	Health Program Spec	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	1.0	1.0	1.0	0.0				
	C60	Admin Assistant	1.0	1.0	1.0	0.0				
	C69	Public Health Nurse Mgr II	1.0	1.0	1.0	0.0				
	C70	Public Health Nurse Mgr I	2.0	2.0	2.0	0.0				
	C76	Office Mgmt Coord	1.0	1.0	1.0	0.0				
	C82	Sr Health Care Program Mgr	1.0	1.0	1.0	0.0				
	C83	Health Care Program Mgr II	1.0	1.0	1.0	0.0				
	D09	Office Specialist III	3.0	3.0	3.0	0.0				
	D2E	Health Services Rep	2.0	2.0	2.0	0.0				
	E04	Public Health Community Spec	3.0	3.0	3.0	0.0				
	E32	Public Health Assistant	6.0	6.0	6.0	0.0				
	J26	Health Education Specialist	1.0	2.0	2.0	1.0				
	J67	Health Information Clerk III	1.0	1.0	1.0	0.0				
	J68	Health Information Clerk II	0.5	0.0	0.0	-0.5				
	J69	Health Information Clerk I	0.0	0.5	0.5	0.5				
	P04	Asst Public Health Officer	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		Job Class Code and Title		FY 2015 Positions		FY 2016	Amount Change
								Approved	Adjusted	Recommended	from 2015
											Approved
		S45	Public Health Nurse Spec	1.0	1.0	1.0	0.0				
		S47	Public Health Nurse III	3.0	3.0	3.0	0.0				
		S48	Public Health Nurse II	15.5	16.5	16.5	1.0				
		S50	Public Health Nurse I	1.0	1.0	1.0	0.0				
		S51	Communicable Disease Invest	12.0	12.0	12.0	0.0				
		W71	Sr Health Care Prog Analyst	2.0	2.0	2.0	0.0				
		X09	Sr Office Specialist	2.0	2.0	2.0	0.0				
		Y3B	Social Worker II	2.0	3.0	3.0	1.0				
04108	PH Admin Support Services										
		A52	Public Health Director	1.0	1.0	1.0	0.0				
		A5A	Public Health Div Dir-Prog	1.0	1.0	1.0	0.0				
		B19	Health Program Spec	1.0	0.0	0.0	-1.0				
		B1P	Mgmt Analyst	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				
		B2K	Admin Serv Mgr III-2D	1.0	1.0	1.0	0.0				
		B2P	Admin Support Officer li	1.0	1.0	1.0	0.0				
		B5X	Health Care Program Analyst II	1.5	0.5	0.5	-1.0				
		B5Y	Health Care Program Analyst I	0.0	1.0	1.0	1.0				
		B5Z	Health Care Prog Analyst Assoc	1.0	1.0	1.0	0.0				
		C29	Exec Assistant I	1.0	1.0	1.0	0.0				
		C82	Sr Health Care Program Mgr	1.0	1.0	1.0	0.0				
		C98	Public Communication Spec	1.0	1.0	1.0	0.0				
		C9A	Health Information Officer	1.0	1.0	1.0	0.0				
		C9B	Social Media/Internet Com Spec	0.5	0.5	0.5	0.0				
		D09	Office Specialist III	2.0	2.0	2.0	0.0				
		J45	Graphic Designer II	0.5	0.5	0.5	0.0				
		S4D	Dep Dir Public Health-Nursing Svc	1.0	1.0	1.0	0.0				
		W71	Sr Health Care Prog Analyst	2.0	2.0	2.0	0.0				
		X17	Exec Assistant I-ACE	1.0	1.0	1.0	0.0				
041012	Central Services Fund 0001										
		D1E	Sr Health Services Rep	1.0	1.0	1.0	0.0				
		S48	Public Health Nurse II	4.0	2.0	2.0	-2.0				
		S50	Public Health Nurse I	0.0	1.0	1.0	1.0				
Total - Public Health				435.0	449.5	450.5	15.5				
0412	Mental Health Department										
041201	MH Department Admin Fund 0001										
		A49	Mental Health Medical Dir-U	1.0	1.0	1.0	0.0				
		A51	Dir Mental Health Services	1.0	1.0	0.0	-1.0				
		A5E	Dir. Behavioral Health Svcs	1.0	1.0	1.0	0.0				
		B19	Health Program Spec	2.0	2.0	3.0	1.0				
		B1P	Mgmt Analyst	2.0	2.0	4.0	2.0				
		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				



Santa Clara Valley Health and Hospital System (Continued)

Agency Name		Budget Unit Number and Name		Cost Center Number and Name		FY 2015 Positions		FY 2016	Amount Change from 2015	
Job Class Code and Title		Approved	Adjusted	Recommended	Approved					
	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	1.0	1.0	0.0				
	B5X	Health Care Program Analyst II	3.0	4.0	4.0	1.0				
	B5Y	Health Care Program Analyst I	1.0	0.0	0.0	-1.0				
	B5Z	Health Care Prog Analyst Assoc	2.0	2.0	1.0	-1.0				
	B72	Mental Health Division Manager	1.0	1.0	1.0	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				
	C82	Sr Health Care Program Mgr	0.0	0.0	1.0	1.0				
	C83	Health Care Program Mgr II	0.0	0.0	1.0	1.0				
	C97	Q I Coordinator - MHS	8.0	8.0	6.0	-2.0				
	D09	Office Specialist III	6.0	6.0	6.0	0.0				
	D2E	Health Services Rep	2.0	2.0	1.0	-1.0				
	D2J	Mental Health Peer Support Wrk	1.5	3.5	3.5	2.0				
	D48	Patient Business Serv Clerk	1.0	1.0	1.0	0.0				
	P13	Sr Mental Health Prog Spec	3.0	4.0	4.0	1.0				
	P14	Mental Health Prog Spec II	7.0	7.0	7.0	0.0				
	P96	Marriage & Family Therapist II	1.0	1.0	1.0	0.0				
	S12	Utilization Review Coordinator	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				
041202	Crisis Outreach Referral & Educ Div Fund 0001									
	C23	Prevention Program Analyst II	1.0	1.0	1.0	0.0				
	C24	Prevention Program Analyst I	1.0	1.0	1.0	0.0				
	C83	Health Care Program Mgr II	1.0	1.0	1.0	0.0				
	C97	Q I Coordinator - MHS	1.0	1.0	1.0	0.0				
	D2E	Health Services Rep	3.0	3.0	5.0	2.0				
	E33	Mental Health Community Worker	0.0	1.0	1.0	1.0				
	P14	Mental Health Prog Spec II	1.0	1.0	1.0	0.0				
	P96	Marriage & Family Therapist II	6.0	6.0	6.0	0.0				
	Y41	Psychiatric Social Worker II	6.0	5.0	7.0	1.0				
	Y42	Psychiatric Social Worker I	0.0	1.0	1.0	1.0				
041203	Adult/Older Adult Div Fund 0001									
	A2J	Director of Homeless Systems	1.0	1.0	1.0	0.0				
	A2K	Homeless And Hsing Concerns Co	1.0	1.0	2.0	1.0				
	B19	Health Program Spec	2.0	2.0	2.0	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	1.0	1.0	1.0	0.0				
	B1R	Assoc Mgmt Analyst B	0.0	0.0	1.0	1.0				
	B1W	Mgmt Aide	1.0	1.0	1.0	0.0				
	B3N	Program Mgr II	0.0	1.0	1.0	1.0				
	B3P	Program Mgr I	2.5	2.5	3.5	1.0				
	B5X	Health Care Program Analyst II	4.0	2.0	2.0	-2.0				



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		FY 2015 Positions		FY 2016	Amount Change from 2015
								Approved	Adjusted	Recommended	Approved
						B5Y	Health Care Program Analyst I	1.0	3.0	3.0	2.0
						B72	Mental Health Division Manager	2.0	2.0	3.0	1.0
						C23	Prevention Program Analyst II	3.0	2.0	2.0	-1.0
						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	7.0	7.0	7.0	0.0
						D09	Office Specialist III	3.0	3.0	3.0	0.0
						D1E	Sr Health Services Rep	6.0	5.0	5.0	-1.0
						D1F	Mental Hlth Office Supervisor	6.0	6.0	6.0	0.0
						D2E	Health Services Rep	27.5	27.5	27.5	0.0
						D2J	Mental Health Peer Support Wrk	29.5	31.0	31.0	1.5
						E07	Community Worker	19.0	18.0	18.0	-1.0
						E33	Mental Health Community Worker	5.0	6.0	9.0	4.0
						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	7.0	7.0	8.0	1.0
						P14	Mental Health Prog Spec II	6.0	6.0	6.0	0.0
						P49	Psychiatrist III-MH	8.5	0.0	0.0	-8.5
						P55	Psychiatrist	0.0	9.0	9.0	9.0
						P67	Rehabilitation Counselor	30.0	31.0	33.0	3.0
						P96	Marriage & Family Therapist II	7.5	7.5	7.5	0.0
						P97	Marriage & Family Therapist I	4.0	2.0	2.0	-2.0
						S87	Psychiatric Technician II	4.0	4.0	6.0	2.0
						S9S	Mental Health Worker	2.5	1.5	1.5	-1.0
						W1R	Assoc Mgmt Analyst B-U	1.0	1.0	0.0	-1.0
						W71	Sr Health Care Prog Analyst	1.0	1.0	1.0	0.0
						Y41	Psychiatric Social Worker II	28.0	28.0	29.0	1.0
						Y42	Psychiatric Social Worker I	3.0	3.0	3.0	0.0
						Y50	Project Mgr	0.0	0.0	1.0	1.0
041204	Family & Children's Svcs Div Fund 0001					B72	Mental Health Division Manager	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
						C84	Health Care Program Mgr I	0.0	1.0	1.0	1.0
						D1E	Sr Health Services Rep	1.0	1.0	1.0	0.0
						D1F	Mental Hlth Office Supervisor	1.0	2.0	2.0	1.0
						D2E	Health Services Rep	13.5	14.5	14.5	1.0
						D2J	Mental Health Peer Support Wrk	1.0	1.0	1.0	0.0
						P14	Mental Health Prog Spec II	4.0	4.0	4.0	0.0
						P49	Psychiatrist III-MH	5.0	0.0	0.0	-5.0
						P55	Psychiatrist	0.0	6.6	6.6	6.6
						P67	Rehabilitation Counselor	2.0	2.0	2.0	0.0
						P93	Clinical Psychologist	0.5	3.0	3.0	2.5
						P96	Marriage & Family Therapist II	11.5	12.5	12.5	1.0



Santa Clara Valley Health and Hospital System (Continued)

Agency Name		Budget Unit Number and Name		Cost Center Number and Name		FY 2015 Positions		FY 2016	Amount Change from 2015
		Job Class Code and Title		Approved	Adjusted	Recommended	Approved		
		P97	Marriage & Family Therapist I	7.0	5.0	5.0		-2.0	
		R13	Psychosocial Occ Therapist	0.0	1.5	1.5		1.5	
		R38	Speech Language Path II	0.0	1.0	1.0		1.0	
		S85	Licensed Vocational Nurse	1.0	1.0	1.0		0.0	
		Y41	Psychiatric Social Worker II	21.0	26.0	26.0		5.0	
		Y42	Psychiatric Social Worker I	9.0	7.0	7.0		-2.0	
041205	Other Mental Health Svcs Fund 0001								
		P49	Psychiatrist III-MH	0.5	0.0	0.0		-0.5	
041213	MHSA - Fund 0001								
		B1P	Mgmt Analyst	1.0	1.0	1.0		0.0	
		B1R	Assoc Mgmt Analyst B	2.0	2.0	2.0		0.0	
		B1T	Assoc Mgmt Analyst A	1.0	1.0	1.0		0.0	
		B2X	Assoc Trng & Staff Dev Spec I	1.0	1.0	1.0		0.0	
		B3N	Program Mgr II	1.0	0.0	0.0		-1.0	
		B3P	Program Mgr I	0.0	1.0	1.0		1.0	
		B72	Mental Health Division Manager	1.0	1.0	1.0		0.0	
		C60	Admin Assistant	2.0	2.0	2.0		0.0	
		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	0.0	1.0	1.0		1.0	
		D2J	Mental Health Peer Support Wrk	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	4.5	4.5	4.5		0.0	
		P97	Marriage & Family Therapist I	0.0	1.0	1.0		1.0	
		Y41	Psychiatric Social Worker II	0.0	1.0	1.0		1.0	
Total - Mental Health Department				416.0	433.1	450.1		34.1	
0168	Office of Affordable Housing								
	1170 OAH Admin Fund 0001								
		B1N	Sr Mgmt Analyst	2.0	2.0	2.0		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	
Total - Office of Affordable Housing				7.0	7.0	7.0		0.0	
0417	Department of Alcohol and Drug Services								
	4600 Admistration Fund 0001								
		B2J	Admin Services Mgr II	1.0	1.0	1.0		0.0	
		B5X	Health Care Program Analyst II	1.0	1.0	1.0		0.0	
		C49	Dir Alcohol Drug 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	2.0	2.0		1.0	
		D1E	Sr Health Services Rep	1.0	1.0	1.0		0.0	



Santa Clara Valley Health and Hospital System (Continued)

Agency Name		Budget Unit Number and Name		FY 2015 Positions		FY 2016	Amount
Cost Center Number and Name		Job Class Code and Title		Approved	Adjusted	Recommended	Change
							from 2015
							Approved
		D2E	Health Services Rep	0.0	0.0	1.0	1.0
		P74	Dir Research Evaluatn A D Svs	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 Mgmt Info Systems Analyst	1.0	1.0	1.0	0.0
		G12	Information Systems Mgr II	1.0	1.0	1.0	0.0
4607	Data Analysis & Evaluation Fund 0001						
		B3V	Sr Mgmt Info Systems Analyst	0.0	2.0	2.0	2.0
		F86	Mgmt Info Systems Analyst II	2.0	1.0	1.0	-1.0
4610	Children, Family & Community Svcs -F0001						
		C06	Q I Coordinator II A&D Sv	0.0	1.0	1.0	1.0
		C83	Health Care Program Mgr II	1.0	1.0	1.0	0.0
		D09	Office Specialist III	1.0	0.0	0.0	-1.0
		D1E	Sr Health Services Rep	0.0	1.0	1.0	1.0
		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	6.0	4.0	4.0	-2.0
		P97	Marriage & Family Therapist I	3.0	3.0	3.0	0.0
		Y41	Psychiatric Social Worker II	3.5	1.5	1.5	-2.0
		Y42	Psychiatric Social Worker I	1.0	4.0	4.0	3.0
4611	CDCR Partnership in PRC - Fund 0001						
		C83	Health Care Program Mgr II	1.0	1.0	1.0	0.0
		D2E	Health Services Rep	1.0	1.0	1.0	0.0
		P67	Rehabilitation Counselor	4.0	4.0	4.0	0.0
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	2.0	2.0	2.0	0.0
4630	Prevention Svcs Fund 0001						
		B0D	Division Dir, CFCS, A&D	1.0	1.0	1.0	0.0
		B3P	Program Mgr I	0.0	1.0	1.0	1.0
		C23	Prevention Program Analyst II	4.0	4.0	4.0	0.0
		C60	Admin Assistant	1.0	1.0	1.0	0.0
		D09	Office Specialist III	2.0	1.0	1.0	-1.0
		H22	Health Realization Analyst II	1.0	1.0	1.0	0.0
		H23	Health Realization Analyst I	1.0	1.0	1.0	0.0
		W71	Sr Health Care Prog Analyst	1.0	0.0	0.0	-1.0
4640	Quality Improvement Fund 0001						
		B0E	Division Dir, QI & DS, A&D	1.0	1.0	1.0	0.0
		B5Z	Health Care Prog Analyst Assoc	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		FY 2015 Positions		FY 2016	Amount Change from 2015
		Job Class Code and Title		Approved	Adjusted	Recommended	Approved		
		C06	Q I Coordinator II A&D Sv	5.0	5.0	5.0	0.0	0.0	
		C60	Admin Assistant	1.0	1.0	1.0	0.0	0.0	
		C97	Q I Coordinator - MHS	0.0	0.0	2.0	2.0	2.0	
		D09	Office Specialist III	1.0	1.0	1.0	0.0	0.0	
		D2E	Health Services Rep	1.0	1.0	1.0	0.0	0.0	
		W71	Sr Health Care Prog Analyst	1.0	1.0	1.0	0.0	0.0	
4642	Shelter Plus Care - Fund 0001								
		P67	Rehabilitation Counselor	2.0	2.0	2.0	0.0	0.0	
4645	Adult Services Fund 0001								
		B0C	Division Dir Adlt Tr Svc , A&D	1.0	1.0	1.0	0.0	0.0	
		C60	Admin Assistant	1.0	1.0	1.0	0.0	0.0	
		C83	Health Care Program Mgr II	1.0	1.0	1.0	0.0	0.0	
		P30	Clinical Standards Coord	1.0	1.0	1.0	0.0	0.0	
4646	Employee Assist Prog Fund 0001								
		C60	Admin Assistant	1.0	1.0	1.0	0.0	0.0	
		C8A	Employee Assistance Prog Mgr	1.0	1.0	1.0	0.0	0.0	
		P96	Marriage & Family Therapist II	3.0	3.0	3.0	0.0	0.0	
4650	Medical Services Fund 0001								
		B0A	Division Dir Ad Med & Thpy Svc	1.0	1.0	1.0	0.0	0.0	
		C60	Admin Assistant	1.0	1.0	1.0	0.0	0.0	
		D1E	Sr Health Services Rep	0.0	1.0	1.0	1.0	1.0	
		D2E	Health Services Rep	1.0	1.0	1.0	0.0	0.0	
		H93	Medical Assistant	1.0	0.0	0.0	-1.0	-1.0	
		P28	Sr Staff Physician II	4.0	0.0	0.0	-4.0	-4.0	
		P55	Psychiatrist III	0.5	0.0	0.0	-0.5	-0.5	
		S85	Licensed Vocational Nurse	9.5	0.0	0.0	-9.5	-9.5	
		S87	Psychiatric Technician II	1.0	0.0	0.0	-1.0	-1.0	
		Y41	Psychiatric Social Worker II	0.0	0.0	1.0	1.0	1.0	
4652	Central Treatment & Recovery - Fund 0001								
		D09	Office Specialist III	1.0	2.0	2.0	1.0	1.0	
		D1E	Sr Health Services Rep	1.0	1.0	1.0	0.0	0.0	
		D2E	Health Services Rep	0.0	1.0	1.0	1.0	1.0	
		D51	Office Specialist I	0.5	0.0	0.0	-0.5	-0.5	
		P67	Rehabilitation Counselor	3.0	1.0	1.0	-2.0	-2.0	
		P96	Marriage & Family Therapist II	2.0	2.0	2.0	0.0	0.0	
		P97	Marriage & Family Therapist I	1.0	2.0	2.0	1.0	1.0	
		Y41	Psychiatric Social Worker II	2.0	1.0	1.0	-1.0	-1.0	
4654	East Valley Clinic Fund 0001								
		D2E	Health Services Rep	2.0	2.0	2.0	0.0	0.0	
		P28	Sr Staff Physician II	0.0	1.0	1.0	1.0	1.0	
		P55	Psychiatrist	0.0	0.5	0.5	0.5	0.5	
		P67	Rehabilitation Counselor	2.0	1.0	1.0	-1.0	-1.0	
		S75	Clinical Nurse III	1.0	1.0	1.0	0.0	0.0	
		S85	Licensed Vocational Nurse	0.0	3.0	3.0	3.0	3.0	
		S87	Psychiatric Technician II	0.0	1.0	1.0	1.0	1.0	



Santa Clara Valley Health and Hospital System (Continued)

Agency Name		Budget Unit Number and Name		FY 2015 Positions		FY 2016	Amount
Cost Center Number and Name		Job Class Code and Title		Approved	Adjusted	Recommended	Change
							from 2015
							Approved
		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
4655	Central Valley Clinic Fund 0001						
		C83	Health Care Program Mgr II	1.0	1.0	1.0	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	1.0	1.0	1.0	0.0
		D51	Office Specialist I	1.0	1.0	1.0	0.0
		H93	Medical Assistant	0.0	1.0	1.0	1.0
		P28	Sr Staff Physician II	0.0	2.0	2.0	2.0
		P67	Rehabilitation Counselor	3.0	3.0	3.0	0.0
		P96	Marriage & Family Therapist II	4.0	3.0	3.0	-1.0
		S85	Licensed Vocational Nurse	0.0	4.5	4.5	4.5
		Y41	Psychiatric Social Worker II	4.0	3.0	3.0	-1.0
		Y42	Psychiatric Social Worker I	0.0	2.0	2.0	2.0
4657	South County Clinic Fund 0001						
		D2E	Health Services Rep	1.0	1.0	1.0	0.0
		P28	Sr Staff Physician II	0.0	1.0	1.0	1.0
		P67	Rehabilitation Counselor	2.0	2.0	2.0	0.0
		P96	Marriage & Family Therapist II	1.0	1.0	1.0	0.0
		S7C	Clinical Nurse III - Step C	1.0	0.0	0.0	-1.0
		S85	Licensed Vocational Nurse	0.0	3.0	3.0	3.0
		S89	Clinical Nurse I	0.0	1.0	1.0	1.0
4673	Basn Svcs Fund 0001						
		E07	Community Worker	2.0	0.0	0.0	-2.0
4676	Dependency Wellness Court - Fund 0001						
		P67	Rehabilitation Counselor	2.0	2.0	2.0	0.0
		P96	Marriage & Family Therapist II	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
		P67	Rehabilitation Counselor	0.0	2.0	2.0	2.0
4680	Offender Treatment Program III - Fund 0001						
		D2E	Health Services Rep	1.0	1.0	1.0	0.0
		X09	Sr Office Specialist	1.0	1.0	1.0	0.0
4685	SAMSHA Treatment for Homeless Fund 0001						
		E07	Community Worker	1.0	1.0	0.0	-1.0
4686	Criminal Justice Realignment -F0001						
		C83	Health Care Program Mgr II	2.0	2.0	2.0	0.0
		D1E	Sr Health Services Rep	1.0	1.0	0.0	-1.0
		E07	Community Worker	3.0	3.0	3.0	0.0
		F86	Mgmt Info Systems Analyst II	1.0	1.0	1.0	0.0



Santa Clara Valley Health and Hospital System (Continued)

Agency Name		Budget Unit Number and Name			Amount Change from 2015	
Cost Center Number and Name		FY 2015 Positions		FY 2016	Approved	
Job Class Code and Title		Approved	Adjusted	Recommended	Approved	
	P67	Rehabilitation Counselor	2.0	2.0	2.0	0.0
	P96	Marriage & Family Therapist II	3.0	3.0	3.0	0.0
	Y41	Psychiatric Social Worker II	1.0	1.0	1.0	0.0
4687	SAMHSA-Aftercare - F0001					
	P67	Rehabilitation Counselor	1.0	1.0	1.0	0.0
	P97	Marriage & Family Therapist I	1.0	0.0	0.0	-1.0
	Y41	Psychiatric Social Worker II	0.0	1.0	1.0	1.0
Total - Department of Alcohol and Drug Services			168.5	170.0	173.0	4.5
0414	Custody Health Services					
4138	CSCHS Administrative Services -Fund 0001					
	C29	Exec Assistant I	1.0	1.0	1.0	0.0
	S31	Nrs Mgr Cld Shlt Cstdy Hlth	1.0	1.0	1.0	0.0
	S38	Staff Developer	1.0	0.0	0.0	-1.0
	S5A	Staff Developer - Step A	0.0	1.0	1.0	1.0
	S80	Admin Nurse II	2.0	2.0	2.0	0.0
	S86	Assoc Dir Acute Psy Cst HI 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	4.8	4.8	4.8	0.0
	S7A	Clinical Nurse III - Step A	0.8	0.8	0.8	0.0
	S7B	Clinical Nurse III - Step B	3.8	2.8	2.8	-1.0
	S7C	Clinical Nurse III - Step C	0.8	1.8	1.8	1.0
	S85	Licensed Vocational Nurse	3.5	3.5	3.5	0.0
041401	Adult Custody Med Svcs Fund 0001					
	C60	Admin Assistant	1.0	1.0	1.0	0.0
	D02	Medical Unit Clerk	6.0	6.0	6.0	0.0
	H18	Janitor	3.0	3.0	3.0	0.0
	P76	Registered Dental Assistant	1.5	1.5	1.5	0.0
	S31	Nrs Mgr Cld Shlt Cstdy Hlth	2.0	2.0	2.0	0.0
	S75	Clinical Nurse III	56.9	51.8	51.8	-5.1
	S76	Clinical Nurse II	3.7	8.0	8.0	4.3
	S7A	Clinical Nurse III - Step A	6.6	7.8	7.8	1.2
	S7B	Clinical Nurse III - Step B	4.0	4.0	4.0	0.0
	S7C	Clinical Nurse III - Step C	1.0	0.0	0.0	-1.0
	S80	Admin Nurse II	4.0	4.0	4.0	0.0
	S85	Licensed Vocational Nurse	15.0	15.0	15.0	0.0
	S93	Hospital Services Asst II	7.5	7.5	7.5	0.0
	Y41	Psychiatric Social Worker II	0.0	0.0	1.0	1.0
041402	Adult Custody Mental Health Svcs Fund 0001					
	B6F	Mgr Adult Custody M H	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	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		FY 2015 Positions		FY 2016	Amount Change from 2015
						Approved	Adjusted	Recommended	Approved		
		C83	Health Care Program Mgr II	2.0	2.0	2.0	0.0				
		C97	Q I Coordinator - MHS	1.0	1.0	1.0	0.0				
		D02	Medical Unit Clerk	4.5	4.5	5.5	1.0				
		D09	Office Specialist III	1.0	1.0	1.0	0.0				
		H18	Janitor	2.0	2.0	3.0	1.0				
		P76	Registered Dental Assistant	2.0	2.0	2.0	0.0				
		P95	Attending Psychologist	2.0	2.0	2.0	0.0				
		P96	Marriage & Family Therapist II	15.1	17.6	17.6	2.5				
		S12	Utilization Review Coordinator	0.5	0.5	0.5	0.0				
		S75	Clinical Nurse III	20.1	21.4	27.2	7.1				
		S76	Clinical Nurse II	1.5	0.0	0.0	-1.5				
		S7A	Clinical Nurse III - Step A	3.0	3.0	3.0	0.0				
		S7B	Clinical Nurse III - Step B	1.0	1.8	1.8	0.8				
		S80	Admin Nurse II	1.0	1.0	1.0	0.0				
		S85	Licensed Vocational Nurse	2.5	2.5	2.5	0.0				
		Y03	Medical Social Worker II	1.0	1.0	1.0	0.0				
		Y41	Psychiatric Social Worker II	20.5	17.0	21.0	0.5				
		Y42	Psychiatric Social Worker I	1.0	2.0	2.0	1.0				
Total - Custody Health Services				221.1	221.1	233.9	12.8				

0418 Community Health Services

4182	Children's Hlth Initiative & Outreach Fund 0001										
		C60	Admin Assistant	1.0	1.0	1.0	0.0				
		C84	Health Care Program Mgr I	1.0	1.0	1.0	0.0				
		D08	Supv Health Services Rep II	3.0	3.0	3.0	0.0				
		D1E	Sr Health Services Rep	56.5	56.5	56.5	0.0				
		D44	Supv Patient Business Sv Clk	1.0	1.0	1.0	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	0.0	0.0	-1.0				
4183	Partners in AIDS Care & Education Fund 0001										
		B1R	Assoc Mgmt Analyst B	1.0	1.0	1.0	0.0				
		C87	Q I Coord-SCVMC	1.0	1.0	1.0	0.0				
		D1E	Sr Health Services Rep	3.5	3.5	3.5	0.0				
		D2E	Health Services Rep	3.0	3.0	3.0	0.0				
		E04	Public Health Community Spec	2.0	2.0	2.0	0.0				
		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	1.5	1.5	0.0				
		S7B	Clinical Nurse III - Step B	0.5	0.0	0.0	-0.5				
		S7C	Clinical Nurse III - Step C	0.0	0.5	0.5	0.5				



Santa Clara Valley Health and Hospital System (Continued)

Agency Name		Budget Unit Number and Name		Cost Center Number and Name		FY 2015 Positions		FY 2016	Amount Change from 2015	
Job Class Code and Title		Approved	Adjusted	Recommended	Approved					
	S85	Licensed Vocational Nurse	2.0	2.0	2.0	0.0				
	W71	Sr Health Care Prog Analyst	1.0	1.0	1.0	0.0				
	Y03	Medical Social Worker II	1.0	1.0	1.0	0.0				
	Y41	Psychiatric Social Worker II	1.0	1.0	1.0	0.0				
	Y42	Psychiatric Social Worker I	1.0	1.0	1.0	0.0				
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				
	R74	Medical Laboratory Asst II	0.5	0.5	0.5	0.0				
	R85	Chest X-Ray Technician	1.0	1.0	1.0	0.0				
	S11	Assistant Nurse Manager	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	4.0	4.0	4.0	0.0				
4185	Community Clinics Fund 0001									
	J27	Health Education Associate	0.0	1.0	1.0	1.0				
Total - Community Health Services			112.0	112.0	112.0	0.0				
0725	Valley Health Plan									
7259	VHP-Employee Wellness Program-F0380									
	B5X	Health Care Program Analyst II	1.0	0.0	0.0	-1.0				
	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	1.0	1.0	0.0				
072501	Valley Health Plan Group Fund 0380									
	A4D	Valley Health Plan Medical Dir	1.0	1.0	1.0	0.0				
	A4H	VHP - Chief Executive Officer	1.0	1.0	1.0	0.0				
	A4J	VHP - Chief Financial Officer	1.0	1.0	1.0	0.0				
	A6A	Sr Financial Analyst	0.0	2.0	2.0	2.0				
	A96	Dir Performance&Outcms Mgmt	1.0	1.0	1.0	0.0				
	B12	Utilization Mgmt Q-A Mgr	1.0	1.0	1.0	0.0				
	B1N	Sr Mgmt Analyst	2.0	2.0	2.0	0.0				
	B1P	Mgmt Analyst	1.0	1.0	1.0	0.0				
	B1R	Assoc Mgmt Analyst B	2.0	2.0	2.0	0.0				
	B2N	Admin Support Officer III	1.0	1.0	1.0	0.0				
	B3N	Program Mgr II	2.0	2.0	2.0	0.0				
	B3P	Program Mgr I	3.0	3.0	3.0	0.0				
	B3Z	Sr Mgmt Info Systems Analyst-U	0.0	1.0	1.0	1.0				
	B5X	Health Care Program Analyst II	0.0	2.0	2.0	2.0				
	B5Y	Health Care Program Analyst I	0.0	1.0	1.0	1.0				
	B5Z	Health Care Prog Analyst Assoc	1.0	0.0	0.0	-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		FY 2015 Positions		FY 2016	Amount Change from 2015
						Approved	Adjusted	Recommended	Approved		
		B77	Accountant III	1.0	1.0	1.0	0.0				
		B7M	Dir of Health Education	1.0	1.0	1.0	0.0				
		B80	Accountant Auditor Appraiser	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 Serv Bsns Dev Anal	5.0	6.0	6.0	1.0				
		C19	Exec Assistant II	1.0	0.0	0.0	-1.0				
		C29	Exec Assistant I	2.0	2.0	2.0	0.0				
		C60	Admin Assistant	1.0	2.0	2.0	1.0				
		C87	Q I Coord-SCVMC	2.0	2.0	2.0	0.0				
		D09	Office Specialist III	3.0	3.0	3.0	0.0				
		D25	VHP Member Services Rep	9.0	11.0	11.0	2.0				
		D35	Valley Health Plan Assistant	5.0	5.0	5.0	0.0				
		D44	Supv Patient Business Sv Clk	1.0	1.0	1.0	0.0				
		D49	Office Specialist II	1.0	1.0	1.0	0.0				
		D4M	VHP Claims Examiner	13.0	15.0	15.0	2.0				
		D51	Office Specialist I	1.0	1.0	1.0	0.0				
		D96	Accountant Assistant	1.0	1.0	1.0	0.0				
		G14	Information Systems Mgr I	1.0	1.0	1.0	0.0				
		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				
		Q03	Program Mgr I-U	0.0	2.0	2.0	2.0				
		Q3E	Sr Health Care Prog Analyst-U	0.0	2.0	2.0	2.0				
		R29	Pharmacy Technician	1.0	1.0	1.0	0.0				
		R56	Supv Pharmacist	1.0	1.0	1.0	0.0				
		S07	Q I Mgr-Ambulatory CHS	1.0	1.0	1.0	0.0				
		S10	Utilization Review Supv	1.0	1.0	1.0	0.0				
		S12	Utilization Review Coordinator	2.0	2.0	2.0	0.0				
		S19	Utilization Review Coord-VHP	9.0	11.0	11.0	2.0				
		V10	Assistant Claims Manager	1.0	1.0	1.0	0.0				
		W71	Sr Health Care Prog Analyst	6.0	8.0	8.0	2.0				
		X15	Exec Assistant II-ACE	0.0	1.0	1.0	1.0				
		Y03	Medical Social Worker II	1.0	1.0	1.0	0.0				
		Z1E	Assistant Claims Manager-U	0.0	1.0	1.0	1.0				
		Z1F	Health Care Financial Manager-U	0.0	1.0	1.0	1.0				
		Z1J	Provider Relations Specialist-U	0.0	2.0	2.0	2.0				
		Z1K	Mgr, VHP Utilization Mgmt-U	0.0	1.0	1.0	1.0				
		Z1M	Valley Health Plan Assistant-U	0.0	2.0	2.0	2.0				
		Z1N	VHP Claims Examiner-U	0.0	2.0	2.0	2.0				
		Z44	Supv Patient Business Sv Clk-U	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		Job Class Code and Title		FY 2015 Positions	FY 2016	Amount	
								Approved	Adjusted	Change	
								Approved	Recommended	from 2015	
								Approved	Recommended	Approved	
Total - Valley Health Plan								110.0	138.0	138.0	28.0
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	
	A1D	Patient Quality & Safety Med Dir					0.0	1.0	1.0	1.0	
	A1E	SCVMC-Chief Exec Officer					1.0	1.0	1.0	0.0	
	A1H	Amb & Comm Health Med Dir					0.0	1.0	1.0	1.0	
	A1U	Dir, Primary & Comm Hlth Servs					1.0	1.0	1.0	0.0	
	A1Y	Chief Medical Info Officer					0.0	1.0	1.0	1.0	
	A2G	Director, Contracts - SCVHHS					1.0	1.0	1.0	0.0	
	A2T	Director of Patient Panels & Access					1.0	1.0	1.0	0.0	
	A36	Dir Ambulatory Comm Hlth Srv					1.0	1.0	1.0	0.0	
	A3C	Dir, Gvt, Pr & Spec Projects					1.0	1.0	1.0	0.0	
	A3T	Ethics & Compliance Officer					1.0	1.0	1.0	0.0	
	A4A	Chief Medical Officer					1.0	1.0	1.0	0.0	
	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					1.0	1.0	1.0	0.0	
	A4G	SCVMC - Chief Operating Officer					1.0	1.0	1.0	0.0	
	A4K	Chief Imp and Innovation Officer					1.0	1.0	1.0	0.0	
	A4L	Director, Advanced Practice					1.0	1.0	1.0	0.0	
	A4M	Perioperative Services Med Dir					0.0	1.0	1.0	1.0	
	A4N	Utilization & Valuation Med Dir					0.0	1.0	1.0	1.0	
	A4P	Medicine Residency Prog Dir					0.0	1.0	1.0	1.0	
	A4Q	Specialty Care Medical Dir					0.0	1.0	1.0	1.0	
	A5C	Dir, Clinical & Support Svcs					1.0	1.0	1.0	0.0	
	A96	Dir Performance&Outcms Mgmt					1.0	1.0	1.0	0.0	
	B01	Health Planning Spec III					1.0	1.0	1.0	0.0	
	B03	Media Specialist Coordinator					1.0	1.0	1.0	0.0	
	B05	Dir of Cardiovascular Services					1.0	0.0	0.0	-1.0	
	B19	Health Program Spec					1.0	1.0	1.0	0.0	
	B1N	Sr Mgmt Analyst					6.0	7.0	7.0	1.0	
	B1P	Mgmt Analyst					7.0	6.0	6.0	-1.0	
	B1R	Assoc Mgmt Analyst B					1.0	3.0	3.0	2.0	
	B1T	Assoc Mgmt Analyst A					2.0	1.0	1.0	-1.0	
	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	
	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	



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		FY 2015 Positions		FY 2016	Amount Change from 2015
								Approved	Adjusted	Recommended	Approved
		B3A	Clinical Admin Suppt Offcr I	3.0	2.0	2.0	-1.0				
		B3B	Clinical Admin Suppt Offcr II	1.0	2.0	2.0	1.0				
		B3C	Clinical Admin Suppt Offcr III	3.0	3.0	3.0	0.0				
		B3E	Media Specialist/Coord-CEMA	1.0	1.0	1.0	0.0				
		B3G	Dir Patient Access	1.0	1.0	1.0	0.0				
		B3N	Program Mgr II	3.0	7.0	7.0	4.0				
		B3P	Program Mgr I	1.0	0.0	0.0	-1.0				
		B3V	Sr Mgmt Info Systems Analyst	28.0	27.0	27.0	-1.0				
		B4A	Clinical Admin Services Mgr	1.0	1.0	1.0	0.0				
		B4M	Sr Data Base Administrator-U	1.0	1.0	0.0	-1.0				
		B54	Mgr Patient Accounting SCVHHS	6.0	6.0	6.0	0.0				
		B56	Clinical Risk Prv Prog Mgr	1.0	1.0	1.0	0.0				
		B5B	Manager of Care Management	3.0	3.0	3.0	0.0				
		B5X	Health Care Program Analyst II	9.0	11.0	11.0	2.0				
		B5Y	Health Care Program Analyst I	6.0	7.0	7.0	1.0				
		B5Z	Health Care Prog Analyst Assoc	2.0	2.0	2.0	0.0				
		B68	Dir of Resource Management	1.0	1.0	1.0	0.0				
		B6C	Mgr of Admitting & Registratn	1.0	1.0	1.0	0.0				
		B70	Dir of Research-Public Health	1.0	1.0	1.0	0.0				
		B76	Sr Accountant	3.0	4.0	4.0	1.0				
		B77	Accountant III	4.0	5.0	5.0	1.0				
		B78	Accountant II	3.0	3.0	3.0	0.0				
		B7P	Public Communications Prg 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	5.0	4.0	4.0	-1.0				
		B85	Dir Plan & Market Scvhhs	1.0	1.0	1.0	0.0				
		B9D	Health Care Fin Analyst I	2.0	2.0	2.0	0.0				
		B9E	Health Care Fin Analyst II	7.0	7.0	9.0	2.0				
		B9F	Sr Health Care Fin Analyst	19.0	18.0	19.0	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	SCVHHS Controller	1.0	1.0	1.0	0.0				
		C05	Dir General Fund Financial Srv	1.0	1.0	1.0	0.0				
		C0A	SCVHHS Assistant Controller	2.0	2.0	2.0	0.0				
		C10	Dir Patient Business Services	1.0	1.0	1.0	0.0				
		C13	Healthcare Serv Bsns Dev Anal	9.0	7.0	7.0	-2.0				
		C14	Health & Hosp Sys Info Sv Dir	1.0	1.0	1.0	0.0				
		C19	Exec Assistant II	0.0	2.0	2.0	2.0				
		C23	Prevention Program Analyst II	1.0	1.0	1.0	0.0				
		C29	Exec Assistant I	3.0	3.0	3.0	0.0				
		C2A	Clinical Research Prog Dir	1.0	1.0	1.0	0.0				
		C2B	Clinical Research Prog Mgr	1.0	1.0	1.0	0.0				
		C2C	Clinical Support Program Crd	2.0	2.0	2.0	0.0				
		C2D	Clinical Research Associate	1.5	1.5	1.5	0.0				
		C2E	Clinical Research Asst II	2.0	2.0	2.0	0.0				



Santa Clara Valley Health and Hospital System (Continued)

Agency Name		Budget Unit Number and Name			Amount Change from 2015	
Cost Center Number and Name		FY 2015 Positions		FY 2016	Approved	
Job Class Code and Title		Approved	Adjusted	Recommended	Approved	
C2G	Enterprise Fund Budget Mgr	1.0	1.0	1.0	0.0	
C48	Revenue Control Analyst	15.0	15.0	15.0	0.0	
C59	Ambulatory Service Mgr	4.0	4.0	4.0	0.0	
C5C	Dir Care, Cont, Perf, An & Spt	1.0	1.0	1.0	0.0	
C60	Admin Assistant	31.3	38.3	38.3	7.0	
C67	Asst Dir Patient Business Svcs	1.0	1.0	1.0	0.0	
C82	Sr Health Care Program Mgr	0.0	4.0	4.0	4.0	
C83	Health Care Program Mgr II	0.0	1.0	1.0	1.0	
C84	Health Care Program Mgr I	2.0	2.0	2.0	0.0	
C87	Q I Coord-SCVMC	11.0	14.5	14.5	3.5	
C91	Accounts Payble Mgr HL Hos Sy	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	69.8	69.8	69.8	0.0	
D04	Tumor Registrar	0.5	0.5	0.5	0.0	
D08	Supv Health Services Rep II	6.0	7.0	7.0	1.0	
D09	Office Specialist III	22.9	24.9	24.9	2.0	
D0B	Clinical Nurse II - Step B	0.5	0.0	0.0	-0.5	
D0C	Clinical Nurse II - Step C	0.8	0.0	0.0	-0.8	
D10	Supv Health Services Rep I	1.0	0.0	0.0	-1.0	
D1E	Sr Health Services Rep	87.0	98.0	98.0	11.0	
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	281.0	293.5	293.5	12.5	
D3A	Resources Scheduling Rep	8.0	7.0	7.0	-1.0	
D44	Supv Patient Business Sv Clk	10.0	11.0	11.0	1.0	
D45	Sr Patient Business Svcs Clk	19.0	19.0	19.0	0.0	
D48	Patient Business Serv Clerk	80.5	94.5	94.5	14.0	
D49	Office Specialist II	8.0	8.0	8.0	0.0	
D50	Medical Translator	24.5	26.0	26.0	1.5	
D51	Office Specialist I	7.5	8.5	8.5	1.0	
D56	Supv, Hlth Info Mgmt Svcs	2.0	2.0	2.0	0.0	
D75	Medical Office Specialist	2.0	3.0	3.0	1.0	
D76	Medical Admin Assistant II	27.5	27.5	27.5	0.0	
D79	Medical Admin Assistant I	18.0	18.0	18.0	0.0	
D87	Medical Transcriptionist	2.0	4.0	4.0	2.0	
D8C	Medical Admin Asst II - ACE	2.0	2.0	2.0	0.0	
D94	Supv Account Clerk II	4.0	3.0	3.0	-1.0	
D95	Supv Account Clerk I	0.0	2.0	2.0	2.0	
D96	Accountant Assistant	11.0	11.0	11.0	0.0	
D97	Account Clerk II	27.5	26.5	26.5	-1.0	
D98	Account Clerk I	0.0	2.0	2.0	2.0	
E04	Public Health Community Spec	2.0	2.0	2.0	0.0	
E07	Community Worker	1.0	1.0	2.0	1.0	
E20	Telecommunications Srv Spc	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		Amount Change from 2015	
Job Class Code and Title		FY 2015 Positions Approved	FY 2015 Positions Adjusted	FY 2016 Recommended	Amount Change from 2015 Approved		
E28	Messenger Driver	5.5	5.5	5.5	0.0		
E2A	Psychiatric Nurse II - Step A	2.0	2.0	2.0	0.0		
E2B	Psychiatric Nurse II - Step B	5.0	4.0	4.0	-1.0		
E2C	Psychiatric Nurse III- Step C	2.0	2.0	2.0	0.0		
E2D	Telecomm/Facilities Mgr-SCVHHS	1.0	1.0	1.0	0.0		
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	3.0	3.0	3.0	0.0		
F14	Legal Clerk	0.5	3.5	3.5	3.0		
F16	Legal Clerk Trainee	3.0	0.0	0.0	-3.0		
F86	Mgmt Info Systems Analyst II	7.0	5.0	5.0	-2.0		
F89	Mgmt Info Systems Analyst I	1.5	0.5	0.5	-1.0		
G11	Information Systems Mgr III	1.0	1.0	1.0	0.0		
G12	Information Systems Mgr II	13.0	13.0	13.0	0.0		
G14	Information Systems Mgr I	20.0	19.0	19.0	-1.0		
G1B	Call Center Mgr, Valley Conn	1.0	1.0	1.0	0.0		
G28	Info Systems Analyst II	34.0	32.0	32.0	-2.0		
G29	Info Systems Analyst I	6.0	5.0	5.0	-1.0		
G38	Info Systems Tech III	5.0	5.0	5.0	0.0		
G3A	Sr Info Technology Project Mgr	0.0	2.0	2.0	2.0		
G4L	Network Engineer-SCVHHS	6.0	6.0	6.0	0.0		
G4N	Web Designer	0.0	1.0	1.0	1.0		
G50	Info Systems Tech II	25.0	26.0	26.0	1.0		
G51	Info Systems Tech I	0.0	0.0	2.0	2.0		
G52	Hospital Communications Opr	11.5	11.5	11.5	0.0		
G65	Mgmt Info Svcs Project Mgr	3.0	2.0	2.0	-1.0		
G66	Operating Room Storekeeper	6.8	6.8	6.8	0.0		
G68	Mgmt Info Svcs Mgr II	11.0	8.0	9.0	-2.0		
G69	Mgmt Info Svcs Mgr I	0.0	2.0	2.0	2.0		
G6M	Management Info Svcs Mgr III	1.0	3.0	3.0	2.0		
G6S	Systems Software Engineer I	1.0	10.0	10.0	9.0		
G6T	Systems Software Engineer II	11.0	5.0	5.0	-6.0		
G81	Storekeeper	6.0	6.0	6.0	0.0		
G82	Stock Clerk	26.9	27.9	27.9	1.0		
G84	Central Supply Distribtn Supv	4.0	6.0	6.0	2.0		
H12	Janitor Supervisor	9.0	9.0	9.0	0.0		
H17	Utility Worker	3.0	3.0	3.0	0.0		
H18	Janitor	212.9	219.6	219.6	6.7		
H30	Health Center Manager	12.0	14.0	14.0	2.0		
H41	Food Production Cafeteria Mgr	1.0	1.0	1.0	0.0		
H55	Dir Q&U Amb & Comm Hlth/Mng Cr	1.0	1.0	1.0	0.0		
H59	Cook II	6.0	6.0	6.0	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		



Santa Clara Valley Health and Hospital System (Continued)

Agency Name		Budget Unit Number and Name			Amount Change from 2015	
Cost Center Number and Name		FY 2015 Positions		FY 2016	Approved	
Job Class Code and Title		Approved	Adjusted	Recommended	Approved	
H67	Food Service Worker I	25.0	30.0	30.0	5.0	
H6A	Registered Dietetic Technician	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	159.7	150.2	150.2	-9.5	
J04	Coder III - Inpatient	6.0	6.0	6.0	0.0	
J05	Coder II	7.0	6.0	6.0	-1.0	
J06	Coder I	1.0	2.0	2.0	1.0	
J07	Clinical Documentation Specialist	4.0	4.0	4.0	0.0	
J08	Coding Quality & Education Mgr	1.0	1.0	1.0	0.0	
J09	Dep Dir, Coding & Clin Doc Imp	1.0	1.0	1.0	0.0	
J10	Dir, Coding Doc & HIMS	1.0	1.0	1.0	0.0	
J1A	Epic Application Coordinator	23.0	26.0	26.0	3.0	
J1B	Epic Instructional Designer	11.0	11.0	11.0	0.0	
J1C	Epic Interface Analyst II	5.0	5.0	5.0	0.0	
J1E	Epic Report Writer II	5.0	5.0	5.0	0.0	
J1G	Epic Senior Application Coordinator	20.0	18.0	22.0	2.0	
J1I	Epic Senior Interface Analyst	1.0	1.0	1.0	0.0	
J1J	Epic Senior Report Writer	3.0	7.0	7.0	4.0	
J1K	Instructional Design Manager, SCVHHS	1.0	1.0	1.0	0.0	
J1L	Epic Server Systems Engineer I	0.0	2.0	2.0	2.0	
J1M	Epic Server Systems Engineer II	3.0	3.0	3.0	0.0	
J1N	Epic Sr Server Systems Engineer	6.0	4.0	4.0	-2.0	
J1Q	Epic Application Builder II	0.0	2.0	2.0	2.0	
J1R	Epic Application Builder III	1.0	0.0	0.0	-1.0	
J1S	Epic Pharmacy Informaticist	6.0	6.0	6.0	0.0	
J1T	Meaningful Use Program Manager	1.0	1.0	1.0	0.0	
J23	Sr Epidemiologist	1.0	1.0	1.0	0.0	
J25	Epidemiologist II	1.0	1.0	1.0	0.0	
J26	Health Education Specialist	3.0	3.0	3.0	0.0	
J27	Health Education Associate	1.0	1.0	1.0	0.0	
J33	Sterile Processing Manager	1.0	1.0	1.0	0.0	
J67	Health Information Clerk III	20.0	26.0	26.0	6.0	
J68	Health Information Clerk II	30.5	27.5	27.5	-3.0	
J69	Health Information Clerk I	5.0	0.5	0.5	-4.5	
J70	Medical Librarian	1.0	1.0	1.0	0.0	
J75	Asst Dir, Hlth Info Mgmt Svcs	2.0	2.0	2.0	0.0	
J77	Health Information Tech II	7.0	8.0	8.0	1.0	
J78	Health Information Tech I	5.0	4.0	4.0	-1.0	
K01	Sr Biomedical Equipment Tech	1.0	1.0	1.0	0.0	
K03	Biomedical Equipment Tech II	8.0	5.0	5.0	-3.0	
K06	Biomedical Equipment Tech I	2.0	4.0	4.0	2.0	
K09	Biomedical Equipment Supervisor	0.0	1.0	1.0	1.0	
K13	Assoc Telecommunications Tech	1.0	1.0	1.0	0.0	
K16	Telecommunications Engineer	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		FY 2015 Positions		FY 2016	Amount Change from 2015
								Approved	Adjusted	Recommended	Approved
						K18	Sr Telecommunications Tech	1.0	1.0	1.0	0.0
						K19	Medical Equipment Repairer	2.0	3.0	3.0	1.0
						K79	Geographic Info Sys Tech II	1.0	1.0	1.0	0.0
						K94	Electronic Repair Technician	4.0	5.0	5.0	1.0
						L34	Sr Facilities Engineer	1.0	1.0	1.0	0.0
						L35	Telecommunications Technician	5.0	5.0	5.0	0.0
						L67	Capital Projects Mgr III	1.0	4.0	4.0	3.0
						L68	Capital Projects Mgr II	1.0	1.0	1.0	0.0
						M10	Work Center Manager	1.0	1.0	1.0	0.0
						M43	Project Control Specialist	0.0	1.0	1.0	1.0
						M47	General Maint Mechanic II	10.0	13.0	13.0	3.0
						M51	Carpenter	4.0	4.0	4.0	0.0
						M55	Sr Carpenter	1.0	1.0	1.0	0.0
						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	HVAC/R 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	1.0	1.0	1.0	0.0
						MLA	Medical Laboratory Assistant I	1.0	0.0	0.0	-1.0
						N23	Dir of Facilities SCVHHS	1.0	1.0	1.0	0.0
						N54	Dir of Nursing Prof Practice	1.0	1.0	1.0	0.0
						N56	Dir Valley Speciality Center	1.0	1.0	1.0	0.0
						N5A	Director of Care Management	1.0	1.0	1.0	0.0
						N95	Sr Hospital Stationary Enginr	2.0	3.0	3.0	1.0
						N96	Hospital Stationary Engineer	10.0	10.0	10.0	0.0
						N9A	Institutional Review Board Administrator	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	11.0	7.0	7.0	-4.0
						P35	Post Graduate Year IV	8.0	8.0	8.0	0.0
						P36	Post Graduate Year III	20.0	24.0	24.0	4.0
						P37	Post Graduate Year II	24.0	27.0	27.0	3.0
						P39	Post Graduate Year I	50.0	47.0	47.0	-3.0
						P40	Pharmacist Specialist	13.5	14.1	14.1	0.6
						P41	Physician-VMC	336.6	349.4	349.4	12.8
						P47	Optometrist	2.0	3.0	3.0	1.0
						P48	Ophthalmic Technician	1.8	1.8	1.8	0.0
						P49	Psychiatrist III-MH	5.0	0.0	0.0	-5.0
						P55	Psychiatrist III	38.5	45.0	44.0	5.5
						P61	Rehabilitation Svcs Prog Mgr	1.0	1.0	1.0	0.0
						P67	Rehabilitation Counselor	0.5	0.5	0.5	0.0



Santa Clara Valley Health and Hospital System (Continued)

Agency Name		Budget Unit Number and Name			Amount Change from 2015	
Cost Center Number and Name		FY 2015 Positions		FY 2016	Approved	
Job Class Code and Title		Approved	Adjusted	Recommended	Approved	
P71	Operating Room Clerk	6.5	7.5	7.5	1.0	
P76	Registered Dental Assistant	13.0	17.0	17.0	4.0	
P81	Pharmacist Tech Sys Spec	1.0	1.0	1.0	0.0	
P82	Operating Room Aide	13.3	15.3	15.3	2.0	
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	1.6	2.6	1.5	
P9A	Hospital Clinical Psych	6.3	6.3	6.3	0.0	
Q07	Program Mgr II-U	1.0	1.0	1.0	0.0	
Q2K	Supv Account Clerk II-U	1.0	1.0	1.0	0.0	
Q39	Nurse Coordinator - U	0.5	0.5	0.0	-0.5	
Q3G	Pharmacist Tech Sys Spec-U	3.0	3.0	0.0	-3.0	
Q96	Community Worker-U	1.0	1.0	0.0	-1.0	
Q98	Dentist-U	8.9	11.9	11.9	3.0	
R06	Dir Nutrition & Food Services	1.0	1.0	1.0	0.0	
R10	Physical Therapist III	8.5	9.0	9.0	0.5	
R11	Physical Therapist II	29.3	35.3	35.3	6.0	
R12	Occupational Therapist III	4.0	4.0	4.0	0.0	
R13	Psychosocial Occ Therapist	2.0	2.0	2.0	0.0	
R15	Respiratory Care Prac I	15.2	7.4	7.4	-7.8	
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	
R1A	Occupational Therapist II	13.1	16.6	16.6	3.5	
R1C	Recreation Therapist III	1.0	1.0	1.0	0.0	
R1D	Recreation Therapist II	2.8	2.8	2.8	0.0	
R1E	Sr Clinical Lab Scientist II	9.0	10.0	10.0	1.0	
R1F	Sr Clinical Lab Scientist I	61.5	57.0	57.0	-4.5	
R1G	Asst Supv Clin Lab Scientist	6.0	7.0	7.0	1.0	
R1L	Speech Language Pathologist I	1.0	2.0	2.0	1.0	
R1P	Physical Therapist I	7.5	6.0	6.0	-1.5	
R1R	Recreation Therapist I	1.0	1.0	1.0	0.0	
R1S	Respiratory Care Prac II	36.2	44.0	44.0	7.8	
R1T	Occupational Therapist I	5.0	5.0	5.0	0.0	
R21	Clinical Dietitian I	0.0	5.5	5.5	5.5	
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	100.5	106.1	106.1	5.6	
R29	Pharmacy Technician	130.0	135.1	135.1	5.1	
R2C	Occupational Therapy Asst II	2.0	2.0	2.0	0.0	
R2I	Pharmacy Assistant	4.0	4.0	4.0	0.0	
R2L	Clinical Dietitian II	17.3	15.8	15.8	-1.5	
R2M	Graduate Intern Pharmacist	0.0	3.0	3.0	3.0	
R2N	Clinical Nutrition Svcs Mgr	1.0	1.0	1.0	0.0	
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	



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		FY 2015 Positions		FY 2016	Amount Change from 2015
								Approved	Adjusted	Recommended	Approved
		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 Languag Path III	1.0	1.6	1.6	0.6				
		R38	Speech Language Path II	7.0	7.5	7.5	0.5				
		R39	Sr Diagnostic Img 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 Svcs Spcl	2.0	2.0	2.0	0.0				
		R56	Supv Pharmacist	9.0	10.0	10.0	1.0				
		R57	Cytotechnologist	2.5	2.5	2.5	0.0				
		R59	Supv Clinical Lab Scientist	10.0	10.0	10.0	0.0				
		R62	Clinical Laboratory Scientist	14.5	16.5	16.5	2.0				
		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	2.0	2.0	1.0				
		R6C	MRI Technologist - CT	5.0	6.0	6.0	1.0				
		R70	Sr Hospital Clin Psychologist	1.0	1.0	1.0	0.0				
		R71	Dialysis Technician	22.0	22.0	22.0	0.0				
		R74	Medical Laboratory Asst II	68.0	69.0	69.0	1.0				
		R75	Medical Laboratory Assistant I	0.0	10.0	10.0	10.0				
		R78	Anesthesia Technician	5.0	6.0	6.0	1.0				
		R7B	Diagnostic Imaging Info SS II	1.0	1.0	1.0	0.0				
		R7F	Medical Laboratory Asst III	6.0	5.0	5.0	-1.0				
		R7G	Medical Laboratory 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	0.5	0.5	-1.0				
		R88	Diagnostic Imaging Tech II	1.0	1.0	1.0	0.0				
		R8B	Diag Imaging Tech II-CT	5.0	6.6	6.6	1.6				
		R8C	Diag Imaging Tech I-Fluoroscopy	22.6	26.0	26.0	3.4				
		R8D	Diag Imaging Tech I -Mammo	11.0	11.0	11.0	0.0				
		R8E	Diag Imaging Tech I-CT	12.0	15.0	15.0	3.0				
		R8F	Diag Imaging Tech I-CT & Mammo	2.0	1.0	1.0	-1.0				
		R8G	Diag Imaging Tech I-Clin Instr	3.0	3.0	3.0	0.0				
		R90	Orthopedic Technician	4.0	4.0	4.0	0.0				
		R94	Sr Nuclear Medicine Tech	1.0	1.0	1.0	0.0				
		R95	Nuclear Medicine Technologist	4.0	4.0	4.0	0.0				
		R99	Clinical Neurophysiolg Tech II	2.0	2.0	2.0	0.0				
		S01	Q I Mgr - Hospital	4.0	4.0	4.0	0.0				
		S04	Infection Control Nurse	3.0	4.0	4.0	1.0				



Santa Clara Valley Health and Hospital System (Continued)

Agency Name		Budget Unit Number and Name			Amount Change from 2015	
Cost Center Number and Name		FY 2015 Positions		FY 2016	Approved	
Job Class Code and Title		Approved	Adjusted	Recommended	Approved	
S06	Central Supply Tech II	23.5	25.0	25.0	1.5	
S07	Q I Mgr-Ambulatory CHS	1.0	1.0	1.0	0.0	
S11	Assistant Nurse Manager	38.0	44.0	44.0	6.0	
S12	Utilization Review Coordinator	18.3	19.8	19.8	1.5	
S18	Patient Services Case Coord	20.4	25.9	26.9	6.5	
S1L	Q I Mgr - Acute Psych Svcs -LG	0.0	1.0	1.0	1.0	
S1V	Cert Reg Nrs Anesthetist	5.0	4.0	4.0	-1.0	
S23	Operating Room Technician	19.2	20.2	20.2	1.0	
S27	Mgr of Supply Proc, Proc Dist	3.0	4.0	4.0	1.0	
S2A	Assistant Nurse Manager Step A	5.0	9.0	9.0	4.0	
S2B	Assistant Nurse Manager Step B	14.0	9.0	9.0	-5.0	
S2C	Assistant Nurse Manager Step C	20.0	20.0	20.0	0.0	
S33	Dir Inpatient Acute Care	1.0	1.0	1.0	0.0	
S34	EKG Technician	9.0	9.0	9.0	0.0	
S35	Clinical Nurse Specialist	4.1	6.1	6.1	2.0	
S38	Staff Developer	9.8	9.8	9.8	0.0	
S39	Nurse Coordinator	29.5	33.0	33.0	3.5	
S3A	Nurse Coordinator - Step A	4.5	3.0	3.0	-1.5	
S3B	Nurse Coordinator - Step B	7.0	8.0	8.0	1.0	
S3C	Nurse Coordinator - Step C	6.3	4.3	4.3	-2.0	
S3D	Dir Cr Cr Emer & Perio Nrs	1.0	1.0	1.0	0.0	
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	16.8	20.4	20.4	3.6	
S53	Nrs Mgr Emergency Department	1.0	1.0	1.0	0.0	
S54	Chief Radiation Therapist	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	70.0	72.0	72.0	2.0	
S59	Nurse Practitioner	50.4	56.2	58.9	8.5	
S5A	Staff Developer - Step A	2.0	2.0	2.0	0.0	
S5B	Staff Developer - Step B	1.0	1.0	1.0	0.0	
S5C	Staff Developer - Step C	3.1	3.1	3.1	0.0	
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 Ctr	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 I	3.5	4.0	4.0	0.5	
S69	Q I Mgr - Inpatient Nursing	1.0	1.0	1.0	0.0	
S6B	Ultrasonographer I - B	6.0	6.0	6.0	0.0	
S6C	Ultrasonographer I - C	2.0	2.0	2.0	0.0	
S71	Trauma Program Coord	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		FY 2015 Positions		FY 2016	Amount Change from 2015
Job Class Code and Title		Approved	Adjusted	Recommended	Approved				
S72	Q I Mgr - Acute Psych Svcs	1.0	0.0	0.0	-1.0				
S75	Clinical Nurse III	664.8	706.4	706.4	41.6				
S76	Clinical Nurse II	94.4	100.1	100.1	5.7				
S7A	Clinical Nurse III - Step A	40.7	51.8	51.8	11.1				
S7B	Clinical Nurse III - Step B	55.7	42.8	42.8	-12.9				
S7C	Clinical Nurse III - Step C	44.1	48.8	48.8	4.7				
S80	Admin Nurse II	9.2	10.2	10.2	1.0				
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	122.3	138.9	138.9	16.6				
S87	Psychiatric Technician II	14.0	16.0	16.0	2.0				
S89	Clinical Nurse I	24.8	43.7	43.7	18.9				
S90	Dir Nursing Acute Psych Svcs	1.0	1.0	1.0	0.0				
S91	Emergency Room Tech	21.1	21.1	21.1	0.0				
S93	Hospital Services Asst II	149.5	177.9	177.9	28.4				
S95	Hospital Services Asst I	16.0	16.0	16.0	0.0				
S9B	Ultrasonographer II - B	2.8	5.8	5.8	3.0				
S9C	Ultrasonographer II - C	3.0	4.0	4.0	1.0				
S9D	Ultrasonographer II - D	13.8	10.8	10.8	-3.0				
S9E	SCVHHS Envir Svcs Director	1.0	1.0	1.0	0.0				
S9M	SCVHHS Envir Svcs Manager	1.0	1.0	1.0	0.0				
S9P	Patient Transport Coordinator	4.2	4.2	4.2	0.0				
S9S	Mental Health Worker	58.5	71.5	71.5	13.0				
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				
U48	Patient Business Serv Clerk-U	14.0	2.0	0.0	-14.0				
U98	Protective Services Officer	39.5	43.5	43.5	4.0				
U9D	Supv Protective Svcs Officer	7.0	7.0	7.0	0.0				
V33	Office Specialist II-U	0.0	1.0	0.0	0.0				
V5F	Assoc Envir Hlth Safety Anal	1.0	1.0	1.0	0.0				
V64	Office Specialist I-U	0.0	11.0	0.0	0.0				
W67	Graduate Intern Pharmacist-U	4.0	4.0	4.0	0.0				



Santa Clara Valley Health and Hospital System (Continued)

Agency Name		Budget Unit Number and Name			Cost Center Number and Name		FY 2015 Positions		FY 2016	Amount Change from 2015
Job Class Code and Title		Approved	Adjusted	Recommended	Approved					
W71	Sr Health Care Prog Analyst	10.0	11.0	11.0	1.0					
X09	Sr Office Specialist	5.3	6.3	6.3	1.0					
X15	Exec Assistant II-ACE	3.0	3.0	3.0	0.0					
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	25.1	28.1	29.1	4.0					
Y04	Medical Social Worker I	4.5	6.5	6.5	2.0					
Y09	Genetic Counselor II	0.0	3.0	3.0	3.0					
Y0A	Nurse Practitioner - Step A	3.0	2.0	2.0	-1.0					
Y0B	Nurse Practitioner - Step B	1.0	1.0	1.0	0.0					
Y0C	Nurse Practitioner - Step C	3.6	3.6	3.6	0.0					
Y0D	Medical Social Worker II-U	1.5	1.5	0.0	-1.5					
Y1A	Cert Reg Nrs Anesthetist Stp A	0.0	1.0	1.0	1.0					
Y41	Psychiatric Social Worker II	19.5	19.5	19.5	0.0					
Y52	Project Mgr, Medicaid Coverage Exp Prog	1.0	1.0	1.0	0.0					
Z1B	Accounting Manager-SCVHHS	5.0	5.0	6.0	1.0					
Z1C	Decision Support Mgr-SCVHHS	1.0	1.0	1.0	0.0					
Total - Santa Clara Valley Medical Center		5,347.9	5,690.5	5,686.2	338.3					
Total - Santa Clara Valley Health and Hospital System		6,817.5	7,221.2	7,250.7	433.2					



Housing, Land Use, Environment and Transportation

Agency Name	Budget Unit Number and Name	Cost Center Number and Name	Job Class Code and Title	FY 2015 Positions		FY 2016	Amount Change from 2015
				Approved	Adjusted	Recommended	Approved

Environmental Resource Departments

0260	Department of Planning and Development						
026001	Planning & Development Fund 0001						
	A1B	Dir Dept of Planning & Develop	1.0	1.0	1.0	0.0	
	A2D	Building Official	1.0	1.0	1.0	0.0	
	A2F	Planning Manager	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	
	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	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	
	C29	Exec Assistant I	1.0	1.0	1.0	0.0	
	C5B	Code Enforcement Prg Mgr	1.0	1.0	1.0	0.0	
	D09	Office Specialist III	6.5	6.5	6.5	0.0	
	D55	Board Clerk I	1.0	1.0	1.0	0.0	
	D97	Account Clerk II	1.0	1.0	1.0	0.0	
	G28	Info Systems Analyst II	1.0	1.0	0.0	-1.0	
	G38	Info Systems Tech III	1.0	1.0	0.0	-1.0	
	K66	Field Survey Technician II	1.0	1.0	1.0	0.0	
	K79	Geographic Info Sys Tech II	2.0	2.0	2.0	0.0	
	K7G	GIS Analyst	1.0	1.0	1.0	0.0	
	K81	Engineering Technician III	2.0	2.0	2.0	0.0	
	L08	Sr Plan Check Engineer	2.0	2.0	2.0	0.0	
	L09	Assoc Plan Check Engineer	6.0	5.0	5.0	-1.0	
	L11	County Surveyor Supv Surv Map	1.0	1.0	1.0	0.0	
	L13	Principal Civil Engineer-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	0.0	1.0	1.0	1.0	
	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	
	L82	Planning & Development Coord	1.0	1.0	1.0	0.0	
	L83	Planner III	13.0	13.0	13.0	0.0	
	L84	Planner II	1.0	1.0	1.0	0.0	
	L99	Architectural Plans Examiner	0.0	1.0	1.0	1.0	
	N04	Sr Building Inspector	3.0	3.0	3.0	0.0	
	N06	Building Inspector	9.0	9.0	9.0	0.0	
	N27	Supv Construction Inspector	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		FY 2015 Positions		FY 2016	Amount Change from 2015
		Job Class Code and Title		Approved	Adjusted	Recommended	Approved		
		N31	Sr Construction Inspector	2.0	2.0	2.0		0.0	
		N33	Permit Technician	8.0	8.0	8.0		0.0	
		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				88.0	89.0	87.0		-1.0	
0710	Parks and Recreation Department								
5803	Martial Cottle Park - Fund 0039								
	B3N	Program Mgr II		0.0	1.0	1.0		1.0	
	H17	Utility Worker		0.0	1.0	1.0		1.0	
	T09	Park Ranger II		1.0	1.0	1.0		0.0	
	T16	Park Maintenance Worker II		2.0	2.0	2.0		0.0	
	T2A	Parks Program Coordinator		0.0	1.0	1.0		1.0	
	T32	Park Services Attendant		1.0	1.0	1.0		0.0	
5851	Volunteer Program Fund 0039								
	B3P	Program Mgr I		1.0	1.0	1.0		0.0	
	D09	Office Specialist III		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	
	D09	Office Specialist III		0.0	1.0	1.0		1.0	
	T21	Parks Interpretive Prog Coord		1.0	1.0	0.0		-1.0	
	T2A	Parks Program Coordinator		0.0	1.0	3.0		3.0	
	T31	Parks Interpreter		4.5	5.5	5.5		1.0	
	T34	Parks Interpretive Prg Supv		1.0	1.0	1.0		0.0	
5864	Natural Resource Mgt Fund 0039								
	B3N	Program Mgr II		1.0	1.0	1.0		0.0	
	H17	Utility Worker		1.0	0.0	0.0		-1.0	
	T24	Parks Natural Resource Planner		1.0	1.0	1.0		0.0	
	T35	Parks Natural Resources Pg Sup		1.0	1.0	1.0		0.0	
	T36	Parks Natural Resources Tech		3.0	3.0	2.0		-1.0	
	T3B	Parks Natural Resource Tech-U		0.0	1.0	1.0		1.0	
	T91	Park Natural Resource Mgr Crd		0.0	0.0	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	
	D09	Office Specialist III		0.0	1.0	1.0		1.0	
	K79	Geographic Info Sys Tech II		1.0	1.0	1.0		0.0	
	K7G	GIS 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	3.8	3.8		1.5	
	L86	Planner III- U		1.0	1.0	0.0		-1.0	
5908	Construction Svcs Fund 0039								
	L16	Assoc Civil Engineer		1.0	1.0	1.0		0.0	
	L67	Capital Projects Mgr III		2.0	2.0	2.0		0.0	



Housing, Land Use, Environment and Transportation (Continued)

Agency Name		Budget Unit Number and Name		FY 2015 Positions		FY 2016	Amount
Cost Center Number and Name		Approved	Adjusted	Recommended	Approved	Change	from 2015
Job Class Code and Title							
	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	Dir of Parks And 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	5.0	5.0	1.0	
	B3N	Program Mgr II	2.0	1.0	1.0	-1.0	
	T23	Parks Outdoor Recreation Coord	1.0	1.0	1.0	0.0	
	T46	Envir Hlth Sfty Comp Spc Wsa	1.0	1.0	1.0	0.0	
	W1N	Sr Mgmt Analyst-U	1.0	1.0	1.0	0.0	
	W1P	Mgmt Analyst-U	1.0	1.0	0.0	-1.0	
	X15	Exec Assistant II-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	
	B2P	Admin Support Officer Ii	0.0	0.0	1.0	1.0	
	B2Z	Admin Support Officer III-ACE	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	10.0	5.0	5.0	-5.0	
	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 Mgr I	1.0	0.0	0.0	-1.0	
	G85	Sr Business Info Tech Consult	0.0	1.0	1.0	1.0	
	T18	Park Use Coord	1.0	1.0	0.0	-1.0	
	T22	Parks Training Coord	1.0	1.0	1.0	0.0	
071013	Park Operations Fund 0039						
	B6K	Mgr Park Ranger Operations	1.0	1.0	1.0	0.0	
	D09	Office Specialist III	0.0	1.0	1.0	1.0	
	T08	Sr Park Ranger	9.0	9.0	9.0	0.0	
	T09	Park Ranger II	39.0	41.0	41.0	2.0	
	T14	Park Ranger I	3.0	1.0	1.0	-2.0	
	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	1.0	0.0	0.0	-1.0	
	T32	Park Services Attendant	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 of Park Maintenance Svcs	1.0	1.0	1.0	0.0	
	D09	Office Specialist III	0.0	1.0	1.0	1.0	
	G81	Storekeeper	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		FY 2015 Positions		FY 2016	Amount Change from 2015
Job Class Code and Title		Approved	Adjusted	Recommended	Approved				
G82	Stock Clerk	0.5	0.5	0.5	0.0				
H17	Utility Worker	1.0	1.0	1.0	0.0				
M17	Fleet Services Mechanic	1.0	1.0	1.0	0.0				
M18	Fleet Services Asst Mechanic	1.0	1.0	1.0	0.0				
T03	Park Field Support Mgr	1.0	1.0	1.0	0.0				
T13	Park Equipment Operator	3.0	3.0	3.0	0.0				
T16	Park Maintenance Worker II	38.0	42.0	43.0	5.0				
T17	Park Maintenance Worker I	4.0	0.0	0.0	-4.0				
T1A	Park Maintenance Worker II-U	1.0	1.0	1.0	0.0				
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				
T93	Park Maintenance Crew Chief	1.0	1.0	1.0	0.0				
T95	Park Maintenance Crafts Worker	3.0	3.0	4.0	1.0				
Total - Parks and Recreation Department		219.3	224.8	225.8	6.5				

Agriculture and Environmental Management

0262 Agriculture and Environmental Mgmt

1187	Recycling and Waste Reduction Div-F0037								
	B1N Sr Mgmt Analyst	1.0	2.0	2.0	1.0				
	B1P Mgmt Analyst	2.5	1.5	1.0	-1.5				
	B1R Assoc Mgmt Analyst B	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				
	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				
	V21 Hazardous Materials Tech	4.0	4.0	4.0	0.0				
	V2B Sr Hazardous Materials Spec	1.0	1.0	1.0	0.0				
	V52 Hazardous Materials Prgm Mgr	1.0	1.0	1.0	0.0				
5660	Agriculture Fund 0001								
	K80 Geographic Info Sys Tech I	1.0	1.0	1.0	0.0				
	V03 Deputy Agricultural Commissnr	2.0	2.0	2.0	0.0				
	V05 Agricultural Biologist III	4.0	6.0	6.0	2.0				
	V06 Agricultural Biologist II	5.0	4.0	4.0	-1.0				
	V07 Agricultural Biologist I	3.0	2.0	2.0	-1.0				
	V1B AG Biologist/Canine Handler	1.0	1.0	1.0	0.0				
5662	Clean Water Program - Fund 0001								
	B1P Mgmt Analyst	0.0	1.0	1.0	1.0				
	B1R Assoc Mgmt Analyst B	1.0	0.0	0.0	-1.0				
	B3N Program Mgr II	1.0	1.0	1.0	0.0				
	V16 Environmental Hlth Specialist	0.0	0.0	1.0	1.0				
5663	Weights & Measures Fund 0001								



Housing, Land Use, Environment and Transportation (Continued)

Agency Name		Budget Unit Number and Name		FY 2015 Positions		FY 2016	Amount
Cost Center Number and Name		Approved	Adjusted	Recommended	Change	from 2015	
Job Class Code and Title		Approved	Adjusted	Recommended	Approved		
	V26 Deputy Sealer Weight Measures	1.0	1.0	1.0	0.0		
	V27 Weights & Measures Insp III	6.5	5.5	5.5	-1.0		
	V28 Weights & Measures Insp II	2.0	3.0	3.0	1.0		
	V29 Weights & Measures Insp I	1.0	1.0	1.0	0.0		
	V2F Sup Weights & Measures Insp	1.0	1.0	1.0	0.0		
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		
5665	Administration Fund 0001						
	A50 Dir of Ag & Environ Mgmt	1.0	1.0	1.0	0.0		
	A55 Agri Commissioner/SLR	1.0	1.0	1.0	0.0		
	B1N Sr Mgmt Analyst	0.0	2.0	2.0	2.0		
	B1P Mgmt Analyst	0.0	1.0	2.0	2.0		
	B1R Assoc Mgmt Analyst B	3.0	0.0	0.0	-3.0		
	B2K Admin Serv Mgr III-2D	1.0	1.0	1.0	0.0		
	B2N Admin Support Officer III	1.0	1.0	1.0	0.0		
	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	2.0	2.0	2.0		
	B80 Accountant Auditor Appraiser	2.0	1.0	1.0	-1.0		
	B96 Dept Fiscal Officer	1.0	1.0	1.0	0.0		
	C29 Exec Assistant I	1.0	1.0	1.0	0.0		
	D09 Office Specialist III	14.0	12.0	12.0	-2.0		
	D49 Office Specialist II	3.5	3.0	3.0	-0.5		
	D96 Accountant Assistant	3.0	2.0	2.0	-1.0		
	D97 Account Clerk II	2.0	2.0	2.0	0.0		
	V18 Sr Environmental Hlth Spec	0.0	1.0	1.0	1.0		
	V1C AEM Operations Aide	0.0	2.5	2.5	2.5		
	X09 Sr Office Specialist	6.0	8.0	8.0	2.0		
	X17 Exec Assistant I-ACE	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	2.0	2.0	2.0	0.0		
	V57 Animal Control Officer	3.0	4.0	4.0	1.0		
	V58 Kennel Attendant	5.0	5.5	5.5	0.5		
	V5H Senior Animal Control Officer	1.0	0.0	0.0	-1.0		
	V99 Animal Shelter Supervisor	1.0	1.0	1.0	0.0		
Total - Agriculture and Environmental Mgmt		103.5	107.0	108.5	5.0		
0261	Department of Environmental Health						
1194	DEH - Admin Fund 0030						
	A70 Dir Environmental Hlth Dept	1.0	1.0	1.0	0.0		
	G12 Information Systems Mgr II	1.0	1.0	1.0	0.0		
	G14 Information Systems Mgr I	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		FY 2015 Positions		FY 2016	Amount Change from 2015
								Approved	Adjusted	Recommended	Approved
						G28	Info Systems Analyst II	2.0	1.0	1.0	-1.0
						G29	Info Systems Analyst I	0.0	1.0	1.0	1.0
						G38	Info Systems Tech III	0.0	1.0	1.0	1.0
						G50	Info Systems Tech II	1.0	0.0	0.0	-1.0
026102	EHS - Planning Fund	0030				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 Specialist	38.0	39.0	41.0	3.0
						V17	Environmental Hlth Spcl Trainee	1.0	0.0	0.0	-1.0
						V18	Sr Environmental Hlth Spec	18.0	18.0	18.0	0.0
						V2B	Sr Hazardous Materials Spec	0.0	1.0	1.0	1.0
026103	Toxics Solid & Haz Materials Fund	0030				Q12	Hazardous Materials Tech-U	2.0	2.0	2.0	0.0
						V11	Environmental Health Prog Mgr	0.0	1.0	1.0	1.0
						V16	Environmental Hlth Specialist	2.0	3.0	3.0	1.0
						V17	Environmental Hlth Spcl Trainee	1.0	0.0	0.0	-1.0
						V18	Sr Environmental Hlth Spec	3.0	3.0	3.0	0.0
						V19	Hazardous Materials Spec II	14.0	13.0	13.0	-1.0
						V21	Hazardous Materials Tech	2.0	2.0	2.0	0.0
						V2B	Sr Hazardous Materials Spec	5.0	4.0	4.0	-1.0
						V2D	Hazardous Materials Trainee	0.0	1.0	1.0	1.0
						V2E	Environmental Health Geo/Eng	1.0	1.0	1.0	0.0
						V52	Hazardous Materials Prgm Mgr	2.0	1.0	1.0	-1.0
						W1T	Assoc Mgmt Analyst A -U	1.0	1.0	1.0	0.0
						Z4C	Hazardous Materials Spec II-U	1.0	1.0	0.0	-1.0
Total - Department of Environmental Health								103.0	103.0	104.0	1.0
0411	Vector Control District										
4224	Vector Control Fund	0028				G28	Info Systems Analyst II	1.0	1.0	1.0	0.0
						J27	Health Education Associate	1.0	1.0	1.0	0.0
						R75	Medical Laboratory Assistant I	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 Manager, Vector Cntl 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	16.0	15.0	15.0	-1.0
						X78	Vector Control Technician I	0.0	1.0	1.0	1.0
						X79	Vector Control Trainee	3.5	3.5	3.5	0.0
						X83	Vector Control Comm Res Spc	1.0	1.0	1.0	0.0
						X84	Vector Control Opers Supv	2.0	2.0	2.0	0.0
						X85	Vector Control Sci-Tech Srv Mg	1.0	1.0	1.0	0.0
Total - Vector Control District								35.5	35.5	35.5	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		FY 2015 Positions	FY 2016	Amount
								Approved	Recommended	Change
								Adjusted		from 2015
									Approved	Approved
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			
	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	3.0	3.0	1.0			
	B78	Accountant II		1.0	0.0	0.0	-1.0			
	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 Mgr II		1.0	1.0	1.0	0.0			
	G14	Information Systems Mgr I		1.0	1.0	1.0	0.0			
	G28	Info Systems Analyst II		1.0	1.0	1.0	0.0			
	G38	Info Systems Tech III		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	1.0	1.0	1.0			
	B2P	Admin Support Officer II		1.0	0.0	0.0	-1.0			
	B2R	Admin Support Officer I		1.0	1.0	1.0	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			
	C60	Admin Assistant		1.0	1.0	1.0	0.0			
	E28	Messenger Driver		1.0	1.0	1.0	0.0			
	G80	Supv Storekeeper		1.0	1.0	1.0	0.0			
	G81	Storekeeper		1.0	1.0	0.0	-1.0			
	L14	Sr Civil Engineer		1.0	1.0	1.0	0.0			
	L16	Assoc Civil Engineer		1.0	1.0	1.0	0.0			
	M34	Roads Ops Supt-Pest Contrl Adv		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		31.0	25.0	25.0	-6.0			
	N67	Road Maintenance Worker I		5.0	11.0	11.0	6.0			
	N69	Road Dispatcher		3.0	3.0	3.0	0.0			
	N77	Traffic Painter Supv		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 2015	
Cost Center Number and Name		FY 2015 Positions		FY 2016	Approved	
Job Class Code and Title		Approved	Adjusted	Recommended	Approved	
	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 Spt/Roads	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	
	D09 Office Specialist III	3.0	3.0	2.0	-1.0	
	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 Sys Tech II	1.0	1.0	1.0	0.0	
	K81 Engineering Technician III	1.0	1.0	0.0	-1.0	
	K82 Engineering Technician II	1.0	1.0	1.0	0.0	
	K89 Electrical Systems Supervisor	1.0	1.0	1.0	0.0	
	K91 Sr Electrical Electronic Tech	11.0	11.0	11.0	0.0	
	K92 Electrical Electronic Tech	4.0	4.0	4.0	0.0	
	L12 County Transportation Planner	1.0	1.0	1.0	0.0	
	L14 Sr Civil Engineer	5.0	5.0	5.0	0.0	
	L16 Assoc Civil Engineer	18.0	17.0	17.0	-1.0	
	L17 Land Surveyor	1.0	1.0	1.0	0.0	
	L18 Asst Civil Engineer	5.0	6.0	6.0	1.0	
	L19 County Traffic Engineer	1.0	1.0	1.0	0.0	
	L20 Junior Civil Engineer	1.0	1.0	1.0	0.0	
	L26 Assoc Transportation Planner	1.0	1.0	1.0	0.0	
	N25 Materials Testing Supv	1.0	1.0	1.0	0.0	
	N26 Manager of Construction	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		FY 2015 Positions	FY 2016	Amount Change	
								Approved	Adjusted	Recommended	from 2015
								Approved	Adjusted	Recommended	Approved
						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	12.0	12.0	12.0	0.0
						N33	Permit Technician	2.0	2.0	2.0	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								254.0	254.0	251.0	-3.0
0608	Roads & Airports Dept - Airports										
	060805	Airport Operations									
		A2P	Asst 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				
		T86	Airport Business Mgr	1.0	1.0	1.0	0.0				
		T89	Airport Operations Supv	1.0	1.0	1.0	0.0				
		T90	Airport Operations Worker	8.0	8.0	6.0	-2.0				
Total - Roads & Airports Dept - Airports								13.0	13.0	11.0	-2.0
Total - Housing, Land Use, Environment and Transportation								816.3	826.3	822.8	6.5
Total - Position Detail								16,216.5	16,851.2	17,013.4	796.9

